

**AGENDA  
CLEAR HILLS COUNTY  
POLICY & PRIORITY COUNCIL MEETING  
TUESDAY, APRIL 1, 2025**

The Policy & Priority meeting of the Council for Clear Hills County will be held on Tuesday, April 1, 2025, commencing at **9:30 a.m.** in the Clear Hills County Council Chambers, 313 Alberta Ave, Worsley Alberta.

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**1. CALL TO ORDER**

**2. AGENDA**

**3. DELEGATIONS:**

- a. End of Steel Heritage Museum **10:30 a.m.**.....2

**4. NEW BUSINESS**

**a. COUNCIL**

- 1. Funding Request End of Steek Heritage Museum .....3
- 2. Peace River School Division Board – Joint Meeting date .....34
- 3. Agri-Food/Tourism .....36
- 4. Strategic Plan.....46

**5. ADJOURNMENT**

# Clear Hills County

## Request For Decision (RFD)

Meeting:	<b>Policy &amp; Priority Meeting</b>
Meeting Date:	April 1, 2025
Originated By:	Allan Rowe, Chief Administrative Officer
Title:	DELEGATION – End of Steel Heritage Museum Society <b>10:30 a.m.</b>
File:	11-02-03

### DESCRIPTION:

The End of Steel Heritage Museum Society will be in attendance to discuss their funding request for a new Zero Turn Lawn Mower and a Perimeter Fence for the Museum.

Information on this item is available later in the meeting.

### BACKGROUND:

### ATTACHMENTS:

### RECOMMENDED ACTION:

**RESOLUTION by.....**

**Initials show support - Reviewed by:**

**Manager:**

**CAO:**



# Clear Hills County

## Request For Decision (RFD)

Meeting:	Policies & Priorities Meeting
Meeting Date:	April 1, 2025
Originated By:	Lori Jobson, Corporate Services Manager
Title:	<b>Funding Request – End of Steel Heritage Museum Society</b>
File:	71-10-02

### DESCRIPTION:

The End of Steel Heritage Museum Society submitted two general grant applications totaling \$28,965.00 to assist with the purchase of a zero-turn lawn mower and the construction of a perimeter fence.

### BACKGROUND:

At the March 25, 2025 Regular Council Meeting, Council made the following motion:

**RESOLUTION by Councillor Ruecker to table the discussion on the End of Steel Heritage Museum Society and invite the Society to a future meeting to discuss their funding request for a Zero-Turn Lawn Mower and Perimeter Fence. CARRIED.**

### ATTACHMENTS:

- March 25, 2025 Regular Council Meeting Agenda Package

### RECOMMENDATION:

1. **RESOLUTION** by... to approve a General Grant to the End of Steel Heritage Museum Society in the amount of \$\_\_\_\_\_ to assist with \_\_\_\_\_ with funds to be allocated from the Rec Board Reserve.

OR

2. **RESOLUTION** by... to deny the End of Steel Heritage Museum Society's funding request.

OR

3. **RESOLUTION** by...

Initials show support - Reviewed by:

Manager:

CAO:

# Clear Hills County

## Request For Decision (RFD)

Meeting:	Regular Council Meeting
Meeting Date:	March 25, 2025
Originated By:	Lori Jobson, Corporate Services Manager
Title:	Funding Request – End of Steel Heritage Museum Society
File:	71-10-02

### DESCRIPTION:

The End of Steel Heritage Museum Society has submitted two general grant applications.

### BACKGROUND:

The End of Steel Heritage Museum Society is requesting the following general grant funding:

Project	Funding Requested
Perimeter Fence	\$23,766.00
Zero Turn Riding Lawn Mower	\$ 5,199.00
<b>Total</b>	<b>\$28,965.00</b>

### ATTACHMENTS:

- End of Steel Heritage Museum Society General Grant Program Applications
- Policy 7003 – General Grant Program
- Grants History

### RECOMMENDATION:

1. **RESOLUTION** by... to approve a General Grant to the End of Steel Heritage Museum Society in the amount of \$\_\_\_\_\_ to assist with \_\_\_\_\_ with funds to be allocated from the Rec Board Reserve.

OR

2. **RESOLUTION** by... to deny the End of Steel Heritage Museum Society's funding request.

Initials show support - Reviewed by:	Manager: 	CAO: 
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**Clear Hills County**

**March 10,2025**

**General Events Grant**

**We recognize and appreciate all the support the Clear Hills Country has given the us over the years. The End of Steel Heritage Society is a registered non profit organization that strives to preserve and showcase artifacts at our museum located in the village of Hines Creek, Alberta. The End of Steel Heritage Society operates the museum with many historical buildings, equipment, artifacts and memorabilia that represent the development of Hines Creek and area since the early 1900s. The Heritage Society relies on Grants and its many community volunteers to operate. We respectfully request your consideration and support for a Fence.**

**Sincerely, End of Steel Heritage Museum  
President Lorraine Frykas**



**CLEAR HILLS COUNTY**  
**GENERAL GRANT APPLICATION FORM**

<b>Applicant Name:</b>	<i>End of Steel Heritage Museum Society</i>
<b>Contact Person:</b>	<i>Garrison Frykas</i>
<b>Address:</b>	<i>Box 265 Near Creek, Alta T0H2A0</i>
<b>Phone Number:</b>	<i>780-835-8221</i>
<b>Email Address:</b>	<i>lfrykas@gmail.com</i>

**List of Executives:**

<i>See attached</i>
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**Project Cost excluding G.S.T.:**

<i>\$ 23,766.00</i>
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**Project Budget Breakdown:**

<i>See attached</i>
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**Provide a detailed description of the project:**

<i>See attached</i> <i>The fence was built in 1986 and is beyond repair.</i>
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**Describe how this project would enhance the County and benefit its residents:**

<i>The fence &amp; museum are the first things you see when you drive into HC and Highway 685.</i>
--

**Has your organization completed any fundraising or received funding from other sources for this project? Please explain:**

<i>yes I have applied for many different grants but they weren't accepted.</i>
--

**Has your organization received funding from the County in the past five years? Please list.**

<i>Yes 2022 Morgan Stone Roof and Outdoor open shed</i>
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**Has your organization been denied funding by the County in the past? Please explain:**

<i>Yes when I wanted wages</i>
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**CLEAR HILLS COUNTY**  
**GENERAL GRANT APPLICATION FORM**

End of Steel Heritage Museum Shawn Hyatt  
Print Name Signature

Mar 10 / 25  
Date

**Checklist:**

- ☒ I have provided our prior year financial statement.
- ☒ I have provided a financial report from the current period.
- ☒ I have provided project quotes.
- ☐ I have included pictures (if applicable).
- ☒ I have provided a copy of our Certificate of Incorporation under the Societies Act.
- ☐ I have completed the application and answered all the questions.
- ☒ The application has been signed by an authorized signatory for our organization.

**Application forms that are incomplete or missing the required information and attachments will be returned.**

**FENCE QUOTATION****WAPITI FENCE (2007) Ltd.****780-512-1826****"Proudly serving the Peace Region"****Email:** [WAPITIFENCE@GMAIL.COM](mailto:WAPITIFENCE@GMAIL.COM); [WAPITIFENCE2@GMAIL.COM](mailto:WAPITIFENCE2@GMAIL.COM); [SALES@WAPITIFENCE.COM](mailto:SALES@WAPITIFENCE.COM)03

<b>CUSTOMER:</b>	<b>Phone:</b>	<b>Date:</b> March 07, 2024
<b>ATTN:</b>	<b>Email:</b>	<b>Quote Number:</b> CP-042-25
	<b>Project:</b> HINES CREEK	

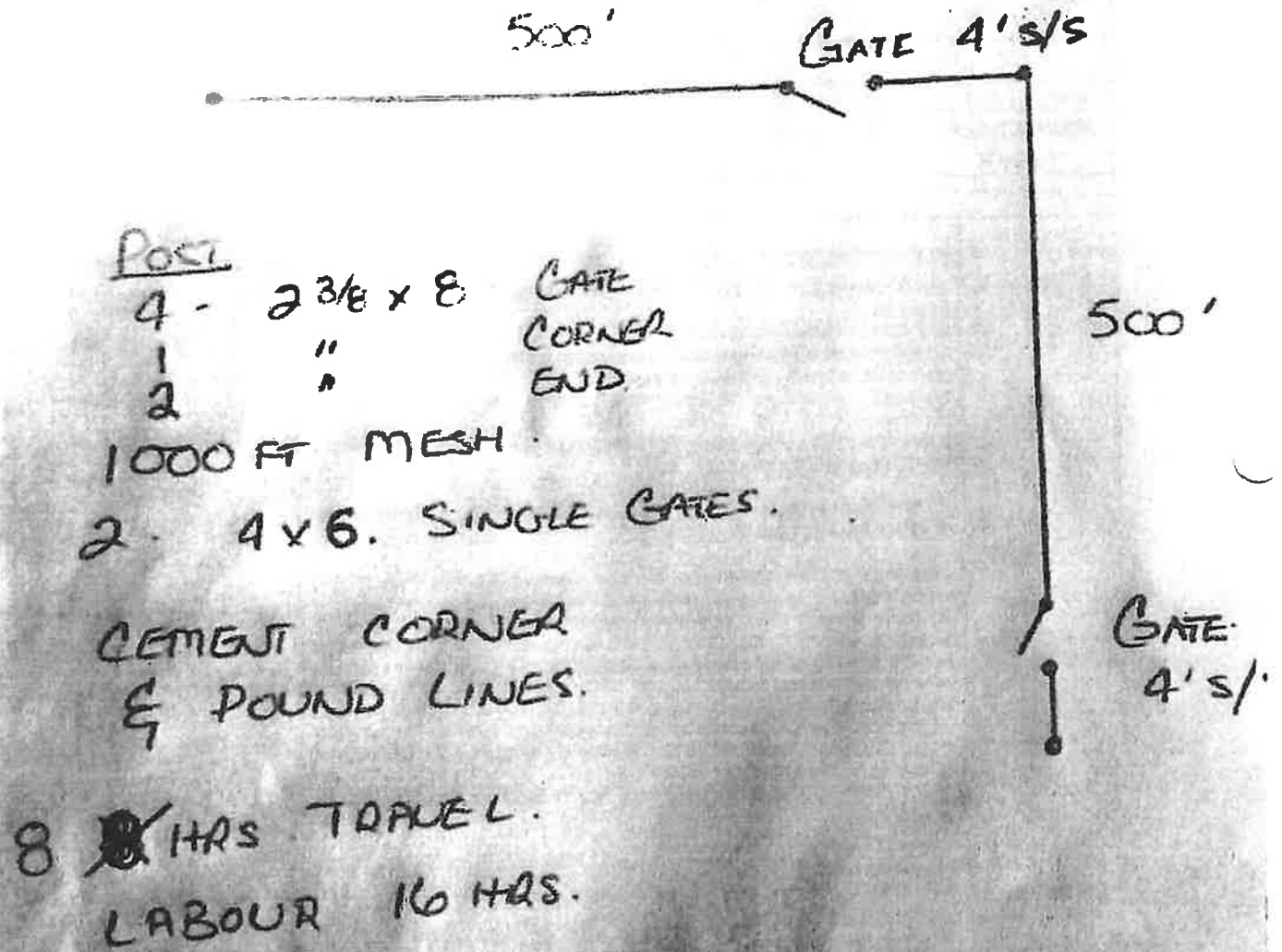
<b>TYPE OF FENCE</b> RESIDENTIAL F/C BLACK	<b>CHAIN LINK TYPE</b> 9 GA X 2 BLACK	<b>HEIGHT</b> 6 FT FFH	<b>LINEPOSTS</b> 1 7/8	<b>TOP-RAIL</b> 1 5/8
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Quantity	Material	Price
992 FT	LINE FENCE: LINE POST, CHAIN LINK, TOP RAIL, EYE TOPS, BOTTOM WIRE, TIE WIRES AND HOG RINGS.	
2	6 FT FFH X 4 FT SINGLE SWING GATE	
4	2 3/8 GATE POST COME WITH HING AND LATCH HARD WARE	
3	2 3/8 TERMINAL POST – ENDS AND CORNERS	
1	CONCRETE – TERMINAL AND GATE POST TO BE CEMENTED. LINE POST TO BE POUNDED.	
	SCOPE: TO SUPPLY LABOUR, MATERIAL AND EQUIPEMENT FOR THE INSTALLATION OF 6 FT FULL COLOUR BLACK CHAIN LINK FENCE.	
	*****MARCH BOOKING DISCOUNT OF TEN PERCENT OFF QUOTE*****THIS IS ONLY VALID FOR THE MONTH OF MARCH*****	
	AREA MUST BE STAKED OUT PRIOR TO CREW ARRIVAL WITH ENDS AND CORNERS MARKED OUT. FENCE LINE MUST BE CLEARED OF OBSTACLES. ANY DELAYS ON SITE AT NO FAULT OF WAPITI FENCE WILL RESULT IN ADDITIONAL CHARGES. TAILINGS TO BE SPREAD AROUND POST. THERE MUST BE FULL AND CLEAR ACCESS FOR A SKID STEER. NORMAL DIGGING CONDITIONS HAVE BEEN QUOTED. IF A HYDROVAC IS REQUIRED THAT WILL BE ADDITIONAL TO THE QUOTE. FIRST CALLS REQUIRED. IF PRIVATE CALLS ARE REQUIRED THAT WILL BE ADDITIONAL TO THE QUOTE. ANY DE ON SITE AT NO FAULT OF WAPITI FENCE WILL RESULT IN ADDITIONAL CHARGES TO THE QUOTE. *****IF THERE ARE TELUS USTILITIES A PRIVATE CALL WILL BE REQUIRED AS TELUS NO LONGER LOCATES THEIR LINES AND THIS IS A REQUIREMENT*****	
	*GST ADDITIONAL TO QUOTE. QUOTE VALID FOR 30 DAYS* 50% DEPOSIT MAY BE REQUIRED*	

**MATERIAL:\$19,446.00****LABOUR:\$4,320.00****TOTAL:\$23,766.00****CUSTOMER SIGNATURE:** *Lord of Steel Heritage Museum***DATE:** *Mar 10/25*

# HINES CREEK. MUSEUM.

6 ft TOTAL BLACK.



LORRAINE 780-835-8221.

**Clear Hills County**

**March 10,2025**

**General Events Grant**

**We recognize and appreciate all the support the Clear Hills Country has given the us over the years. The End of Steel Heritage Society is a registered non profit organization that strives to preserve and showcase artifacts at our museum located in the village of Hines Creek, Alberta. The End of Steel Heritage Society operates the museum with many historical buildings, equipment, artifacts and memorabilia that represent the development of Hines Creek and area since the early 1900s. The Heritage Society relies on Grants and its many community volunteers to operate. We respectfully request your consideration and support for a Mower.**

**Sincerely, End of Steel Heritage Museum  
President Lorraine Frykas**



**CLEAR HILLS COUNTY**  
**GENERAL GRANT APPLICATION FORM**

<b>Applicant Name:</b>	<i>End of Steel Heritage Museum</i>
<b>Contact Person:</b>	<i>Laurance Frykas</i>
<b>Address:</b>	<i>Box 265 Hines Creek, Alta, TN4240</i>
<b>Phone Number:</b>	<i>780-835-8221</i>
<b>Email Address:</b>	<i>lfrykas@gmail.com</i>

**List of Executives:**

<i>see att</i>
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**Project Cost excluding G.S.T.:**

<i>\$ see att</i>
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**Project Budget Breakdown:**

<i>Lawn Mower</i>
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**Provide a detailed description of the project:**

<i>see att</i>
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**Describe how this project would enhance the County and benefit its residents:**

<i>The museum is a focal point of the community. It is the first thing people see when they drive into Hines Creek and drive by on highway 685. It presents a safe and well care for museum is important.</i>
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**Has your organization completed any fundraising or received funding from other sources for this project? Please explain:**

<i>No</i>
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**Has your organization received funding from the County in the past five years? Please list.**

<i>yes</i>	<i>Morgan Store</i>
	<i>Shed for outdoor oven 2022</i>

**Has your organization been denied funding by the County in the past? Please explain:**

<i>yes</i>	<i>when we asked for wages</i>
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**CLEAR HILLS COUNTY**  
**GENERAL GRANT APPLICATION FORM**

Lorraine Frykas  
Print Name

Lorraine Frykas  
Signature

Mar 5 / 25  
Date

**Checklist:**

- ☒ I have provided our prior year financial statement.
- ☒ I have provided a financial report from the current period.
- ☒ I have provided project quotes.
- ☐ I have included pictures (if applicable).
- ☒ I have provided a copy of our Certificate of Incorporation under the Societies Act.
- ☒ I have completed the application and answered all the questions.
- ☒ The application has been signed by an authorized signatory for our organization.

**Application forms that are incomplete or missing the required information and attachments will be returned.**

**YAMAHA ELITE DEALER**  
**THE POWER & SERVICE TO SATISFY**  
**307-10<sup>TH</sup> STREET BOX 548**  
**HINES CREEK, AB**  
**T0H 2A0**  
**CANADA**  
**TELEPHONE 780-494-3536**  
**FAX 780-494-3965**  
**WEB SITE: [www.scanaltapowersales.com](http://www.scanaltapowersales.com)**  
**E-MAIL: [scanalta@telusplanet.net](mailto:scanalta@telusplanet.net)**

*End of Steel Museum*  
*P.O. Box 686*  
*Hines Creek, AB*  
*T0H 2A0*

*February 28, 2025*

*Attention Lorraine Frykas,*

*Lorraine,*

*Thank you for the opportunity to quote you on a new zero turn mower for the museum in Hines Creek. Quote as follows:*

*2025 Husqvarna Z254F zero turn mower*  
*54" Heavy Duty Fabricated Deck*  
*24 hp Kawasaki engine*  
*Premium seat*

*\$5199.00 plus gst*

*Units available April 2025. Quote valid until April 30, 2025.*

*James Bettenson*  
*Scanalta Power Sales*

No. 50312594

# CERTIFICATE of INCORPORATION

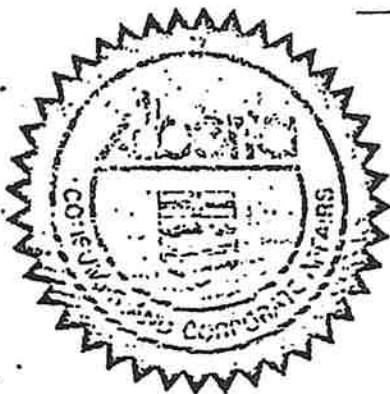
I HEREBY CERTIFY THAT

- END OF STEEL HERITAGE SOCIETY -

IS THIS DAY INCORPORATED UNDER THE SOCIETIES ACT OF THE PROVINCE OF ALBERTA

GIVEN UNDER HIS HAND AND SEAL OF OFFICE AT EDMONTON, ALBERTA,

THIS first DAY OF May A.D. 19 84.



*[Signature]*  
Office of The Registrar of Corporations

**Alberta**

CONSTITUTIONAL  
ACT OF 1982

End of Steel Heritage Society

**Directors 2022**

**President** Lorraine Frykas Box 265 Hines Creek, AB T0H 2A0 780-835-8221

**Vice President** Melvin Worobetz Box 87 Hines Creek, AB T0H 2A0 780-484-3420

**Sec/Treas** Gwen Prusak Box 205 Fairview, AB T0H 1L0 780-835-772-0002

**Directors**

Jerry Nowak Box 2564 Fairview, AB T0H 1L0 780-772-0440

Alkon Bjornson Box 325 Hines Creek, AB T0H 2A0 780-772-2457

Sarah Graves Box 1012 Fairview, AB T0H 1L0 780-256-9583

Orist & Olive Hrab Box 513 Hines Creek, AB T0H 2A0 780-4848-2255

**END OF STEEL MUSEUM - General Account**  
**INCOME STATEMENT**  
**As of Dec. 31, 2024**

**Revenue:**

Market Market	1,398.55
Donation - Town of Fairview	3,143.00
others	3,440.55
Book sale	165.00
Recreation Board	12,000.00
Canada Day	1,313.75
Membership	60.00
Heritage Day	5,137.10
Movie Night	188.70
Morgan Store	239.50
Interest Income	16.69
<b>Total Revenue</b>	<b><u>27,102.84</u></b>

**EXPENSES:**

Electric	3,254.19
Natural Gas	1,767.80
Office Supplies	2,221.04
Bank Charges & Fees	636.12
Roof Repair	7,468.55
Water	2,663.86
Telephone	1,015.90
Misc. Expenses	63.08
Advertising	498.36
Market Market	1,779.89
Bldg. Repair & Maintenance	6,624.18
Grounds Keeping Maintenance	6,249.38
Canada Day	546.40
Heritage Day	1,326.74
Land Rental	100.00
Gasoline	122.18
Movie Night	708.75
Insurance	3,867.65
Employer' Share	
CPP	203.44
EI	168.71
<b>TOTALS EXPENSES</b>	<b><u>41,286.22</u></b>
<b>NET INCOME / LOSS</b>	<b><u>(14,183.38)</u></b>

1/1

Cash in Bank, December 31, 2024 - General Account  
Cash in Bank, Dec. 31, 2024 - Community Spirit Account  
Total Cash in bank

33,488.67  
850.52  
34,339.19

Prepared By: Lourdes Williams

  
Audited By: Armitpal Kaur Bala  
Date: 22 Jan 2025

**END OF STEEL MUSEUM - Casino Account**  
**INCOME STATEMENT**  
**As of Dec. 31, 2024**

<b>Revenue, 2024</b>	
Funding From AGLC	<b>41,286.37</b>
Interest Income	<b>17.87</b>
<b>Total Revenue</b>	<b><u>41,304.24</u></b>
<b>Expenses:</b>	
Bank Charges & fees	<b>201.97</b>
Electric Expenses	<b>733.46</b>
Natural Gas	<b>355.20</b>
Cleaning	<b>1,647.36</b>
Salary	<b>9,953.10</b>
Bookkeeping fees	<b>1,680.00</b>
Employers' Share CPP contribution	<b>304.02</b>
El contribution	<b>269.74</b>
<b>Total Expenses</b>	<b><u>15,144.85</u></b>
<b>Total Cash In Bank, Decemeber 31, 2024</b>	<b><u>41,035.00</u></b>

**Submitted By: Lourdes Williams**

**Audited By: Amritpal Kaur Bala**

*Amritpal Kaur Bala*  
22/Jan/2025

End of Steel Museum  
Summary of Volunteer Work  
For the year 2024

**Project: Varous activities during summer**

		Hrs.	Cost	Totals
Allison Bjorson	Labor - Movie Night/Heritage/	14	20.00	280.00
Dallas Bjornson	Labor - Movie Night/Heritage	14	20.00	280.00
Lorriane Frykas	Labor -	50	60.00	3,000.00
Denise Florendo	Labor - Heritage/Canada day	5	20.00	100.00
Cindy Jure	Saturday Market	210	20.00	4,200.00
Cindy Jure	Morgan Store	50	20.00	1,000.00
Lulu Williams	Bookkeeping	350	20.00	7,000.00
Lorriane Frykas	oversselng museum/ apply for gra	900	20.00	18,000.00
Steven Prusak	Bread Making class	14	20.00	280.00
Gwen Prusak	Bread Making class	14	20.00	280.00
<b>TOTALS</b>		<u>1821</u>		<u>34,420.00</u>

**Movie Night**

Allison Bjornson	Asst. Supervisor/Popcorn	10	20.00	200.00
Olive	labor	4	20.00	80.00
Cindy	labor	4	20.00	80.00
Kloree	labor	4	20.00	80.00
Charlie	labor	4	20.00	80.00
Omy	labor	4	20.00	80.00
Dallas	labor/septup	10	20.00	200.00
Allison Bjornson	pick up glow sticks/popcorn	5	20.00	100.00
<b>Totals</b>		<u>45</u>		<u>900.00</u>

**Project: Museum Maintenance**

		Hrs.	Cost	Total
Melvin		12	20.00	\$ 240.00
Ernie		12	20.00	240.00
Lorriane Frykas		12	20.00	240.00
Jerry Nowek		12	20.00	240.00
Linda Nowek		12	20.00	240.00
Jerry Jeru		48	20.00	960.00
<b>TOTALS</b>		<u>108.00</u>		<u>\$ 2,160.00</u>

**End of Steel Museum  
Summary of Volunteer Work  
For the year 2024**

**Membership meeting/ Canada day/ Heritage days**

	Hrs.	Cost	Total	
Lorlane Frykas	41	20.00	820.00	
Dave Frykas	41	20.00	820.00	
Melvin Worblitz	41	20.00	820.00	
Gwen Prusak	41	20.00	820.00	
Steve Prusak	41	20.00	820.00	
Olive Hruab	41	20.00	820.00	
Cindy Jure	41	20.00	820.00	
Gerry Jure	41	20.00	820.00	
Alison Bjorson	41	20.00	820.00	
Lourdes Williams	41	20.00	820.00	
James Williams	41	20.00	820.00	
Denise Florendo	41	20.00	820.00	
Ernie Remier	41	20.00	820.00	
Janine Lovmo	41	20.00	820.00	
Janet Petrowich	41	20.00	820.00	
Linda Nowek	41	20.00	820.00	
Gerry Nowek	41	20.00	820.00	
Rosa/hedarltes	Canada day/Heritage Day	27	20.00	540.00
Charlie Zavisha	Heritage Day	9	20.00	180.00
Sarah Groves		41	20.00	820.00
Teresa Groves		41	20.00	820.00
Ruby Del	Heritage Day	14	20.00	280.00
Takara Del	Heritage Day	14	20.00	280.00
Hazel R.	heritage Day	14	20.00	280.00
	816		16,320.00	
Grand Total	1,774.00		53,800.00	



# Clear Hills County

Effective Date: <b>October 22, 2024</b>	Policy Number: <b>7003</b>
Title: <b>GENERAL GRANT PROGRAM</b>	

## 1. Policy Statement

- 1.1. Clear Hills County may provide grants to community organizations and individuals and establish a system for evaluating applications and requests.

## 2. General

- 2.1. Council may annually during budget deliberations, establish a budget for general grants.
- 2.2. Council may maintain a reserve to assist community organizations and individuals.
- 2.3. General grants will be awarded at the sole discretion of Council and may be done so in whole or in part.
- 2.4. The maximum grant will be \$25,000 per project.

## 3. Applications

- 3.1. Applications and requests for general grants will be accepted throughout the year.
- 3.2. Applications and requests will be evaluated as received.
- 3.3. Applications and requests shall include the following information or documentation:
  - A clear statement of the purpose of the proposed grant
  - Current estimates of total costs (excluding GST)
  - Project budget indicating all anticipated sources of revenue
  - Identify target group(s) for project
  - A clear statement of the benefit to project participants
  - A clear statement of how the project contributes to the County and/or area

residents quality of life.

3.4. The following criteria will be used to determine eligibility of funding:

- Fund Raising Efforts
- Facility Usage – The facility must open to the general public to rent. There are no restrictions placed on the rental of the facility.
- Other Potential Funding Sources
- Urgency
- Previous General Grants Received. Applicant has met all criteria and had an unsuccessful general grant request in the past. Community involvement & enhancement.

3.5 Capital Projects: Funding for construction of, or improvements to facilities and land will require:

3.5.1 Proof of the right to be there: proof of ownership or lease or use agreement with facility/site owner.

3.5.2 A dissolution agreement with the County, unless there is an existing dissolution agreement for the facility or site with another publicly funded entity, such as a school division or another municipality.

3.6 Ineligible activities: Services provided under this grant program must not provide primarily for the recreational needs or leisure time pursuits of individuals, offer direct assistance (including money, food, clothing or shelter) to sustain an individual or family, or duplicate services that are ordinarily provided by a government or government agency.

#### **4. Reporting**

- 4.1. General Grant recipients will provide a written report on how the grant funds were used within 90 days of the completion of the project or program the grant was received for.
- 4.2. General Grant recipients that fail to provide a report on how grant funds were used will not be eligible to receive future Grant from Clear Hills County.

#### **5. End of Policy**

ADOPTED  
Resolution #C193-02

Date: March 23, 2004

**AMENDED**

Resolution# C625(09/23/08)

Date: September 23, 2008

Resolution# C433(05/25/10)

Date: May 25, 2010

Resolution# C410-16(07/19/16)

Date: July 19, 2016

Resolution# C187-19(04/09/19)

Date: April 9, 2019

Resolution# C490-20(10/13/20)

Date: October 13, 2020

Resolution# C544-24(10/22/24)

Date: October 22, 2024

Grant History 2004 to Present	
55+ Games	\$ 100,000.00
Alberta Conservation Association	\$ 25,000.00
Alberta Winter Games	\$ 13,750.00
All Saints Anglican Church	\$ 28,500.00
All Saints Ukrainian Catholic Parish	\$ 11,200.00
Burnt River Recreation Association	\$ 31,800.00
Carter Camp Recreational Society	\$ 169,690.00
Cherry Canyon Agricultural Society	\$ 185,014.50
Cherry Point Promotion Association	\$ 15,000.00
Clear Hills Agricultural Multi-Plex Society (CHAMPS)	\$ 65,500.00
Clear Hills Watershed Initiative	\$ 50,000.00
Cleardale Agricultural Society	\$ 178,590.00
Cleardale Community Enhancement Society	\$ 2,349,675.81
Cleardale Preschool	\$ 23,000.00
Cleardale Riders	\$ 41,000.00
Crossroads Resource Centre	\$ 6,000.00
David Thompson Bible Camp	\$ 71,000.00
David Thompson Hall Society	\$ 46,500.00
End of Steel Heritage Museum Society	\$ 317,038.58
Eureka River Agricultural Society	\$ 75,000.00
Eureka River Local Trappers 105	\$ 10,000.00
Fairview & Area Learning Store	\$ 17,000.00
Fairview & Area Senior Check-In Line Society	\$ 112,275.00
Fairview Community Restorative Justice	\$ 5,000.00
Fairview Co-op Seed Cleaning Plant	\$ 369,483.81
Fairview Curling Club	\$ 2,500.00
Fairview Day Care & Playschool Society	\$ 150,000.00
Fairview & District Victims Services	\$ 59,772.00
Fairview Lions Club	\$ 2,500.00
George Lake Aquatic Recreation Association	\$ 130,272.00
Hines Creek & District Figure Skating Club	\$ 2,750.00
Hines Creek Composite School Parent Assoc.	\$ 45,558.72
Hines Creek Curling Club	\$ 21,225.00
Hines Creek Golf & Country Association	\$ 346,916.39
Hines Creek Homesteader Lodge	\$ 42,896.24
Hines Creek Municipal Library	\$ 6,000.00
Hines Creek Playschool Society	\$ 25,000.00
Hiinterland Cemetery Company	\$ 15,000.00
Immaculate Heart of Mary Parish Cemetery	\$ 3,150.00
Many Island Recreational Development Society	\$ 188,900.00
Maskwa Medical Centre	\$ 50,000.00
Menno Simons Community School	\$ 4,000.00
Menno Simons Community School	\$ 24,830.00
Mighty Peace Wireless	\$ 4,000,000.00
Montague Valley Cemetery Committee	\$ 15,834.00
Municipal District of Fairview No. 136	\$ 231,314.64
North Peace Forage Association	\$ 5,000.00
Peace Country Pork Management Group	\$ 100,000.00
Peace River School Division	\$ 4,314,755.26
Peace Valley Snow Riders	\$ 35,000.00
Philip J. Currie Dinosaur Museum	\$ 5,000.00

Grant History 2004 to Present		
SHARE Radio Broadcasting Association	\$	9,288.00
STARS	\$	1,235,000.00
Switlanok Ukrainian Dance Company	\$	20,000.00
Town of Fairview	\$	320,709.94
Village of Hines Creek	\$	50,920.00
Whiteaw Ag Society	\$	11,000.00
Worsley Agricultural Society	\$	275,000.00
Worsley Central School	\$	22,500.00
Worsley Central School Parent Council	\$	43,500.00
Worsley Central School Parent Society	\$	6,000.00
Worsley Chamber of Commerce	\$	13,500.00
Worsley Clear Hills Ski Club	\$	300,000.00
Worsley & District Health Promotion Society	\$	15,000.00
Worsley Early Childhood Education Foundation	\$	204,112.50
Worsley Historical & Cultural Association	\$	100,000.00
Worsley Mommy & Me	\$	50,290.00
Worsley Pioneer Club	\$	94,975.00
Worsley Reinfeld Mennonite Church	\$	9,525.67
Worsley Volunteer Fire Fighters' Society	\$	38,650.00
Youth Enhancement Society of Hines Creek	\$	732,050.00
Total:	\$	17,698,213.06

Grant History 2004 to Present						
Organization	Project	Grant Type	Year	Amount	Total by Organization	
55+ Games					\$	
55+ Games	Fairview 2011		2008	\$ 25,000.00	\$ 100,000.00	
55+ Games	Fairview 2011		2009	\$ 25,000.00		
55+ Games	Fairview 2011		2010	\$ 25,000.00		
55+ Games	Fairview 2011		2011	\$ 25,000.00		
Alberta Conservation Association					\$	
Alberta Conservation Association	Sulphur Lake Aeration	General	2020	\$ 5,000.00	\$ 25,000.00	
Alberta Conservation Association	Sulphur Lake Aeration	General	2021	\$ 5,000.00		
Alberta Conservation Association	Sulphur Lake Aeration	General	2022	\$ 5,000.00		
Alberta Conservation Association	Sulphur Lake Aeration	General	2023	\$ 5,000.00		
Alberta Conservation Association	Sulphur Lake Aeration	General	2024	\$ 5,000.00		
Alberta Winter Games					\$	
Alberta Winter Games	Alberta Winter Games Requisition		2004	\$ 13,750.00	\$ 13,750.00	
All Saints Anglican Church					\$	
All Saints Anglican Church	New foundation	Capital	2010	\$ 17,000.00	\$ 28,500.00	
All Saints Anglican Church	Repairs and landscaping for church	Capital	2013	\$ 5,000.00		
All Saints Anglican Church	Demolition of old church		2017	\$ 6,500.00		
All Saints Ukrainian Catholic Parish					\$	
All Saints Ukrainian Catholic Parish	Demolition of old church for public safety reasons	Capital	2017	\$ 6,500.00	\$ 11,200.00	
All Saints Ukrainian Catholic Parish	lawn mower	General	2017	\$ 4,700.00		
Burnt River Recreation Association					\$	
Burnt River Recreation Association	Lawn Mower	Capital	2006	\$ 10,750.00	\$ 31,800.00	
Burnt River Recreation Association	Playground Equipment	Capital	2007	\$ 3,900.00		
Burnt River Recreation Association	Utility Trailer	Capital	2007	\$ 4,400.00		
Burnt River Recreation Association	Covered Pole Shed at Burnt Lee Park	Capital	2014	\$ 6,250.00		
Burnt River Recreation Association	Subdivide Burnt Lee Park from SW22-83-1-W6M	General	2017	\$ 6,500.00		
Carter Camp Recreational Society					\$	
Carter Camp Recreational Society	Campground Upgrades	Capital	2006	\$ 7,500.00	\$ 169,690.00	
Carter Camp Recreational Society	Carter Camp crossing realignment Phase 1	General	2021	\$ 10,000.00		
Carter Camp Recreational Society	Carter Camp crossing realignment Phase 2	General	2021	\$ 87,190.00		
Carter Camp Recreational Society	New playground and campground completion	General	2024	\$ 65,000.00		
Cherry Canyon Agricultural Society					\$	
Cherry Canyon Agricultural Society	Facility Improvement Project	Capital	2007	\$ 14,965.00	\$ 185,014.50	
Cherry Canyon Agricultural Society	Fire tank	General	2010	\$ 10,000.00		
Cherry Canyon Agricultural Society	Oles Lake Playground Enhancement project	Capital	2011	\$ 17,600.00		
Cherry Canyon Agricultural Society	water repair & cement pad Roof Repair	Capital	2010/2012	\$ 11,000.00		
Cherry Canyon Agricultural Society	Additional Fire fighting equipment	General	2013	\$ 26,300.00		
Cherry Canyon Agricultural Society	Renovations to Cherry Canyon Hall	Capital	2016	\$ 25,000.00		
Cherry Canyon Agricultural Society	Fitness Centre Equipment	Capital	2016	\$ 12,479.50		
Cherry Canyon Agricultural Society	lawn mower	General	2019	\$ 4,500.00		
Cherry Canyon Agricultural Society	Playground	Capital	2020	\$ 22,000.00		
Cherry Canyon Agricultural Society	two Ball diamond dugouts	Capital	2020	\$ 5,000.00		
Cherry Canyon Agricultural Society	Hall Renovations (replacing windows, sidewalks and re-roofing half the building)	Capital	2021	\$ 20,000.00		
Cherry Canyon Agricultural Society	fire trailer tire replacement	General	2024	\$ 16,170.00		
Cherry Point Promotion Association					\$	
Cherry Point Promotion Association	Cherry Point Hall	Capital	2005	\$ 7,500.00	\$ 15,000.00	
Cherry Point Promotion Association	Hall repairs & improvements	Capital	2011	\$ 5,000.00		
Cherry Point Promotion Association	Renovations and repairs to the Hall	Capital	2013	\$ 2,500.00		
Clear Hills Agricultural Multi-Plex Society (CHAMPS)					\$	
Clear Hills Agricultural Multi-Plex Society (CHAMPS)	Outdoor Arena & Motor Cross Track	Capital	2009	\$ 25,000.00	\$ 65,600.00	

Grant History 2004 to Present						
Organization	Project	Grant Type	Year	Amount	Total by Organization	
Clear Hills Agricultural Multi-Plex Society (CHAMPS)	Improvements to Multi-Plex grounds	Capital	2012	\$ 15,500.00		
Clear Hills Agricultural Multi-Plex Society (CHAMPS)	Equipment to groom and maintain grounds, chutes for arena and a light plant/generator	Capital	2015	\$ 25,000.00	\$ 50,000.00	
Clear Hills Watershed Initiative						
Clear Hills Watershed Initiative	General Grant	General	2008	\$ 5,000.00		
Clear Hills Watershed Initiative	General Grant	General	2011	\$ 45,000.00	\$ 178,580.00	
Cleardale Agricultural Society						
Cleardale Agricultural Society	OHV Park	Capital	2005	\$ 50,000.00		
Cleardale Agricultural Society	Community Facilities Upgrades	Capital	2008	\$ 22,500.00		
Cleardale Agricultural Society	Move and set up replacement Salt & Pepper Club	Capital	2010	\$ 10,000.00		
Cleardale Agricultural Society	2 Zero Turn lawn mowers	General	2013	\$ 31,920.00		
Cleardale Agricultural Society	Power & water at OHV park	General	2016	\$ 40,180.00		
Cleardale Agricultural Society	Outdoor Skating Rink Upgrades	Capital	2016	\$ 12,000.00		
Cleardale Agricultural Society	Cemetary Sign Project	General	2018	\$ 2,000.00		
Cleardale Agricultural Society	Cleardale OHV Park Bandstand Project	Capital	2020	\$ 10,000.00	\$ 2,349,575.81	
Cleardale Community Enhancement Society						
Cleardale Community Enhancement Society	Construction of Seniors Housing	General	2016	\$ 1,967,688.42		
Cleardale Community Enhancement Society	Paving parking lot at Seniors Housing	General	2017	\$ 150,000.00		
Cleardale Community Enhancement Society	Construction of Seniors Housing	General	2017	\$ 208,282.00		
Cleardale Community Enhancement Society	Construction of Seniors Housing	General	2018	\$ 22,705.39	\$ 23,000.00	
Cleardale Preschool						
Cleardale Preschool	Start up funds	General	2023	\$ 3,000.00		
Cleardale Preschool	2024 Operating Grant	CSSG	2024	\$ 20,000.00	\$ 41,000.00	
Cleardale Riders						
Cleardale Riders	4 Outhouses, horse bridge & wooden boardwalk	General	2024	\$ 41,000.00	\$ 6,000.00	
Crossroads Resource Centre						
Crossroads Resource Centre	Donation	FCSS	2004	\$ 6,000.00	\$ 71,000.00	
David Thompson Bible Camp						
David Thompson Bible Camp	Bathroom Building Improvements	Capital	2008	\$ 21,000.00		
David Thompson Bible Camp	Construction of new kitchen/dining facility	General	2024	\$ 50,000.00	\$ 45,500.00	
David Thompson Hall Society						
David Thompson Hall Society	Furnace	Capital	2006	\$ 5,000.00		
David Thompson Hall Society	Cement pad for Park Shelter	Capital	2010	\$ 4,500.00		
David Thompson Hall Society	New entrance steps and wheel chair ramp	Capital	2013	\$ 5,000.00		
David Thompson Hall Society	Fire Escape Improvements	Capital	2014	\$ 11,500.00		
David Thompson Hall Society	Furnace replacements	Capital	2017	\$ 17,000.00		
David Thompson Hall Society	Geotechnical services	General	2023	\$ 3,500.00	\$ 317,038.58	
End of Steel Heritage Museum Society						
End of Steel Heritage Museum Society	Taxidermy Building	Capital	2004	\$ 40,000.00		
End of Steel Heritage Museum Society	Museum Kitchen Renovations	Capital	2008	\$ 25,000.00		
End of Steel Heritage Museum Society	Blacksmith Shop	Capital	2009	\$ 25,000.00		
End of Steel Heritage Museum Society	Re-doing the inside of the Luback Hall Building	Capital	2011	\$ 23,400.00		
End of Steel Heritage Museum Society	Armed Forces Building Roof	Capital	2014	\$ 4,779.58		
End of Steel Heritage Museum Society	Construction of pole shed and purchase of a new lawn mower	Capital	2016	\$ 10,000.00		
End of Steel Heritage Museum Society	grant to digitize museum artifacts	General	2016	\$ 12,000.00		
End of Steel Heritage Museum Society	R&M of exterior log buildings & purchase of two tent shelters	Capital	2018	\$ 4,800.00		
End of Steel Heritage Museum Society	Upgrades to playground, floor in market shed & finishing Ukrainian Heritage house	Capital	2019	\$ 14,050.00		
End of Steel Heritage Museum Society	Lavatory trailer	Capital	2020	\$ 120,000.00		
End of Steel Heritage Museum Society	Museum & Park - various improvements (scope change 2021 dance floor to trappers cabin)	Capital	2020	\$ 11,008.00		
End of Steel Heritage Museum Society	General repairs	General	2023	\$ 27,000.00	\$ 75,000.00	
Eureka River Agricultural Society						

Grant History 2004 to Present						
Organization	Project	Grant Type	Year	Amount	Total by Organization	
Eureka River Agricultural Society	Mower	Unconditional	2013	\$ 15,000.00		
Eureka River Agricultural Society	Playground	General	2023	\$ 80,000.00		
Eureka River Local Trappers 105					\$ 10,000.00	
Eureka River Local Trappers 105	Trappers Courses	General	2015	\$ 10,000.00		
Fairview & Area Learning Store					\$ 17,000.00	
Fairview & Area Learning Store	2006 Operating grant	FCSS	2006	\$ 2,000.00		
Fairview & Area Learning Store	General grant	General	2010	\$ 5,000.00		
Fairview & Area Learning Store	General grant	General	2011	\$ 5,000.00		
Fairview & Area Learning Store	General grant	General	2012	\$ 5,000.00		
Fairview & Area Senior Check-In Line Society					\$ 112,275.00	
Fairview & Area Senior Check-In Line	Senior Check-In Line	FCSS	2015	\$ 5,000.00		
Fairview & Area Senior Check-In Line	Senior Check-In Line	FCSS	2017	\$ 7,500.00		
Fairview & Area Senior Check-In Line	Senior Check-In Line	FCSS	2018	\$ 3,000.00		
Fairview & Area Senior Check-In Line	2018 Operating grant	General	2018	\$ 8,500.00		
Fairview & Area Senior Check-In Line	Senior Check-In Line	FCSS	2019	\$ 3,500.00		
Fairview & Area Senior Check-In Line	2019 Operating grant	General	2019	\$ 8,500.00		
Fairview & Area Senior Check-In Line	Senior Check-In Line	FCSS	2020	\$ 4,900.00		
Fairview & Area Senior Check-In Line	2020 Operating Grant	General	2020	\$ 8,500.00		
Fairview & Area Senior Check-In Line	Senior Check-In Line	FCSS	2021	\$ 5,975.00		
Fairview & Area Senior Check-In Line	2021 Operating Grant	General	2021	\$ 6,000.00		
Fairview & Area Senior Check-In Line	Senior Check-In Line	FCSS	2022	\$ 4,500.00		
Fairview & Area Senior Check-In Line	2022 Operating Grant	General	2022	\$ 6,500.00		
Fairview & Area Senior Check-In Line	Senior Check-In Line	FCSS	2023	\$ 5,900.00		
Fairview & Area Senior Check-In Line	2023 Operating Grant	General	2023	\$ 6,000.00		
Fairview & Area Senior Check-In Line	2023 Operating Grant	General	2023	\$ 1,000.00		
Fairview & Area Senior Check-In Line	2024 Operating Grant	General	2024	\$ 7,000.00		
Fairview & Area Senior Check-In Line	Seniors Social Connection Events	CSSG	2024	\$ 6,000.00		
Fairview & Area Senior Check-In Line	2025 Operating Grant	General	2025	\$ 7,000.00		
Fairview & Area Senior Check-In Line	Seniors Social Connection Events	CSSG	2025	\$ 7,000.00		
Fairview Community Restorative Justice					\$ 5,000.00	
Fairview Community Restorative Justice	Training	General	2012	\$ 5,000.00		
Fairview Co-op Seed Cleaning Plant					\$ 369,483.81	
Fairview Co-op Seed Cleaning Plant	Gravity Table Funding		2005	\$ 15,483.81		
Fairview Co-op Seed Cleaning Plant			2010	\$ 125,000.00		
Fairview Co-op Seed Cleaning Plant			2012	\$ 125,000.00		
Fairview Co-op Seed Cleaning Plant	Funds for upgrades		2015	\$ 104,000.00		
Fairview Curling Club					\$ 2,500.00	
Fairview Curling Club	curling stones replacement	Beyond Borders	2017	\$ 2,500.00		
Fairview Day Care & Playschool Society					\$ 150,000.00	
Fairview Day Care & Playschool Society	Construction of Day Care Facility	Beyond Borders	2016	\$ 150,000.00		
Fairview & District Victims Services					\$ 59,772.00	
Fairview & District Victims Services	Program Expansion Funding	General	2011	\$ 5,000.00		
Fairview & District Victims Services	2013 Operations		2013	\$ 5,000.00		
Fairview & District Victims Services	Funding Year 1 of 3		2014	\$ 4,924.00		
Fairview & District Victims Services	Funding Year 2 of 3		2015	\$ 4,924.00		
Fairview & District Victims Services	Funding Year 3 of 3		2016	\$ 4,924.00		
Fairview & District Victims Services	2018 Operating	General	2018	\$ 5,000.00		
Fairview & District Victims Services	2019 Operating	General	2019	\$ 5,000.00		
Fairview & District Victims Services	General Operating Grant	General	2020	\$ 5,000.00		
Fairview & District Victims Services	General Operating Grant	General	2021	\$ 5,000.00		

Grant History 2004 to Present						
Organization	Project	Grant Type	Year	Amount	Total by Organization	
Fairview & District Victims Services	General Operating Grant	General	2022	\$ 5,000.00	\$ 2,500.00	\$
Fairview & District Victims Services	General Operating Grant	General	2023	\$ 5,000.00		
Fairview & District Victims Services	General Operating Grant	General	2024	\$ 5,000.00		
Fairview Lions Club						
Fairview Lions Club	Cummings Lake Music Fest	Beyond Borders	2019	\$ 2,500.00	\$ 130,272.00	
George Lake Aquatic Recreation Association						
George Lake Aquatic Recreation Association	Campground Upgrade	Capital	2004	\$ 12,000.00	\$ 2,750.00	\$
George Lake Aquatic Recreation Association	Washroom/Shower Facility	Capital	2008	\$ 25,000.00		
George Lake Aquatic Recreation Association	Installation of power to the camping stalls.	Capital	2012	\$ 12,272.00		
George Lake Aquatic Recreation Association	Playground	Capital	2015	\$ 25,000.00		
George Lake Aquatic Recreation Association	Upgrading existing power grid	Capital	2017	\$ 20,000.00		
George Lake Aquatic Recreation Association	Tractor & Campground upgrades	General	2019	\$ 36,000.00		
Hines Creek & District Figure Skating Club						
Hines Creek & District Figure Skating Club	Jumping Harness	Capital	2008	\$ 2,750.00	\$ 2,750.00	
Hines Creek Composite School Parent Assoc.						
Hines Creek Composite School Parent Assoc.	Phys Ed & Music Equipment	Capital	2008	\$ 1,308.72	\$ 4,000.00	\$
Hines Creek Composite School Parent Assoc.	Playground Equipment Replacement & Outside Seating area	Capital	2010	\$ 25,000.00		
Hines Creek Composite School Parent Assoc.	Playground pea gravel and retaining timbers	Capital	2011	\$ 9,000.00		
Hines Creek Composite School Parent Assoc.	Replacement score clock & shot clocks	Capital	2015	\$ 6,250.00		
Hines Creek Composite School Parent Assoc.	Hines Creek Composite Nutrition Program	CSSG	2024	\$ 4,000.00		
Hines Creek Curling Club						
Hines Creek Curling Club	new ceiling, lighting & ice scraper	Capital	2009	\$ 21,225.00	\$ 21,225.00	
Hines Creek Golf & Country Association						
Hines Creek Golf & Country Association	Workshop	Capital	2006	\$ 15,000.00	\$ 42,896.24	\$
Hines Creek Golf & Country Association	New Fairways	Capital	2007	\$ 13,085.00		
Hines Creek Golf & Country Association	Unknown	Capital	2008	\$ 17,337.50		
Hines Creek Golf & Country Association	Equipment replacement for a tractor and mowers	Capital	2010	\$ 25,000.00		
Hines Creek Golf & Country Association	automate part of irrigation system	Capital	2010/2012	\$ 25,000.00		
Hines Creek Golf & Country Association	temporary clubhouse	General	2013	\$ 27,300.00		
Hines Creek Golf & Country Association	Purchase 313.6 acres Rec Lease 910012	General	2014	\$ 131,500.00		
Hines Creek Golf & Country Association	Complete clubhouse	Capital	2016	\$ 25,000.00		
Hines Creek Golf & Country Association	Irrigation System Completion Project	General	2020	\$ 67,693.89		
Hines Creek Homesteader Lodge						
Hines Creek Homesteader Lodge	Handi Bus Replacement		2009	\$ 42,896.24	\$ 6,000.00	
Hines Creek Municipal Library						
Hines Creek Municipal Library	Seniors, Parents & Tots Craft Supplies	CSSG	2024	\$ 6,000.00	\$ 26,000.00	
Hines Creek Playschool Society						
Hines Creek Playschool Society	HC Playschool	FCSS	2014	\$ 5,000.00	\$ 15,000.00	\$
Hines Creek Playschool Society	HC Playschool	FCSS	2015	\$ 8,000.00		
Hines Creek Playschool Society	HC Playschool	FCSS	2016	\$ 10,000.00		
Hines Creek Playschool Society	HC Playschool	FCSS	2023	\$ 3,000.00		
Hinterland Cemetery Company						
Hinterland Cemetery Company	Lawn mower, fence & storage	General	2019	\$ 15,000.00	\$ 3,150.00	
Immaculate Heart of Mary Parish Cemetery						
Immaculate Heart of Mary Parish Cemetery	lawn mower	Capital	2017	\$ 3,150.00	\$ 188,900.00	
Many Island Recreational Development Society						
Many Island Recreational Development Society	Campground Upgrades	Capital	2004	\$ 25,000.00	\$ 15,200.00	\$
Many Island Recreational Development Society	Playground Equipment upgrade/replacement and solar lights	Capital	2010	\$ 25,000.00		
Many Island Recreational Development Society	Upgrade the bathrooms, bring the salt-dump into composite material and install solar lights in the	Capital	2012	\$ 10,700.00		
Many Island Recreational Development Society	Unconditional Grant	Unconditional	2013	\$ 15,200.00		

Grant History 2004 to Present							
Organization	Project	Grant Type	Year	Amount	Total by Organization		
Many Island Recreational Development Society	Generator	General	2015	\$ 6,000.00	\$ 50,000.00	\$ 50,000.00	
	upto 8 seasonal lots & road	Capital	2019	\$ 32,000.00			
	Boat Launch Improvements	General	2019	\$ 10,000.00			
	Loop road and 10 seasonal lots	Capital	2021	\$ 10,000.00			
	Playground	General	2023	\$ 40,000.00			
Many Island Recreational Development Society	Replacement of main washrooms	General	2024	\$ 15,000.00			
Maskwa Medical Centre							
Maskwa Medical Centre	Construction of new medical clinic	Conditional	2024	\$ 50,000.00	\$		
Menno Simons Community School							
Menno Simons Community School	Breakfast Program	FCSS	2007	\$ 4,000.00	\$		4,000.00
Menno Simons Community School							
Menno Simons Community School	Menno Simons Community School Playground Improvement project	Capital	2011	\$ 24,830.00	\$		24,830.00
Mighty Peace Wireless							
Mighty Peace Wireless	CHC/HCC Community Infrastructure Fiber Optics Build-Out	Conditional	2024	\$ 4,000,000.00	\$		4,000,000.00
Montague Valley Cemetery Committee							
Montague Valley Cemetery Committee	Chainlink Fence Cemetery #1	Capital	2009	\$ 5,667.00	\$	15,834.00	
Montague Valley Cemetery Committee	Chainlink Fence Cemetery #2	Capital	2009	\$ 6,167.00			
Montague Valley Cemetery Committee	Survey to map existing and future plots	General	2022	\$ 4,000.00			
Municipal District of Fairview No. 136							
Municipal District of Fairview No. 136	Fairview Airport Terminal	Conditional	2015	\$ 67,000.00	\$	231,314.64	
Municipal District of Fairview No. 136	2017 airport contribution		2017	\$ 47,672.75			
Municipal District of Fairview No. 136	Automated Weather Observation System (AWOS) at the Fairview Airport.	BBG	2023	\$ 16,641.89			
Municipal District of Fairview No. 136	Fairview Airport runway overlay	General	2024	\$ 100,000.00			
North Peace Forage Association							
North Peace Forage Association	Beef Value Chain Program		2004	\$ 5,000.00	\$	5,000.00	
Peace Country Pork Management Group							
Peace Country Pork Management Group	Economic Development Grant		2005	\$ 100,000.00	\$	100,000.00	
Peace River School Division							
Peace River School Division		FCSS	2008	\$ 45,000.00	\$	4,314,765.26	
Peace River School Division		FCSS	2010	\$ 20,655.00			
Peace River School Division		FCSS	2011	\$ 69,200.00			
Peace River School Division	Trades Training		2012	\$ 12,528.93			
Peace River School Division		FCSS	2012	\$ 72,069.00			
Peace River School Division		FCSS	2013	\$ 72,069.00			
Peace River School Division		FCSS	2013	\$ 45,000.00			
Peace River School Division		FCSS	2014	\$ 42,000.00			
Peace River School Division		FCSS	2014	\$ 45,000.00			
Peace River School Division		FCSS	2015	\$ 19,750.00			
Peace River School Division		FCSS	2016	\$ 65,000.00			
Peace River School Division		FCSS	2016	\$ 34,906.54			
Peace River School Division		FCSS	2016	\$ 143,617.57			
Peace River School Division	H.C. School Parking Lot Expansion		2017	\$ 56,791.00			
Peace River School Division		FCSS	2017	\$ 55,360.58			
Peace River School Division	Trades Training		2018	\$ 6,500.00			
Peace River School Division		FCSS	2018	\$ 64,525.64			
Peace River School Division		FCSS	2018	\$ 2,079,664.03			
Peace River School Division		FCSS	2019	\$ 65,000.00			
Peace River School Division		FCSS	2019	\$ 84,615.00			
Peace River School Division	Trades Training		2019	\$ 593,658.97			
Peace River School Division		FCSS	2019	\$ 593,658.97			
Peace River School Division	Menno Simons School		2020	\$ 44,530.00			
Peace River School Division		FCSS	2020	\$ 44,530.00			

Based on information available on: 3/20/25

Grant History 2004 to Present						
Organization	Project	Grant Type	Year	Amount	Total by Organization	
Peace River School Division	Menno Simons School	FCSS	2020	\$ 15,525.00		
Peace River School Division	Worsley School Parking Lot Paving		2020	\$ 199,000.00		
Peace River School Division			2021	\$ 92,274.00		
Peace River School Division	Trades Training		2021	\$ 45,000.00		
Peace River School Division	Trades Training		2022	\$ 75,525.00		
Peace River School Division	Trades Training	FCSS	2023	\$ 80,000.00		
Peace River School Division	Trades Training		2024	\$ 70,000.00		
Peace Valley Snow Riders				\$	\$	35,000.00
Peace Valley Snow Riders	Recreation	General	2013	\$ 10,000.00		
Peace Valley Snow Riders	Clean up funding		2016	\$ 5,000.00		
Peace Valley Snow Riders	Hines Creek Trail		2018	\$ 20,000.00		
Philip J. Currie Dinosaur Museum		General	2019	\$ 5,000.00	\$	5,000.00
Philip J. Currie Dinosaur Museum	2019 Operating				\$	9,288.00
SHARE Radio Broadcasting Association		Capital	2010	\$ 5,000.00		
SHARE Radio Broadcasting Association	Additional transmitter and receiver site in Cleardale		2011	\$ 4,288.00		
SHARE Radio Broadcasting Association	Additional transmitter and receiver					
STARS				\$	\$	1,235,000.00
STARS	Donation		2007	\$ 25,000.00		
STARS	Donation		2008	\$ 25,000.00		
STARS	Donation		2009	\$ 25,000.00		
STARS	Donation		2010	\$ 25,000.00		
STARS	Donation		2011	\$ 50,000.00		
STARS	Donation		2012	\$ 50,000.00		
STARS	Donation		2013	\$ 50,000.00		
STARS	Donation		2014	\$ 50,000.00		
STARS	Donation		2015	\$ 75,000.00		
STARS	Donation		2016	\$ 75,000.00		
STARS	Donation		2017	\$ 75,000.00		
STARS	Donation		2018	\$ 100,000.00		
STARS	Donation		2019	\$ 100,000.00		
STARS	Donation		2020	\$ 110,000.00		
STARS	Donation		2021	\$ 100,000.00		
STARS	Donation		2022	\$ 100,000.00		
STARS	Donation		2023	\$ 100,000.00		
STARS	Donation		2024	\$ 100,000.00		
STARS	Donation			\$	\$	20,000.00
Switlanok Ukrainian Dance Company		Capital	2013	\$ 20,000.00		
Switlanok Ukrainian Dance Company	Ukrainian Heritage Preservation building at the End of Steel Museum			\$		
Switlanok Ukrainian Dance Company				\$	\$	320,709.94
Town of Fairview		Beyond Borders General	2001	\$ 10,000.00		
Town of Fairview	Sirilli 3 Year Fund Agreement		2002	\$ 3,826.44		
Town of Fairview	Sirilli Deficit		2003	\$ 150,000.00		
Town of Fairview	Fairview Aquatic Center Donation		2005	\$ 4,815.00		
Town of Fairview	Cascade Bottle System		2007	\$ 9,901.83		
Town of Fairview	Fairview & District Ambulance		2010	\$ 36,666.67		
Town of Fairview	Medical clinic expansion		2010	\$ 20,000.00		
Town of Fairview	Unknown (rock wall?)		2012	\$ 8,000.00		
Town of Fairview	Economic Development - Airport		2015	\$ 15,000.00		
Town of Fairview	Pool Resurfacing		2018	\$ 7,500.00		
Town of Fairview	Pool Resurfacing Phase II		2023	\$ 40,000.00		
Town of Fairview	Waterslide Repairs		2024	\$ 15,000.00		
Town of Fairview	Refurbishing slide stairs & supports					

Grant History 2004 to Present					
Organization	Project	Grant Type	Year	Amount	Total by Organization
Village of Hines Creek	HC Playground Arena Upgrade Project Hines Creek Fitness Centre Adventure Winter Park Opening	Capital	2005	\$ 18,920.00	\$ 50,920.00
Village of Hines Creek		Capital	2006	\$ 25,000.00	
Village of Hines Creek		Capital	2006	\$ 5,000.00	
Village of Hines Creek		General	2025	\$ 2,000.00	
Whitelaw Ag Society				\$	\$ 11,000.00
Whitelaw Ag Society	Hall entry & parking repairs	Beyond Borders	2019	\$ 10,000.00	
Whitelaw Ag Society	55 ft x 14 ft concrete pad	General	2024	\$ 1,000.00	
Worsley Agricultural Society				\$	\$ 275,000.00
Worsley Agricultural Society	Arena Renovations	Capital	2006	\$ 50,000.00	
Worsley Agricultural Society	Improvements to the Worsley Arena	Capital	2011	\$ 25,000.00	
Worsley Agricultural Society	Bike & Skate Park	Capital	2012	\$ 25,000.00	
Worsley Agricultural Society	Worsley Arena upgrades & repairs	General	2015	\$ 100,000.00	
Worsley Agricultural Society	Arena Roof & other repairs	General	2019	\$ 60,000.00	
Worsley Agricultural Society	replacement arena furnace	General	2024	\$ 5,000.00	
Worsley Agricultural Society	Tobagganing hill & skating pond project	Conditional	2024	\$ 10,000.00	
Worsley Central School				\$	\$ 22,500.00
Worsley Central School	Breakfast Program	FCSS	2008	\$ 5,000.00	
Worsley Central School	Anti Bullying Program	FCSS	2008	\$ 3,700.00	
Worsley Central School	Healthy Choices Program	FCSS	2009	\$ 10,000.00	
Worsley Central School	Education Preventative Program	FCSS	2009	\$ 3,800.00	
Worsley Central School Parent Council				\$	\$ 43,500.00
Worsley Central School Parent Council	Renovations to kitchen to a three (3) basin sink	Capital	2010	\$ 2,500.00	
Worsley Central School Parent Council	Capital Grant	Capital	2012	\$ 25,000.00	
Worsley Central School Parent Council	Basketball court pavement	Capital	2015	\$ 16,000.00	
Worsley Central School Parent Society				\$	\$ 6,000.00
Worsley Central School Parent Society	Coaching for Life	CSSG	2024	\$ 6,000.00	
Worsley Chamber of Commerce				\$	\$ 13,500.00
Worsley Chamber of Commerce	Town Center Beautification	Capital	2004	\$ 10,000.00	
Worsley Chamber of Commerce	13 x 13 ft granary gazebo	Conditional	2024	\$ 3,500.00	
Worsley Clear Hills Ski Club				\$	\$ 300,000.00
Worsley Clear Hills Ski Club	Chair Lift Project	Capital	2007	\$ 250,000.00	
Worsley Clear Hills Ski Club	Magic Carpet Conveyor Lift	Capital	2020	\$ 50,000.00	
Worsley & District Health Promotion Society				\$	\$ 16,000.00
Worsley & District Health Promotion Society	Grant for furniture for nurses residence		2009	\$ 15,000.00	
Worsley Early Childhood Education Foundation				\$	\$ 204,112.50
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2012	\$ 8,875.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2013	\$ 8,875.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2014	\$ 9,000.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2015	\$ 10,000.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2016	\$ 16,000.00	
Worsley Early Childhood Education Foundation	Preschool Playground	Capital	2016	\$ 10,000.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2017	\$ 15,000.00	
Worsley Early Childhood Education Foundation	storage shed	Capital	2017	\$ 3,517.50	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2018	\$ 13,000.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2019	\$ 12,000.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2020	\$ 17,145.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2022	\$ 14,000.00	
Worsley Early Childhood Education Foundation	Worsley Preschool	FCSS	2023	\$ 23,100.00	
Worsley Early Childhood Education Foundation	2024 Operating Funds	CSSG	2024	\$ 28,300.00	

Grant History 2004 to Present					
Organization	Project	Grant Type	Year	Amount	Total by Organization
Worsley Early Childhood Education Foundation	2025 Operating Funds	CSSG	2025	\$ 15,300.00	
Worsley Historical & Cultural Association					\$ 100,000.00
Worsley Historical & Cultural Association	Fair House Restoration	Capital	2004	\$ 12,500.00	
Worsley Historical & Cultural Association	Workshop	Capital	2005	\$ 12,500.00	
Worsley Historical & Cultural Association	Moving the Basnett store from Eureka River to the Museum's Heritage Farm Site.	Capital	2012	\$ 25,000.00	
Worsley Historical & Cultural Association	United Church building at Worsley Museum site	Capital	2017	\$ 25,000.00	
Worsley Historical & Cultural Association	Museum site improvements & upgrades	Capital	2019	\$ 25,000.00	
Worsley Mommy & Me					\$ 50,290.00
Worsley Mommy & Me	Mommy & Me Program	FCSS	2012	\$ 8,000.00	
Worsley Mommy & Me	Mommy & Me Program	FCSS	2013	\$ 8,000.00	
Worsley Mommy & Me	Mommy & Me Program	FCSS	2014	\$ 8,000.00	
Worsley Mommy & Me	Mommy & Me Program	FCSS	2015	\$ 8,000.00	
Worsley Mommy & Me	Mommy & Me Program	FCSS	2016	\$ 8,000.00	
Worsley Mommy & Me	Mommy & Me Program	FCSS	2017	\$ 7,000.00	
Worsley Mommy & Me	Mommy & Me Program	FCSS	2018	\$ 2,290.00	
Worsley Pioneer Club					\$ 94,975.00
Worsley Pioneer Club	Handibus Purchase	General	2019	\$ 94,975.00	
Worsley Reinland Mennonite Church					\$ 9,525.67
Worsley Reinland Mennonite Church	Construction of cement pad	Capital	2024	\$ 9,525.67	
Worsley Volunteer Fire Fighters' Society					\$ 38,650.00
Worsley Volunteer Fire Fighters' Society	Fitness Equipment	Capital	2007	\$ 13,650.00	
Worsley Volunteer Fire Fighters' Society	New Playground Equipment	Capital	2012	\$ 25,000.00	
Youth Enhancement Society of Hines Creek					\$ 732,050.00
Youth Enhancement Society of Hines Creek		FCSS	2008	\$ 45,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2009	\$ 24,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2009	\$ 48,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2010	\$ 85,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2011	\$ 30,800.00	
Youth Enhancement Society of Hines Creek		FCSS	2012	\$ 45,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2013	\$ 45,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2014	\$ 35,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2015	\$ 85,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2016	\$ 45,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2017	\$ 30,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2018	\$ 33,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2019	\$ 35,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2020	\$ 44,500.00	
Youth Enhancement Society of Hines Creek		FCSS	2021	\$ 10,250.00	
Youth Enhancement Society of Hines Creek		FCSS	2022	\$ 22,000.00	
Youth Enhancement Society of Hines Creek		FCSS	2023	\$ 30,000.00	
Youth Enhancement Society of Hines Creek		CSSG	2024	\$ 39,500.00	
2024 Operating Funds				Total:	\$ 17,698,213.06

# Clear Hills County

## Request For Decision (RFD)

Meeting:	<b>Policy &amp; Priority Meeting</b>
Meeting Date:	April 1, 2025
Originated By:	Allan Rowe, Chief Administrative Officer
Title:	Joint Meeting Peace River School Division Board
File:	11-02-03

**DESCRIPTION:**

The Peace River School Division Board has responded to Council's request for a joint meeting, offering their next available date on Monday, May 5, 2025.

**ATTACHMENTS:**

May Calendar

**RESOLUTION by.....**

**Initials show support - Reviewed by:**

**Manager:**

**CAO:**



# MAY 2025

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
27	28	29	30	1	2	3
4	5 MPTA AGM-AB	6 P&P	7	8	9	10
11	12 NWSAR-AB,DW	13 Council	14	15	16	17
18	19 Victoria Day	20	21	22	23	24 PLS-AB
25	26	27 Council	28	29	30	31
FCM Spring Convention May 29–June 1						

# Clear Hills County

## Request For Decision (RFD)

Meeting:	<b>Policy &amp; Priority Meeting</b>
Meeting Date:	April 1, 2025
Originated By:	Allan Rowe, Chief Administrative Officer
Title:	Agri-Food/Agri-Tourism
File:	11-02-03

### DESCRIPTION:

Council is presented with information regarding Agri-Food/Tourism.

### Summer Agri-Food Dates

- Alberta Local Food Week happens August 13 - 20, 2023
- Alberta Open Farms Days is an incubator for Agri-tourism and rural sustainability - August 16 & 17, 2025

### BACKGROUND:

**Agri-tourism** (agricultural tourism) is a form of tourism that connects visitors with agricultural activities, farms, and rural life. It provides opportunities for people to experience, learn about, and participate in farming operations while supporting local producers and rural economies.

### Examples of Agri-Tourism Activities

- **Farm Visits & Tours** – Visitors can tour working farms, ranches, and greenhouses to learn about agricultural practices.
- **U-Pick Operations** – Farms allow visitors to pick their own produce, such as strawberries, apples, or pumpkins.
- **Farm Stays & Ranch Experiences** – Tourists can stay on farms or ranches, experiencing rural life firsthand.
- **Agri-Education Programs** – Schools and groups visit farms for hands-on learning about food production, sustainability, and livestock care.
- **Farm-to-Table Experiences** – Restaurants, breweries, and farms offer fresh, locally sourced meals showcasing regional products.
- **Seasonal Events & Festivals** – Harvest festivals, corn mazes, and Christmas tree farms attract families and tourists.
- **Farm-Gate Sales & Markets** – Direct sales of fresh produce, honey, meat, and dairy from farms to consumers.
- **Equine & Livestock Tourism** – Horseback riding, rodeos, and livestock exhibitions.
- **Workshops & Demonstrations** – Hands-on experiences like cheese-making, beekeeping, or gardening classes.

### ATTACHMENTS:

Low Risk Home prepared food: Fact Sheet  
Alberta Farm Fresh Producers Association (AFFPA)  
Ideas for Clear Hills County Agri-Food & Tourism Promotion Plan

### RESOLUTION by.....

Initials show support - Reviewed by:

Manager:

CAO:



# Low-risk home-prepared food: fact sheet for operators

## Home-prepared foods

As of June 1, 2020, a new section of Alberta's [Food Regulation](#) enables Albertans to sell low-risk home-prepared foods from their home or at special events, such as craft fairs and festivals. Operators will not require a permit, commercial kitchen or routine inspection to sell low-risk home-prepared foods.

Home-prepared foods, including those sold at farmers' markets, will need to be clearly and appropriately labelled so consumers can make informed choices. Vendors at farmers' markets selling home-prepared foods will be asked to comply with the new labelling requirements, in addition to existing farmers' markets guidelines.

## Rules to support a new industry

As of June 1, 2020, the Food Regulation includes a new section that establishes rules for operators selling low-risk home-prepared foods, including:

- Food must be low risk (see page 3 for examples).
- Food and ingredients must be obtained from sources that are subject to inspection, if applicable. This means that you can get fresh fruits and vegetables from the grower, as these do not require inspection, but you cannot use other people's home-prepared foods, such as jam, as ingredients in your home-prepared food.
- Water used to prepare food must be safe to drink. If your home is on a municipal water system, you can use your tap water. If you are on a private water system, visit [Alberta](#)

### [Health Services](#)

for information on having your water tested.

- Food must be protected from contamination. Safe food handling tips and links to educational resources are included below.
  - Home-prepared foods must be labelled with:
    - A statement similar to 'prepared in a home kitchen that is not subject to inspection'
    - A statement similar to 'not for resale'
    - Your name, your business name, your email and/or phone number
    - The name of the food and the date it was made or prepared
- Note: Labels must be legible and can be a tag, sticker or card provided with the product. Whole fresh fruits and vegetables do not need to be labelled.
- Low-risk home-prepared food can only be prepared by the operator and/or members of the operator's household. Individuals who are not members of the operator's household may sell the food on behalf of the operator at special events to allow operators

### What is low-risk?

Low-risk foods present a low risk of foodborne illness and do not require refrigeration. (see page 3 for examples). Meat, poultry, seafood, raw milk and home-bottled water are not allowed.

to participate in multiple events taking place at the same time.

- No onsite dining is allowed at the operator's home, but free samples can be provided for immediate consumption.
- Foods sold at special events must be packaged at home and sold in that same packaging. However, free samples can be provided.
- At a special event, the operator and/or any assistants are not allowed to sell foods other than the operator's low-risk home-prepared foods.
- Do not prepare or sell food if prohibited under the [Communicable diseases Regulation](#).

## Safe food handling

Any food made available to the public must be safe to eat. Operators are required follow the steps below to ensure home-prepared foods are prepared properly and kept safe until sold.

### Protecting food from contamination

- Use quality ingredients (not spoiled) and keep ingredients that require refrigeration cold.
- Keep food and ingredients covered while stored, displayed or transported and do not let customers handle unpackaged/bulk food.
- Keep raw ingredients and prepared food separate and keep food for your business separate from your personal food to avoid cross-contamination with high-risk foods and allergens.
- Package and label food in your kitchen to protect the food and keep track of when it was made. If it becomes spoiled or contaminated, do not sell it.
- Use only containers, utensils and equipment that are designed to be used with food.



### Setting up your kitchen for safe food handling

- Keep your kitchen, storage areas and the vehicle you will use to transport food clean and in good repair.
- Surfaces that will be in contact with food, such as counters, cutting boards and



utensils, should be smooth and non-absorbent for easy cleaning and sanitizing.

- Wash, rinse and sanitize surfaces and utensils before and after each use.
- Put garbage in covered containers and empty them regularly.
- Cover all containers, including any openings to the outside to prevent entry of pests.

### Food handler hygiene

- Keep small children, ill family members and pets out of the kitchen while preparing food.
- Don't prepare food if you are ill.
- Wash your hands with soap and hot water and lather for 20 seconds before handling food and after any activity that may make them dirty (e.g. taking a break, snacking, smoking, handling raw ingredients or other food, using the washroom).
- Wear clean clothing, cover your hair and don't smoke or eat while preparing food.



### Providing samples safely

- Prepare individual portions at home and keep them in a covered container.
- All food samples must be protected from contamination and improper handling by customers. Serve only pre-wrapped samples or use tongs to serve them.
- Bring extra tongs so you can change them regularly.
- If you do not have access to soap and hot water for hand washing at the special event or approved market, use alcohol-based hand sanitizer.

## Education

Operators are strongly encouraged to take food safety training to learn about safe food handling practices. Available resources include:

- [Alberta Health Services](#) offers free online courses and printable home study booklets. The home study and online farmers' market courses include information on home-canning
- [Recognized food safety courses](#) that issue certificates approved under the Food Regulation

## Keep in mind

Although low-risk home-prepared food businesses will not require a permit or be subject to routine inspection by Alberta Health Services, inspections may take place as a follow-up to a food safety concern such as an outbreak or complaints of unsafe practices.

This document describes the rules for operators established at the provincial level. Operators are also required to comply with all applicable federal and municipal rules and guidelines. For federal rules, visit the [Canadian Food Inspection Agency](#). For business licensing and zoning guidelines at the local level, contact your municipality.

## Contact

If you have any questions about the rules for starting a low-risk home-prepared food business or about food safety, please contact Alberta Health Services:

Phone: 780-342-2000

Toll free: 1-888-342-2471

Online:

<https://ephisahs.albertahealthservices.ca/create-case/>

## Low-Risk Foods

The table below provides the types of foods that are low risk with examples. Foods that require refrigeration are not low-risk. In addition, **low-risk home-prepared foods cannot contain meat, poultry, seafood, uninspected eggs or raw milk**; they may contain eggs or dairy that are fully cooked in the final product (e.g. baked in a cake).

Types of low-risk foods	Examples
Baked Goods*	<ul style="list-style-type: none"> <li>• bread and buns</li> <li>• brownies, pastries</li> <li>• cakes and cookies</li> <li>• muffins, biscuits, tortillas</li> <li>• fruit pies, pastries</li> <li>• waffle cones and pizzelles</li> <li>• fried or baked donuts and waffles, churros</li> </ul>
Sweets/snacks	<ul style="list-style-type: none"> <li>• chocolate, hard candy</li> <li>• fudge, toffee</li> <li>• popcorn, vegetable and potato chips</li> <li>• carob</li> <li>• brittle</li> <li>• chocolate covered non-perishable foods (nuts, dried fruit)</li> <li>• cotton candy</li> <li>• candied apples</li> </ul>
Dry foods	<ul style="list-style-type: none"> <li>• dried fruits and vegetables</li> <li>• dry cereal products and grain mixes</li> <li>• noodles (no egg based)</li> <li>• coffee beans and tea leaves</li> <li>• spices and seasoning salt</li> <li>• dried herbs</li> <li>• granola, trail mix, nuts &amp; seeds</li> <li>• dry baking mixes and soup mixes</li> </ul>
Condiments/ingredients	<ul style="list-style-type: none"> <li>• honey</li> <li>• syrup</li> <li>• wine and herb vinegar</li> <li>• nut butter</li> </ul>
Fresh produce	<ul style="list-style-type: none"> <li>• whole fresh fruit and vegetables</li> <li>• microgreens†</li> </ul>
Foods with controlled properties	<ul style="list-style-type: none"> <li>• jam and jelly (pH 4.6 or lower or water activity of 0.85 or lower)</li> <li>• pickled vegetables (vinegar base, pH 4.6 or lower)</li> <li>• relish (vinegar base, pH 4.6 or lower)</li> <li>• salsa (if pH or water activity within acceptable ranges. If whole or cut tomatoes are used as an ingredient, then the pH of the final product must be lower than 4.2)</li> <li>• fruit butter (pH 4.6 or lower)</li> </ul>

\*baked goods must not contain any meat, dairy, cheese or meringue fillings; only sugar icing and buttercream that does not contain eggs, cream or cream cheese are permitted.

†harvested at the first true leaf stage and sold with the stem, cotyledons [seed leaves], and first true leaves attached

## WHAT DOES ALBERTA OPEN FARM DAYS PROVIDE HOST FARMS

Alberta Open Farm Days is an incubator program open to all farms and producers in Alberta. Every year we help farms host a two-day event that gives Albertans an opportunity to experience the farm and understand where their food comes from. It is a backstage pass to meet the farmer, experience Ag-tourism in Alberta and taste local foods direct from the producer.

In order to support farms participating in Open Farm Days, we provide a series of resources and training programs to enhance the experience of the farms and the consumers visiting the farms.

### 1 | INSURANCE AND PERMITS

- Alberta Open Farm Days provides event insurance for all host farms for Alberta Open Farm Days weekend\*  
\* some exclusions do apply.

### 2 | FARM GATE AND ROADSIDE SIGNS

- Each farm participating receives 1(one) set of chloroplast signs. Each set includes 1(one) farm gate sign and 2(two) roadside/highway signs.

Example of Farm Gate Sign



# HOST RESOURCES

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## 3 | CULINARY COACHING

➤ Open Farm Days partnered with Tannis Baker from Food Tourism Strategies to help farm navigate hosting a food event on their farm as well as applying for AGLC and AHS licences if necessary.

## 4 | MARKETING AND ADVERTISING

➤ Open Farm Days works with Nicola Doherty from Collective Marketing to organize both marketing training for all farms, but also the activations of media buy, digital advertising and public relations for Open Farm Days. Alberta Open Farm Days purchases television, radio and newspaper advertising across the province and organizes opportunities for farms to speak directly with local media about their Open Farm Days event.

Digital and social media support can include farm features on Open Farm Days social media channels, Google and social media ads across the province.

## 5 | ONLINE PROFILE

➤ Each host farm receives a profile on the Alberta Open Farm Days website promoting the Host Farms event. The event profile provides back links to the Host Farms own social media and website as well as a location on the map for consumers to find the farm.

There is an option to keep your profile "live" on the site year round and opportunities to promote your on farm event through the event section of the Open Farm Days website.

## 6 | PORTA POTTY REIMBURSEMENT

➤ Farms are encouraged to rent a porta potty for their event during Open Farm Days and thus the Open Farm Days program provides reimbursement up to \$200 towards the cost of renting porta pottys.

## 7 | POST CARDS AND POSTERS

➤ Each year Alberta Open Farm Days works with a graphic designer to create a logo to go with the yearly theme (2023 is the year of the Bison).

With this in mind, posters and postcards are provided to Host Farms to hand out to help promote their event in their community.

# HOST RESOURCES

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## 7 | FACEBOOK GROUP

Open Farm Days invites all Host Farms that are on Facebook to join the group. This is an opportunity to talk with other Host Farms and ask questions.

## 7 | ONLINE PORTAL

► The Host Farm Resource section is an area on the Alberta Open Farm Days website that includes training videos, checklists, necessary forms and printables to help farms plan and execute their event.

Presented by:



## **Alberta Farm Fresh Producers Association (AFFPA)**

The Alberta Farm Fresh Producers Association (AFFPA) is a voluntary, non-profit organization established in 1985 to support and promote direct-market farming in Alberta. Its mission is to cultivate a profitable and sustainable local farm direct marketing industry, connecting local farms with Alberta communities to provide fresh, healthy, local food and farm experiences.

AFFPA represents a diverse group of producers involved in the direct marketing of various products, including:

- Vegetable crops
- Berry and fruit crops
- Bedding plants and perennials
- Herbs and flowers
- Meats and poultry
- Eggs
- Wines and meads
- Other specialty items

Most members engage directly with consumers through U-Pick farms, farm gate sales, Community Supported Agriculture (CSA) shares, and participation in farmers' markets.

The association offers various benefits to its members, such as advocacy at different government levels, access to insurance specialists, participation in bulk plant orders at reduced prices, and subscription to the monthly "Direct Currents" e-newsletter. Additionally, AFFPA provides networking opportunities and representation on various industry committees.

For consumers seeking local farm products, AFFPA maintains an online directory to help locate nearby farms offering a range of fresh products and farm experiences.

Through its initiatives, AFFPA plays a pivotal role in strengthening Alberta's local food system by supporting producers and enhancing consumer access to farm-fresh products.

<https://albertafarmfresh.com/>

<https://youngagrarians.org/>

<https://www.albertafarmersmarket.com/farmers-market/alliance-farmers-market/>

## **Ideas for Clear Hills County Agri-Food & Tourism Promotion Plan**

1. **Showcase Local Attractions** – Create an inventory of local farms, u-pick operations, ranches, farmers' markets, and agritourism businesses to promote.
2. **Marketing & Promotion** – Use the County website, social media, and brochures to highlight local Agri-tourism.
3. **Support & Incentives** – Offer small business grants, signage, and host an annual Agri-Tourism/food Open House.
4. **Events & Partnerships** – Support farm-to-table dinners, harvest Open Air market days, and collaborations between local producers and businesses.
5. **Business & Infrastructure Support** – Provide training, funding connections, and improve road access to key sites.

# Clear Hills County

## Request For Decision (RFD)

Meeting:	<b>Policy &amp; Priority Meeting</b>
Meeting Date:	April 1, 2025
Originated By:	Allan Rowe, Chief Administrative Officer
Title:	Strategic Planning
File:	11-02-03

### DESCRIPTION:

Council has requested information regarding development of a Strategic Plan.

### ATTACHMENTS:

Sample CHC Strategic Plan  
Sample CHC Working Document  
20 Questions on Municipal Strategy  
Saddle Hills County Strategic Plan  
County of Stettler Strategic Plan  
County of Northern Lights Strategic Plan  
MD of Greenview Strategic Plan

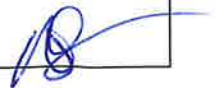
### RECOMMENDED ACTION:

**RESOLUTION by.....**

**Initials show support -** Reviewed by:

**Manager:**

**CAO:**



## **Sample**

# **Clear Hills County Council Strategic Plan (2025-2030)**

## **1. Introduction**

Clear Hills County Council is committed to fostering economic growth, improving infrastructure, enhancing recreation, and supporting the well-being of residents. This strategic plan provides a roadmap for decision-making and resource allocation from 2025 to 2030.

## **2. Vision Statement**

A thriving, sustainable, and resilient rural community where residents and businesses prosper, supported by responsible governance, strong infrastructure, and diverse recreational opportunities.

## **3. Mission Statement**

To provide effective leadership, sustainable services, and transparent governance that meet the needs of Clear Hills County residents and businesses while enhancing recreational and community opportunities.

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## **4. Strategic Priorities**

### **4.1. Economic Development & Diversification**

**Goal:** Strengthen the local economy by supporting existing businesses and attracting new industries.

**Action Steps:**

- Promote Clear Hills County as a business-friendly environment.
- Support agricultural innovation and value-added processing.
- Explore investment in tourism and recreation-based businesses.
- Advocate for rural broadband expansion to support businesses and remote work.
- Continue supporting small business grants and entrepreneur programs.

### **4.2. Infrastructure & Asset Management**

**Goal:** Maintain and improve County infrastructure to support economic growth, recreation, and community needs.

**Action Steps:**

- Develop a long-term infrastructure improvement plan.
- Prioritize road and bridge maintenance and upgrades.
- Improve water and wastewater management.
- Implement Asset Retirement Obligation (ARO) strategies to minimize financial impacts.
- Invest in energy-efficient municipal buildings and operations.
- Upgrade recreational facilities and outdoor spaces.

### **4.3. Recreation & Community Services**

**Goal:** Expand and improve recreational opportunities while enhancing community services.

**Action Steps:**

- Upgrade and maintain recreational facilities, including parks, trails, and sports fields.
- Support community programs for youth, seniors, and families.
- Enhance outdoor recreation opportunities such as camping, hiking, and fishing.
- Promote and invest in winter recreation, including snowmobiling, cross-country skiing, and outdoor skating.
- Strengthen partnerships with local organizations, schools, and sports groups to expand recreational programming.
- Explore opportunities for new or expanded community events that encourage tourism and resident engagement.

### **4.4. Governance & Transparency**

**Goal:** Foster a transparent, accountable, and efficient municipal government.

**Action Steps:**

- Enhance public engagement through newsletters, meetings, and digital communication.
- Ensure fiscal responsibility and cost-effective service delivery.
- Provide professional development for Council and staff.
- Continue publishing Councillor Expenditure Reports.
- Advocate for provincial and federal funding for municipal priorities.

## **4.5. Environmental Stewardship**

**Goal:** Promote sustainable land use and environmental conservation.

**Action Steps:**

- Implement policies to protect agricultural land and natural resources.
  - Support renewable energy initiatives where feasible.
  - Encourage responsible waste management and recycling programs.
  - Collaborate with industry on reclamation and land stewardship.
  - Monitor environmental regulations and advocate for rural-friendly policies.
- 

## **5. Implementation & Review**

The strategic plan will be reviewed annually to assess progress and adapt to emerging challenges and opportunities. Clear Hills County Council will engage with residents and stakeholders to ensure alignment with community needs.

## **Clear Hills County Strategic Plan Working Template**

### **1. Vision Statement:**

[Define the long-term vision for Clear Hills County.]

### **2. Mission Statement:**

[Describe the purpose and core functions of Clear Hills County.]

### **3. Core Values:**

[List the fundamental principles that guide decision-making and service delivery.]

---

## **4. Strategic Priorities and Goals**

*Clear Hills County's strategic priorities align with its vision and mission to promote sustainable growth, community well-being, and economic development.*

### **4.1 Governance & Leadership**

- Ensure transparent and accountable decision-making processes.
- Strengthen relationships with provincial and federal governments.
- Encourage citizen engagement and participation in municipal affairs.

### **4.2 Economic Development & Sustainability**

- Support local businesses and entrepreneurship initiatives.
- Enhance agriculture, tourism, and industrial opportunities.
- Attract investment and new business ventures to the region.

### **4.3 Infrastructure & Asset Management**

- Maintain and improve municipal roads, bridges, and utilities.
- Implement asset management best practices.
- Plan for future growth and infrastructure expansion.

### **4.4 Community, Recreation & Social Well-Being**

- Support health, education, and recreational initiatives.
- Foster partnerships with community organizations.
- Develop and maintain recreational facilities, parks, and trails.
- Ensure emergency preparedness and community safety.

#### **4.5 Environmental Stewardship**

- Promote sustainable land use and natural resource management.
  - Support initiatives for environmental conservation and waste management.
  - Address climate change adaptation and resilience.
- 

#### **5. Implementation Plan**

[Outline actions, timelines, responsibilities, and resource allocations for achieving strategic goals.]

#### **6. Performance Measurement & Reporting**

- Define key performance indicators (KPIs).
- Establish progress monitoring and reporting mechanisms.
- Conduct regular strategic plan reviews and updates.

#### **7. Conclusion**

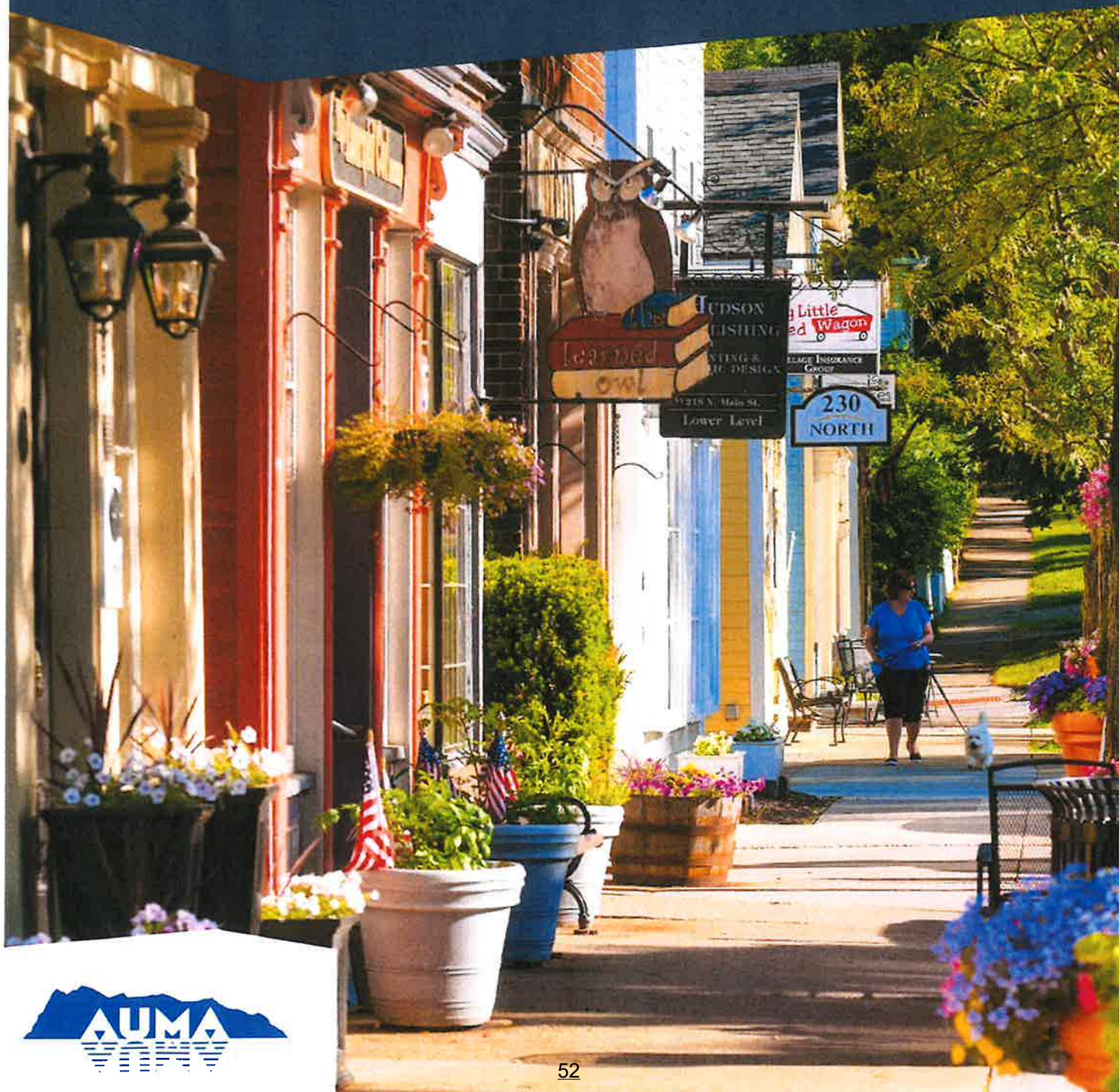
[Summarize the strategic direction and commitment to long-term success.]

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August 2015

# 20 QUESTIONS ON MUNICIPAL STRATEGY

## COMPANION GUIDE





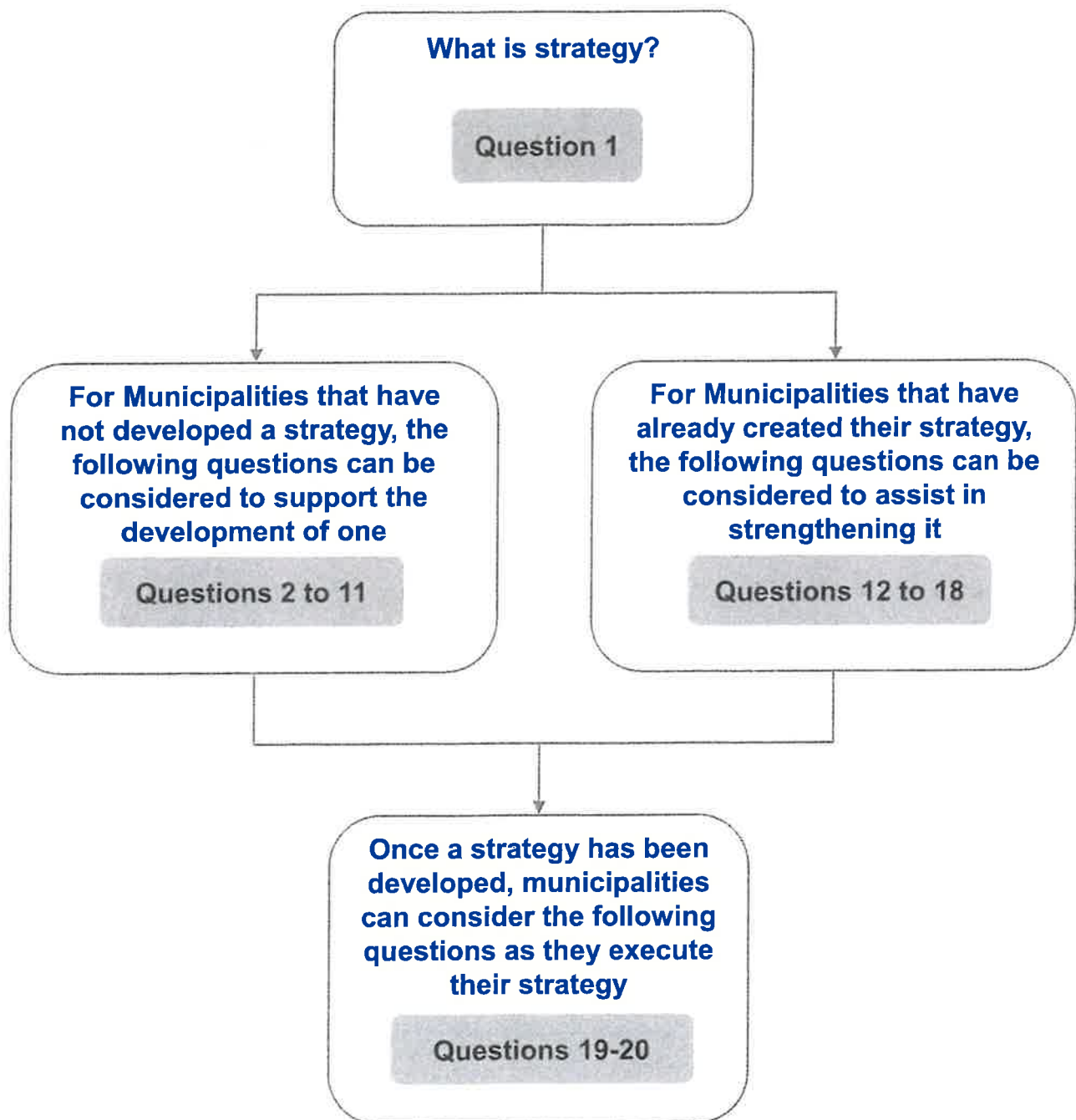
# CONTENTS

	<b>PAGE</b>
<b>INTRODUCTION</b>	
1. What is a municipal strategy?	5
<b>CREATING A NEW STRATEGY</b>	<b>6</b>
2. What are the internal and external factors to be aware of when developing a strategy?	7
3. What do we envision our municipality to be?	8
4. What is our purpose?	10
5. What are our key values to guide what we believe in and how we behave?	12
6. What are our key areas?	14
7. What are the strategies that we want to undertake for each of our key areas?	16
8. What are the major departmental strategies making up the overall municipal strategy?	18
9. What resources are necessary to achieve our strategies?	19
10. What risks may affect us achieving our strategy?	20
11. What is the role of Council and Administration in developing the strategy?	22
<b>EVALUATING AN EXISTING STRATEGY</b>	<b>24</b>
12. Does our municipality have the right strategy?	25
13. What process did we follow to develop our strategy?	26
14. Do we have the right vision?	28
15. Do we have the right mission?	29
16. Do we have the right values?	30
17. Have we strategized around the right key areas?	31
18. Are our strategies well stated and aligned with our mission and vision?	32
<b>EXECUTING THE STRATEGY</b>	<b>33</b>
19. What kind of mechanisms do we need to monitor and adjust our strategy?	34
20. What is the role of Council and Administration in implementing and monitoring the strategy?	36

# INTRODUCTION

# GUIDE TO THE COMPANION DOCUMENT

The following diagram highlights which questions in this companion document a municipality may wish to consider.



# 1. WHAT IS A MUNICIPAL STRATEGY?

Developing a municipal strategy allows a community to take advantage of opportunities, address challenges and mitigate risks. A strategy allows a Council and Administration to work collaboratively to achieve a vision for their municipality in a focused way. A strategy considers the long term, and how to focus limited resources on key goals, in a way that makes a municipality more responsive and performance driven. Municipalities that operate with no defined strategies run the risk of becoming occupied by only what is necessary to ‘keep the lights on’ each day. This means that long term opportunities and challenges may not be addressed – which could impact the viability of a community.

## WHAT IS A MUNICIPAL STRATEGY?

- A municipal strategy is a plan that outlines the important priorities and outcomes of a community over time. It should be inclusive of all aspects of a municipality (e.g. social, infrastructure, etc.).
- While municipalities may have multiple strategies, this document refers to a single overarching municipal strategy that should be developed.
- A strategy should show how a municipality will get to where they want to be (i.e. their vision) and where it will focus its resources.

## KEY CONSIDERATIONS

- A strategy should be concise and easy to read.
- The right people need to be involved in developing a strategy– participants should be knowledgeable and influential, allowing for informed, honest conversations about key issues.
- A clear understanding of the current state of a municipality is necessary to develop a good strategy. This provides insight into what important barriers and issues are faced by a community, in addition to any opportunities that currently exist.
- A strategy should not be focused on the day to day activities of the municipality. Instead, it should focus on the big picture that will help it to address its opportunities and challenges.
- The timeline for a municipal strategy should be flexible, but should be focused on long term success. Most municipalities develop their strategic plans for the next 3 to 5 years, though some may consider longer or shorter term strategies for particular topics. It should be refreshed on a regular basis.

## LEADING PRACTICE

### Identify descriptive words to help guide the strategy for a municipality

When the City of Timisoara in Romania was drafting its strategic plan, they asked residents what descriptive words came to mind when thinking of their City. The most common terms identified were: “business gateway, high-tech science hub, multicultural, and tourist attraction”. These descriptive words were used as a guide by the municipal team that drafted the strategic plan, and allowed residents to see themselves in the final strategy for their City.

- Romania

# CREATING A NEW STRATEGY



## 2. WHAT ARE THE INTERNAL AND EXTERNAL FACTORS TO BE AWARE OF WHEN DEVELOPING A STRATEGY?

Looking at the factors that impact a municipality allows Council and Administration to identify opportunities and challenges. This process allows municipalities to plan for a sustainable future for their residents.

### FACTORS IMPACTING MUNICIPALITIES

- Determining the factors that impact a municipality is an important first step in developing a meaningful municipal strategy. It provides a foundation for the things that a municipality should consider.
- There are various tools available to structure the process of gathering and analyzing internal and factors – however the most common are SWOC and PESTLE.

### SWOC ANALYSIS TOOL

A SWOC analysis gives a municipality insight into the **S**trengths, **W**eaknesses, **O**pportunities, and **C**hallenges it may face. Some examples are pictured below:

Strengths	Weaknesses	Opportunities	Challenges
✓ Waste management staff and processes are efficient	✓ Water services are expensive and unsustainable	✓ Resource development opportunities	✓ Environmental impact of resource development

When undertaking a SWOC analysis, keep the following in mind for each category:

- **Strengths:** These are factors internal to your municipality that are positive – things that you are 'known for'. When thinking about your strengths consider: What do we do well? What aspects of our municipality receive consistent praise from our residents?
- **Weaknesses:** These are factors internal to your municipality that are not favorable – things that you could 'do better' at. When thinking about your weaknesses consider: What do our residents consistently ask us to improve? What do we know we could be better at?
- **Opportunities:** These are factors that we could benefit if we took advantage of them. They may be things that are internal to how we operate or external forces / changes that may affect us. Finding these opportunities requires some thought about emerging trends and external forces such as: What economic opportunities will become available to us? What technological advances could we utilize? What partnership opportunities exist with other municipalities or with business and industry?
- **Challenges:** These are factors internal or external to a municipality that may harm it or stall progress. When thinking about challenges to a municipality the following questions can be useful: What issues is the region in which we operate facing? What are surrounding municipalities struggling with? What broad trends are negatively impacting municipalities?

## PESTLE ANALYSIS TOOL

A PESTLE analysis gives a municipality insight into the external factors that could impact or influence a municipality as follows:

- **Political:** What are the Federal and Provincial government influences will affect us?
- **Economic:** What economic factor could impact our municipality?
- **Social:** What cultural and demographic trends could impact our municipality?
- **Technological:** What innovations in technology could impact our municipality?
- **Legislative:** What changes to existing or new laws, regulations or policies will impact us?
- **Environmental:** What environmental considerations and impacts could affect us?

The results of a PESTLE analysis can be useful in determining the opportunities and challenges of a municipality as outlined in a SWOC analysis.

## LEADING PRACTICE

### Environmental scan to identify trends

The Town of Aurora uses an environmental scan for their strategic planning process which includes relevant background information such as demographic data, socio-economic data, and the available resource base. This background data is used to identify key trends. The scan's feedback is then used to draft the Strategic Plan framework which includes vision and goals.

- Ontario

### 3. WHAT DO WE ENVISION OUR MUNICIPALITY TO BE?

A shared vision for a municipality establishes a long term outcome that can be achieved for residents and the community at large. A vision paints a picture of the ideal future for a municipality and lays the foundation for strategies to achieve this. Establishing, agreeing, and adhering to a shared vision is also a key way to enable effective municipal governance.

#### WHAT IS A MUNICIPAL VISION?

- A municipal vision defines what an ideal future looks like for a municipality – but is still realistic and achievable.
- The vision illustrates what a municipality wants to achieve over time and can be measured.

#### KEY CONSIDERATIONS

- A vision should be concise and written in plain language– the most impactful statements are either one sentence or a simple phrase that the majority of residents can understand.
- A vision statement should inspire visual depictions of the municipality's future state – in some instances pictures are a good tool to illustrate a municipality's vision.
- A vision should be stated broadly to address the diverse needs of a municipality.
- A vision statement should inspire the community to take action.
- A vision should be focused on the long term – most municipal visions span between 5 and 30 years.
- Typically, the following questions can be used to develop a municipality's vision:
  - What changes would we like to see in our municipality?
  - What are the municipality's strengths and assets?
  - What challenges does the municipality face?
  - What opportunities exist for the municipality?
  - What does success look like?

#### LEADING PRACTICE

##### Paint the future

The City of Nis in Serbia asked schools to paint the future of their City in addition to sending questionnaires to residents asking “what is Nis when it is at its best?”. Results were used to develop a vision for the City.

- Serbia

#### VISION EXAMPLES

*A strong, diverse and sustainable Peace River Region inspired by innovative leadership that promotes livable and safe communities and a healthy natural environment*

- Town of Peace River

*Respectful of our past; creating our future Hinton is a community of opportunity – an active, culturally rich, safe environment in which to grow*

- Town of Hinton

## 4. WHAT IS OUR PURPOSE?

A mission statement is a concise summary of the purpose of a municipality. It includes the aims and values of a municipality, that shows why it exists and how it will work towards achieving its vision. Although publically stated, a mission statement is an internal tool designed to keep Council and Administration focused on working towards a common purpose. A municipality's mission statement guides it to ultimately realize its vision.

### KEY CONSIDERATIONS

- ❑ Mission statements are clear and succinct, written in one or two sentences.
- ❑ The purpose of a municipality should demonstrate an understanding of the priorities of its residents and how it intends to serve them in the best manner possible.
- ❑ Mission statements need to describe what the municipality will do and why it will do it.
- ❑ Mission statements should be outcome oriented – focused on achieving a goal, specifically the vision for the municipality.
- ❑ A mission statement should answer the following questions:
  - What does the municipality do?
  - Who does the municipality do it for?
  - How does the municipality do it?
  - What benefit does this provide?

### LEADING PRACTICE

#### Focus a mission statement on what your municipality aims to provide

The City of Toronto worked to develop a mission statement that provided clarity on its purpose and how it aims to provide its services. This is used to guide its governance practices and helped to streamline its objectives.

- Ontario

#### Identify key stakeholders

The mission statement for the Municipality of Wawa in the USA outlines the key stakeholders in the community that are important or impacted by the municipality.

- USA

## MISSION EXAMPLES

*Our mission is to provide residents, visitors and the business community with the highest quality municipal services in an efficient and courteous manner, in order to foster a family-friendly community.*

- Town Fort Macleod

*Hinton Town Council serves the interests of citizens to enable our community to reach its full potential.*

- Town of Hinton

*To work together to enhance the spirit, traditions and diversity of the Peace River Region and to support a high quality of life for its residents.*

- Town of Peace River

*We will provide our community accessible government and quality services in a responsible manner within a healthy environment.*

- Town of Ponoka

## TOOL

The following template can be used to assist in the development of a municipal mission statement:

\_\_\_\_\_ (the municipality) exists to  
 \_\_\_\_\_ (verb) \_\_\_\_\_ (noun) for  
 \_\_\_\_\_ (who) so that  
 \_\_\_\_\_ (benefit)

## 5. WHAT ARE OUR KEY VALUES TO GUIDE WHAT WE BELIEVE IN AND HOW WE BEHAVE?

Municipality's should define, promote and demonstrate their core values through how they behave. Values should be seen and visible in practice. This means that Council and Administration uphold high standards of conduct in all their interactions and behaviours based on these shared values.

### WHAT ARE MUNICIPAL VALUES?

- Values should be focused on the things that a municipality believes in (e.g. economic, environmental, infrastructure, cultural priorities, etc.) or how it expects its Council and Administration to behave (e.g. ethical, social practices, etc.).
- Municipal values indicate the principles that will be used to guide the behaviours of a municipality when it implements its strategy. For example, if a municipality has identified environmental sustainability as a value, the strategy should be implemented in a way that is conscious of how the environment is impacted – e.g. limit the number of paper copies of the strategy produced.

### KEY CONSIDERATIONS

- Municipal values are defined and promoted through practice. This means that the values of a municipality are only meaningful to the community if they see them being used regularly.
- Values should be agreed to by both Council and Administration to ensure there is buy in for the agreed upon behaviours.

### LEADING PRACTICE

The Municipal Research and Services Center (USA) has developed guidelines for municipalities to develop values as follows:

- Values should be universally shared:* Values are shared by governors and staff, strongly held, and not easily changed.
- Values should be defined in a structured manor:* Either a planning retreat or at a special meeting; the process will usually take several hours, and should include board and at least senior staff. The values should be prescribed with the mission and vision statements at the planning event.

<http://www.recycledelnorte.ca.gov/wp/wp-content/uploads/2011/10/140821-dnswma-special-full.pdf>

## VALUES EXAMPLES

**Integrity:** We walk our talk. We are honest and open in our communications, our relationships and our actions, and are guided by strong moral principles. We are trustworthy, loyal, and respectful to the community we work for and with. – [Town of Fort Macleod](#)

**Dedication:** We willingly take on responsibility. We are committed to serving our community. We take initiative and we take on our share of the work. – [Town of Oakville](#)

**Excellence:** Excellence in the design and delivery of municipal policy, programs and services is critical to a positive, and engaged relationship with our stakeholders. – [Municipality of East Hants](#)

**Accountability:** Taking ownership and accepting responsibility for making decisions and following up with implementation of those decisions. – [Town of Peace River](#)

**Social Wellness:** A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services. – [City of Medicine Hat](#)

**Fiscal Planning/Financial Stability:** Long term financial planning is paramount to ensure the financial sustainability of the County for decades into the future. – [Town of Stettler](#)

**Sustainability:** A way of living that meets the needs of the present and does not compromise the ability of future generations to meet their own needs. – [City of Edmonton](#)

**Collaboration:** Be progressive or sustainable without collaborating with regional communities, other levels of government and the private sector. – [Town of Stettler](#)

**Informed:** We make informed decisions based on reliable information. – [City of Grande Prairie](#)

**Dialogue:** Engaging our community and enhancing our relationships. – [City of Red Deer](#)

**Leadership:** making sound decisions today and demonstrating vision while focusing on the future. – [Town of Peace River](#)

**Healthy and Safe Work Environment:** We enhance the quality of life by minimizing risk and creating an environment where people are valued as individuals. – [Town of Cochrane](#)

**Flexible:** We are adaptable. We seize opportunities to grow in new directions, and approach change with creative solutions to overcome challenges. – [Town of Fort Macleod](#)

**Innovation:** We are a creative leading-edge organization embracing new ideas and new technologies. – [Town of Cochrane](#)

## 6. WHAT ARE OUR KEY AREAS?

A municipality should focus on several key areas as part of its strategy to achieve its mission and vision. These areas should be representative of the activities of the municipality so that goals and objectives can be set for each.

### FOCUSING ON KEY BUSINESS AREAS

- Municipalities should determine which key areas of their business they will strategize around in order to achieve their mission and vision. These are key areas that long term strategies are appropriate for.
- Consideration to the results of the SWOC and PESTLE analysis that were previously completed should form a part of this. Key areas should reflect where a municipality will want to capitalize on strengths or opportunities or respond to weaknesses or challenges.
- Identifying and focusing on specific business areas allows municipalities to target their limited resources. It also helps to provide focus to the strategy.
- Key business areas should be named specifically – vague references to general areas will not be as meaningful. Examples are provided on the following page.

### ALBERTA MUNICIPAL GOVERNMENT ACT GUIDELINES

- In sections 631 and 632, the *Municipal Government Act* outlines some key areas that a municipality should focus on when planning. These areas offer some guidance to the key areas that a strategy should be developed for. Some of these areas include:
  - Land use, development and planning
  - Physical, social or economic development
  - Relations with other municipalities – including conflict resolution if necessary
  - Transportation infrastructure and planning
  - Municipal services (i.e. waste, water, sewage, etc.)
  - General municipal infrastructure and facilities
  - Financial resources
  - Municipal, school and environmental reserve allocation and use

## LEADING PRACTICE

### Identify clear areas of focus for strategy

The City of Edmonton's Strategic Plan *The Way Ahead* identifies 6 distinct areas of focus. The plan states that they will provide a clear focus for the future and direct long-term planning for the City of Edmonton. The areas identified in Edmonton's plan include:

1. Transform Edmonton's urban form
2. Enhance use of public transit and active modes of transportation
3. Improve Edmonton's Livability
4. Preserve and Sustain Edmonton's Environment
5. Ensure Edmonton's Financial Stability
6. Diversify Edmonton's Economy

- Alberta

## KEY AREA EXAMPLES

**Residential Development:** Promote residential development. – City of Grande Prairie

**Water:** Ensure clean water is available for citizens at all times and manage water use through water metering at each municipal residence. – Town of Hinton

**Engineering and Development:** Ensure the community has modern and reliable infrastructure, through continuous upgrading, and new development to meet the community's needs.  
– Town of Ponoka

**Economic Diversification:** Increase the diversity of, and the number of businesses in the community. – Town of Ponoka

**Waste Reduction:** Through recycling and recovery waste at landfills will be reduced.  
– Town of Hinton

**Policing:** Lead a region wide strategy to address insufficient police resources. – Town of Peace River

**Physical Infrastructure:** Continuously upgrade and maintain municipal infrastructure.  
– Town of Fort Macleod

## 7. WHAT ARE THE STRATEGIES THAT WE WANT TO UNDERTAKE FOR EACH OF OUR KEY AREAS?

Once key areas have been selected for a municipality, supporting strategies that represent what the municipality will do in order to work towards achieving its mission and vision need to be developed. These strategies should consider the internal and external forces, the values of the municipality, and ultimately be specific, measureable, achievable, relevant and time-based.

### WHAT ARE STRATEGIC GOALS?

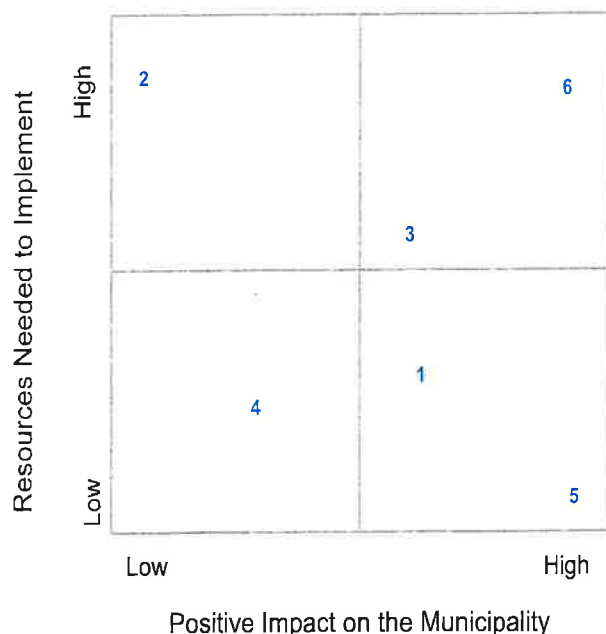
- Strategic goals provide focus for a municipality as it works to achieve its vision and mission.
- These goals will show what a municipality will accomplish as it carries out its overarching municipal strategy in a key area.

### KEY CONSIDERATIONS

- Each defined strategy should be reviewed to ensure that it follows the SMART methodology (Specific, Measurable, Achievable, Relevant, and Time-based).
- Goals and objectives should directly align with the mission, vision, and values identified by the municipality.

### PRIORITIZATION

- As the municipal strategy is developed, many good ideas and initiatives will come forward.
- It is likely that not all municipalities will have the resources needed to implement all of the initiatives and ideas that are identified. As such, it will be necessary to prioritize the most impactful initiatives.
- Using the matrix (pictured at right), municipalities can assess which initiatives will be desirable or realistic to implement.
- For example, initiative #5 could be highly desirable as it has a high impact with low resources needed to implement. Conversely, initiative #2 may not be desirable to implement as it has a low impact and requires a high level of resources to implement.



## LEADING PRACTICE

### Prioritize and sequence projects

VNG International, a worldwide cooperation of municipalities, advises its members that it is more than likely that the demand for projects defined via the strategy process will exceed the available financial resources. This makes it necessary to prioritize projects to address what has been identified as the most important.

## 8. WHAT ARE THE MAJOR DEPARTMENTAL STRATEGIES MAKING UP THE OVERALL MUNICIPAL STRATEGY?

Strong linkages should exist between a municipality's overall corporate strategy and its individual short and long term departmental strategies. A corporate strategy provides the overarching direction for a municipality. This provides the starting point for each of a municipality's departments to develop supporting short and long-term strategies that help to achieve what is envisioned.

### DEVELOPING DEPARTMENTAL STRATEGY

- Each municipal business unit or department should have a strategy with accompanying goals and measures.
- Departmental strategies are focused on adding additional detail to the municipality's corporate strategy. They should align and complement what is envisioned rather than move in a different direction. A departmental strategy can either be short-term, such as a business plan, or long-term, such as a 3-5 year strategic plan.
- If departmental strategies are missing, they should be developed as part of the larger strategy development process.

### LINKING DEPARTMENTAL STRATEGY

- The strategy of each department should be linked to the overarching municipal strategy.
- For example, if the vision for a municipality is to "grow while respecting the environment", applicable municipal departments should focus their strategies around growth and environmental conservation.
- As a test, after a departmental strategy has been developed, review it against the vision, mission and values of the municipality to assess its alignment.

### LEADING PRACTICE

#### Relate departmental strategy to municipal strategy

The City of Calgary develops separate departmental plans for areas such as utilities and environmental protection, transportation, parking, and partnerships. Each of these departmental plans are linked to *Calgary's Action Plan 2015-2018* by stating how they will contribute to the outcomes identified. For example, the transportation departmental plan states that "transportation facilitates the efficient movement of people and goods which contributes to creating a great place to work and live". This recognizes that providing excellent transportation will contribute to the objective of being "a city that moves" outlined in the municipal strategy.

- Alberta

## 9. WHAT RESOURCES ARE NECESSARY TO ACHIEVE OUR STRATEGIES?

When the strategy has been developed and priorities have been decided, resources can be allocated to each to ensure that Council understands what it will take to achieve its vision.

### BUDGETING AND STRATEGY

- A long term fiscal plan (i.e. budget) should accompany a municipality's strategy.
- The budget should outline how limited financial resources will be used to accomplish the identified strategies. This should be considered in addition to the budget necessary to deliver core services offered by a municipality.

### RESOURCE DISTRIBUTION

- Using the results of the prioritization previously described, municipalities can develop their budget to accommodate the strategic initiatives and priorities that have been agreed upon.
- The process of resource distribution should also include a discussion on human resources and capabilities. For example when an initiative is discussed, a municipality should determine whether they have the expertise to implement it internally or if they require external resources.
- The distribution of resources in the budget should be directly linked to the vision, mission and values outlined in the strategic plan.

### LEADING PRACTICE

The Government Finance Officer Association (GFOA) has developed *The 12 Elements of the Budget Process* to aid municipalities as they develop budgets:

#### Establish Broad Goals to Guide Government Decision Making

1. Assess community needs, priorities, challenges and opportunities
2. Identify opportunities and challenges for government services, capital assets, and management
3. Develop and disseminate broad goals

#### Develop Approaches to Achieve Goals

4. Adopt financial policies
5. Develop programmatic, operating, and capital policies and plans
6. Develop programs and services that are consistent with policies and plans
7. Develop management strategies

#### Develop a Budget Consistent with Approaches to Achieve Goals

8. Develop a process for preparing and adopting a budget
9. Develop and evaluate financial options
10. Make choices necessary to adopt a budget

#### Evaluate Performance and Make Adjustments

11. Monitor, measure, and evaluate performance
12. Make adjustments as needed

<http://www.gfoa.org/sites/default/files/RecommendedBudgetPractices.pdf>

# 10. WHAT RISKS MAY AFFECT US ACHIEVING OUR STRATEGY?

A well defined strategy for a municipality considers the risks that may affect its achievement. Risks may be factors that a municipality may or may not control, but can manage and / or monitor through a defined process.

## WHAT IS A RISK?

- A risk is a situation or circumstance that exposes a municipality to loss or damage.
- For example, a risk to municipalities in Alberta is a winter or series of winters with larger than usual accumulations of snow, which requires additional financial resources to address.

## WHY IDENTIFY RISKS?

- Identifying risks before they become problems allows municipalities to plan their operations to avoid threats.
- Ranking and comparing risks allows municipalities to develop strategies to mitigate those with the greatest impact.

## IDENTIFYING AND ADDRESSING RISK

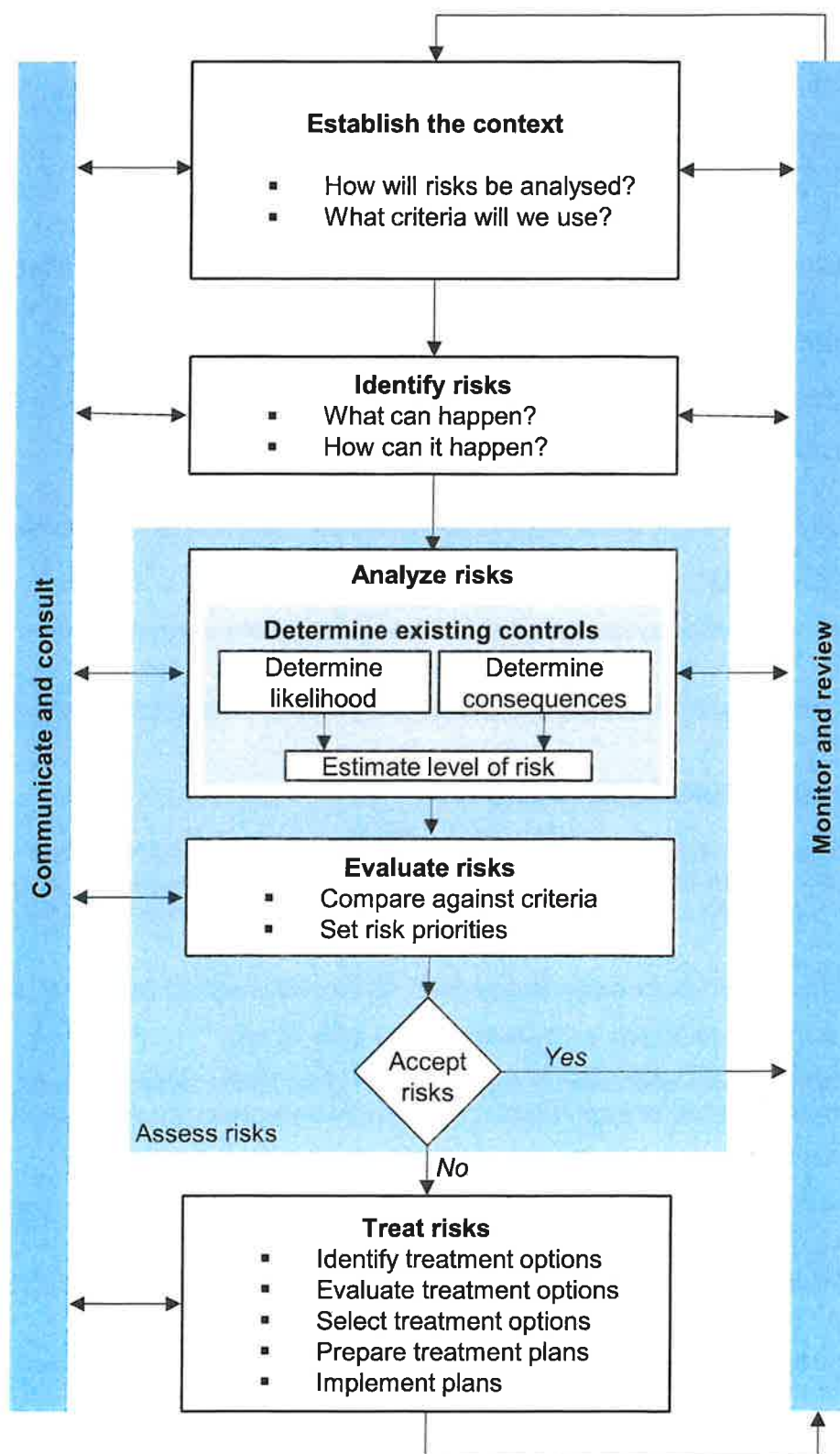
Australia and New Zealand developed a joint model (pictured on next page) to identify and manage municipal risk known as the Standard Risk Model. This model has been identified as a global leader in municipal risk management and identification. The model outlines the process with the following steps:

- **Establish the context:** Set the stage for how risks will be evaluated and analysed.
- **Identify risks:** Identify what, why and how things may arise as risk.
- **Analyze risks:** Determine what controls are currently in place for the identified risks. Consider the range of consequences for each risk and how likely those consequences are to occur.
- **Evaluate risks:** Rank risks to identify priority areas.
- **Treat risks:** Accept and monitor low-priority risks. For other risks, develop and implement a plan which includes consideration of funding.
- **Monitor and Review:** Monitor and review the performance of risk management and changes which might affect it.
- **Communicate and Consult:** Communicate and consult with internal and external stakeholders as appropriate at each stage of the risk management process and concerning the process as a whole

### AUMA Enterprise Risk Management (ERM) Toolkit

The AUMA has developed an ERM toolkit for municipalities that can be accessed through the following link: <insert hyperlink here>

## STANDARD RISK MODEL EXAMPLE



# 11. WHAT IS THE ROLE OF COUNCIL AND ADMINISTRATION IN DEVELOPING THE STRATEGY?

It is important to clearly define the roles of Council and Administration prior to the development of municipal strategy. Without clear role definition, tensions can rise between the two groups which can impact important decisions.

## DISTINCT ROLES

- Council and Administration should start with the shared understanding that each group has a separate and distinct role in developing strategy.
- The roles of council and administration for each of the preceding questions are outlined in the following table:

Strategy Element	Role of Administration	Role of Council	Refer to Question
Internal and External Factors (i.e. SWOC and PESTLE)	■ Identify internal and external factors that impact the municipality	■ Review and approve internal and external factors	2
Vision	■ Develop a draft vision that reflects the desired future state	■ Review and approve the vision statement	3
Mission	■ Develop a draft mission statement that reflects a the purpose of a municipality	■ Review the and approve the mission statement	4
Values	■ Develop draft values that show what a municipality believes in	■ Review and approve draft values	5
Key Focus Areas	■ Develop a list focus areas of business with reasons for each	■ Review draft list of focus areas and finalize	6
Strategies	■ Prioritize areas of focus to develop a draft list of strategies	■ Review and finalize draft strategies	7
Departmental Strategies	■ Determine appropriate departmental strategies present draft to Council	■ Review departmental strategies and finalize	8
Resources	■ Develop a draft budget aligned with the municipal strategy	■ Approve and finalize the municipal budget	9
Risks	■ Develop a comprehensive list of risks and mitigation actions	■ Review and finalize risks and mitigation	10

## LEADING PRACTICE

### **Council reviews the strategic plan regularly**

The Town of Stettler's Council performs an annual review, assessment and evaluation of their municipal strategy. This ensures strategic focus and helps them achieve their long term vision.

- Alberta

### **Council reviews and endorses the strategic plan**

The City of Nanaimo's Council reviews the draft strategic plan to ensure the strategic direction is in line with the best interests of their constituents. Council focuses their review on ensuring Economic Health, Environmental Responsibility, Social Equity, and Cultural Vitality.

- BC

# EVALUATING AN EXISTING STRATEGY

# 12. DOES OUR MUNICIPALITY HAVE THE RIGHT STRATEGY?

Some municipalities may already have strategies that they have developed through their own processes. To help strengthen these, the following provides some key questions to consider in your effort to validate or refresh your strategy.

## REVIEW OF MUNICIPAL STRATEGY

- ☒ The municipal strategy should be reviewed regularly to ensure it is up to date.

## QUESTIONS FOR DISCUSSION

To assess whether your municipality has the right strategy, consider the following questions:

- ✓ Which of the strategies have we achieved?
- ✓ For those that we haven't achieved, why didn't we?
- ✓ Do our municipal strategies clearly state where we will focus our time, effort and resources?
- ✓ Are these focus areas appropriate considering our current operations and environment?

## LEADING PRACTICE

VNG International, a worldwide cooperation of municipalities, advises its members to:

- ✓ **Assess feasibility:** If the strategies are overambitious, with no realistic means of financing, they are probably unfeasible. It is better to have fewer plans that are possible to implement, rather than ambitious plans that cannot reasonably be achieved.
- ✓ **Monitor and Evaluate:** Is there evidence of the strategies being implemented? What evidence (i.e. measurement of progress) is there to show whether the strategies have been successful? Are there regular reports that monitor the progress of municipalities?

# 13. WHAT PROCESS DID WE FOLLOW TO DEVELOP OUR STRATEGY?

Having a set process for municipal planning and strategy development provides needed structure to municipal Councils and Administrations.

## THE STRATEGIC PLANNING PROCESS

- A defined process to develop a municipal strategy provides a proven path to success for those that have not done it before.
- When no process is used, the strategic planning process lacks focus and can become confusing and / or redundant.

## COMMUNITY INVOLVEMENT

- Involving residents in the strategic planning process is a critical step to obtaining shared buy in to the strategy. There are many ways to do this, from social media campaigns, to open houses, to invitations to engagement sessions.

## QUESTIONS FOR DISCUSSION

To assess whether your municipality has the right process for municipal strategy, consider the following questions:

- ✓ Is there a defined process for the development of municipal strategies in our municipality?
- ✓ Are our strategies concise and easy to read?
- ✓ Did our process involve the community? Other stakeholders?
- ✓ Can we track our progress toward achieving our vision for the municipality?

## LEADING PRACTICE

The Municipal Research and Services Center (USA) has developed a **7 Step Process for Municipal Planning** as follows:

- 1) ***Secure a consensus regarding the need for a strategic plan:*** Council and Administration determine the need for a strategic plan. If no strategic plan is in place, developing a strategic plan is a good idea. If a strategic plan exists, the groups should determine if it is up to date and reflects the current and desired future states.
- 2) ***Select and retain a facilitator:*** A designated facilitator for strategic conversations will help ensure conversations are structured and productive. Ideally, facilitators will be knowledgeable in strategic development and will not be biased.
- 3) ***Assess the current condition of the municipality:*** Strategic discussions begin by developing an understanding of the current state.
- 4) ***Determine the duration of the strategic plan:*** Strategic plans often span a designated period of time. For example, a plan could span from 2015-2020. The group will decide what period of time is most appropriate for their municipality.
- 5) ***Determine the process that will be followed to develop the strategic plan:*** A process to develop the remainder of the strategic plan, including how the community will be involved, is developed.
- 6) ***Determine how frequently the plan will be reviewed and updated:*** To ensure the plan stays up to date, the frequency of review is decided. For example, a municipality may review their plan each quarter, semi-annually or annually as appropriate.
- 7) ***Implement the plan:*** The plan is implemented.

# 14. DO WE HAVE THE RIGHT VISION?

The vision of a municipality illustrates an ideal future state for residents, Council, and Administration. It is important that, as much as possible, this vision is shared amongst all members of the community.

## REVIEW THE VISION

- ▣ The vision of a municipality should be reviewed regularly to ensure it is a good fit for the municipality.

## QUESTIONS FOR DISCUSSION

To assess whether your municipality has the right vision, consider the following questions:

- ✓ Does our municipal vision accurately state what success looks like for our community?
- ✓ Is this vision appropriate considering our current state?
- ✓ Does our vision reflect the desires of all members of the community?
- ✓ Are performance measures aligned to our municipal vision?

## LEADING PRACTICE

### The vision is reflected in major municipal planning processes

Tasmania produced their vision *Tasmania Together* that reflects their ideal future state based on the results of a broad community consultation process. This vision is included and linked to many of the important planning processes or government departments. This shows buy-in to the vision and a shared sense of ownership for the vision.

- Australia

VNG International, a worldwide cooperation of municipalities, advises its members to **ensure the vision is realistic**. If the municipal vision is too generic and unrealistic it will have little impact on action in the community.

# 15. DO WE HAVE THE RIGHT MISSION?

The mission describes the purpose of a municipality. The mission should be focused on achieving the vision of the municipality.

## REVIEW THE VISION

- ☞ The vision of a municipality should be reviewed regularly to ensure it is a good fit for the municipality.

## QUESTIONS FOR DISCUSSION

To assess whether your municipality has the right mission, consider the following questions:

- ✦ Does our mission accurately state what the purpose of our municipality is?
- ✦ Is this mission appropriate considering our current state?
- ✓ Is our mission statement clear and succinct?
- ✦ Does our mission statement answer:
  - What does the municipality do?
  - Who does the municipality do it for?
  - How does the municipality do it?
  - What benefit does this provide?

## LEADING PRACTICE

### Adjust the mission statement as needed

In New York City, things change at a fast pace. For this reason they understand the importance of reviewing their mission statement regularly. In most cases, minor changes or clarification is needed to ensure that the mission meets the needs of those in the City, but the original intent of the mission remains true to its original design.

- USA

# 16.DO WE HAVE THE RIGHT VALUES?

The values of a municipality define, promote and demonstrate the things that are important to a municipality. The values of a municipality come alive as they come into action.

## REVIEW THE VALUES

- The values of a municipality should be reviewed regularly to ensure they align with the strategic plan.

## QUESTIONS FOR DISCUSSION

To assess whether your municipality has the right values, consider the following questions:

- ✓ Do our values align well to our strategic plan?
- ✓ Are our values evident through the actions of Councillors, Administrators and residents?
- ✓ Do our values align with our vision and mission?
- ✓ Are our values appropriate considering our current state?

## LEADING PRACTICE

### Values guide strategy

Auckland supports a set of values to guide decision making regarding the future of their City. Working by these values ensures that decisions made contribute to Auckland's drive towards its vision.

- New Zealand

# 17. HAVE WE STRATEGIZED AROUND THE RIGHT KEY AREAS?

Key business areas of focus are identified to help a municipality achieve its vision and mission.

## REVIEW THE KEY AREAS OF THE STRATEGIC PLAN

- ▣ The values of a municipality should be reviewed regularly to ensure they align with the strategic plan.

## QUESTIONS FOR DISCUSSION

To assess whether your municipality has identified the right key areas, consider the following questions:

- ✓ Are we seeing progress in our identified areas of focus? Why or why not?
- ✓ Are the areas of focus allowing us to fulfill our municipal mission and realize our vision?
- ✓ What changes need to be made to the areas of focus identified to reflect our current circumstances and to better align them to the strategic plan?
- ✓ Are the results of our most recent scan of internal and external factors reflected in our key areas of focus?

## LEADING PRACTICE

VNG International, a worldwide cooperation of municipalities, advises its members to:

- ▣ **Ensure focus areas are prioritized:** Often municipalities have so many development needs that it can be difficult for them to decide what to tackle first. If there is no clear prioritization, it is likely that nothing gets done at all. Having clear priorities for the implementation of initiatives in key business areas shows commitment to the strategic plan.

# 18. ARE OUR STRATEGIES WELL STATED AND ALIGNED WITH OUR MISSION AND VISION?

The strategies of a municipality should be directly aligned to the mission and vision agreed to.

## REVIEW THE STRATEGIC PLAN OBJECTIVES

- ☞ The objectives of a municipal strategy should show what will be accomplished during implementation.

## QUESTIONS FOR DISCUSSION

To assess whether your municipality's strategies are well stated and aligned with your mission and vision, consider the following questions:

- ✓ Is the link between our strategies, vision and mission clear?
- ✓ Are our strategies concise and easy to understand?
- ✓ Do our strategies focus on specific areas of business?
- ✓ Are we seeing the results we anticipated as we implement our strategies?

## LEADING PRACTICE

### Develop strategies through layers that relate the goals and objectives to the vision

The Municipality of Brockton created a visual pyramid for its Sustainable Strategic Plan (<http://tinyurl.com/brocktonexample>; page 4). The visual shows the linkage between the vision, its pillars of sustainability, its goals for the next 25 years, the strategic directions it plans to take and the actions that it will need to occur. This approach helps to ensure a high level of alignment when setting goals.

- Ontario

# EXECUTING THE STRATEGY



# 19. WHAT KIND OF MECHANISMS DO WE NEED TO MONITOR AND ADJUST OUR STRATEGY?

Organizing the data received from targets and measures is a vital step in reporting the progress of a municipality. This data can be used to make important improvements to municipal programs and services.

## WHY MEASURE STRATEGY?

- Tracking the progress of a municipality is very difficult without well thought out specific measures and objectives.
- Measures with accompanying targets provide evidence of progress.
- Developing specific measures and targets that are meaningful to residents makes strategic directions actionable and measurable.
- The objectives of a municipal strategy should show what will be accomplished during implementation.

## HOW TO MONITOR STRATEGY

1. Determine which key measures are needed to monitor the municipal strategy (see examples).
2. Organize key measures into a reporting system – this may include the use of available or new technology to allow for active reporting (see leading practice examples on the following page).
3. Establish regular reporting periods (i.e. monthly, bi-monthly, quarterly) for progress on the municipal strategy. This allows Councils and Administrations to make adjustments as needed to the strategy.
4. Adjust and refresh the strategy as needed. At a minimum, the strategy should undergo an annual review to ensure it is aligned with the current state of the municipality.

## EXAMPLES OF MEASURES

- ✓ Total participant hours for recreational programs – [Town of Oakville](#)
- ✓ Operating costs of fire service per \$1,000 of assessment – [City of Thunder Bay](#)
- ✓ % of renewable energy produced and consumed – [City of Medicine Hat](#)
- ✓ Amount of dividend produced by the equity pool – [City of Medicine Hat](#)
- ✓ Number of citizens who use public transit – [City of Edmonton](#)
- ✓ Liters of water per day – [City of Calgary](#)

## LEADING PRACTICE

### Software is used to effectively implement strategy

The City of Lloydminster uses cloud-based software to enhance their implementation of strategic plans by improving the capability of the municipality to track and report. This software allows various departments to share accountability in real time.

- Alberta

### Progress reports on the Strategic Plan are provided to Council Annually

The York Region provides Council with regular progress reports that provide a snapshot of seven interconnected, strategic priority areas that are critical to the well-being of the residents of the region.

- Ontario

### Annual progress reports are publically available

Administrative staff of the Municipality of Durham prepare annual reports of the progress achieved on their Strategic Plan, along with summary documents that are available publically on the municipality's web site.

- Ontario

### Balanced score cards

A balanced Scorecard is a tool used to improve focus on Ottawa Council's strategic priorities. The City Balanced Scorecard supplements the City Strategy Map with performance measures and targets.

- Ontario

### Citizen feedback

Coral Springs won the Malcom Baldrige National Quality Award for their success in obtaining input from the community on citizen priorities and linking it to their performance measurement processes.

- USA

## 20. WHAT IS THE ROLE OF COUNCIL AND ADMINISTRATION IN IMPLEMENTING AND MONITORING THE STRATEGY?

It is important to clearly define the roles of Council and Administration in implementing and monitoring municipal strategy. Having clear roles allows Council and Administration to effectively implement and monitor strategy.

### ROLE DEFINITION

- Council and Administration should start with the shared understanding that each group has a separate and distinct role in implementing and monitoring strategy.
- The roles of each are outlined in the following table:

	Role of Administration	Role of Council
Implementing	<ul style="list-style-type: none"> <li>■ Directly implement initiatives outlined in the municipal strategy</li> </ul>	<ul style="list-style-type: none"> <li>■ Oversee the implementation of initiatives in the strategy</li> </ul>
Monitoring & Reporting	<ul style="list-style-type: none"> <li>■ Determine appropriate reporting mechanisms, provide regular reports to Council</li> <li>■ Review progress and provide recommendations to council</li> </ul>	<ul style="list-style-type: none"> <li>■ Approve reporting mechanisms and reporting intervals</li> <li>■ Review reports and recommendations and provide guidance on priority areas.</li> </ul>
Refreshing	<ul style="list-style-type: none"> <li>■ Review strategy at regular intervals to ensure it is up to date.</li> <li>■ Provide recommendations to Council</li> </ul>	<ul style="list-style-type: none"> <li>■ Review recommendations for changes and decide where action will be taken.</li> </ul>

### LEADING PRACTICE

#### Clearly defined roles for Council and Administration

As outlined by the union of Nova Scotia Municipalities, Council and Administration have separate and distinct roles in municipal strategy as follows:

- ✓ Councils participate in the early planning stages of strategic planning and review the process that will be used to develop a strategic plan.
- ✓ Administration designs and leads all aspects of the municipal strategic planning process. This includes preparing the draft plan, presenting the draft plan to Council, and implementing the final strategic plan.

- Nova Scotia





# STRATEGIC PLAN 2022-2025

as of February 12, 2025

# INSIDE

Message to Our Residents	4
Our Commitment	4
Our County	5
Ward Map	6
Vision, Mission and Values	7
Our Strategic Pillars	8
Governance and Leadership	
Municipal Services and Infrastructure	
Environmental Stewardship	
Community Development	
Strategic Themes	10
High Priority Strategies and Goals	12



## MESSAGE TO OUR RESIDENTS

The pages of Saddle Hills County's 2022-2025 Strategic Plan provide a roadmap that was developed by the County's elected officials and senior administration. It is important that both Council and administration work together to achieve the priorities that are outlined in this plan. Also important is the recognition that the environment in which the County operates is always shifting. In response, the County's plans also must change to remain relevant. As with any plan, this one must be used, reviewed, and updated on a regular basis.

## LOOKING AHEAD

Saddle Hills County understands that having a shared vision is a key way of enabling effective municipal governance. Through this plan, Council confirms their commitment towards achieving Saddle Hills County's vision, mission, and values.

## PRIORITY SETTING PROCESS

Council and staff used diagnostic methods, such as 'what works well' and 'what requires attention', in evaluating our organization. This process involves discussing our internal perceptions, stakeholder's views and community perspectives from citizens and businesses. Through the strategic planning process Council has recognized and established priorities to achieve the County's vision for the benefit of residents and the community at large. This process focuses on our top critical priorities and identifies those that may be acted upon in the future.

## OUR COMMITMENT

Saddle Hills County is committed to being a transparent and accountable government. We commit to perform our duties diligently while working towards the best outcome for our ratepayers. We will continue providing regular updates by reporting to our ratepayers through the Saddle Hills County Annual Report and the County Living Newsletter, which was introduced in 2018.

The Strategic Plan was approved by Council on February 12, 2025.

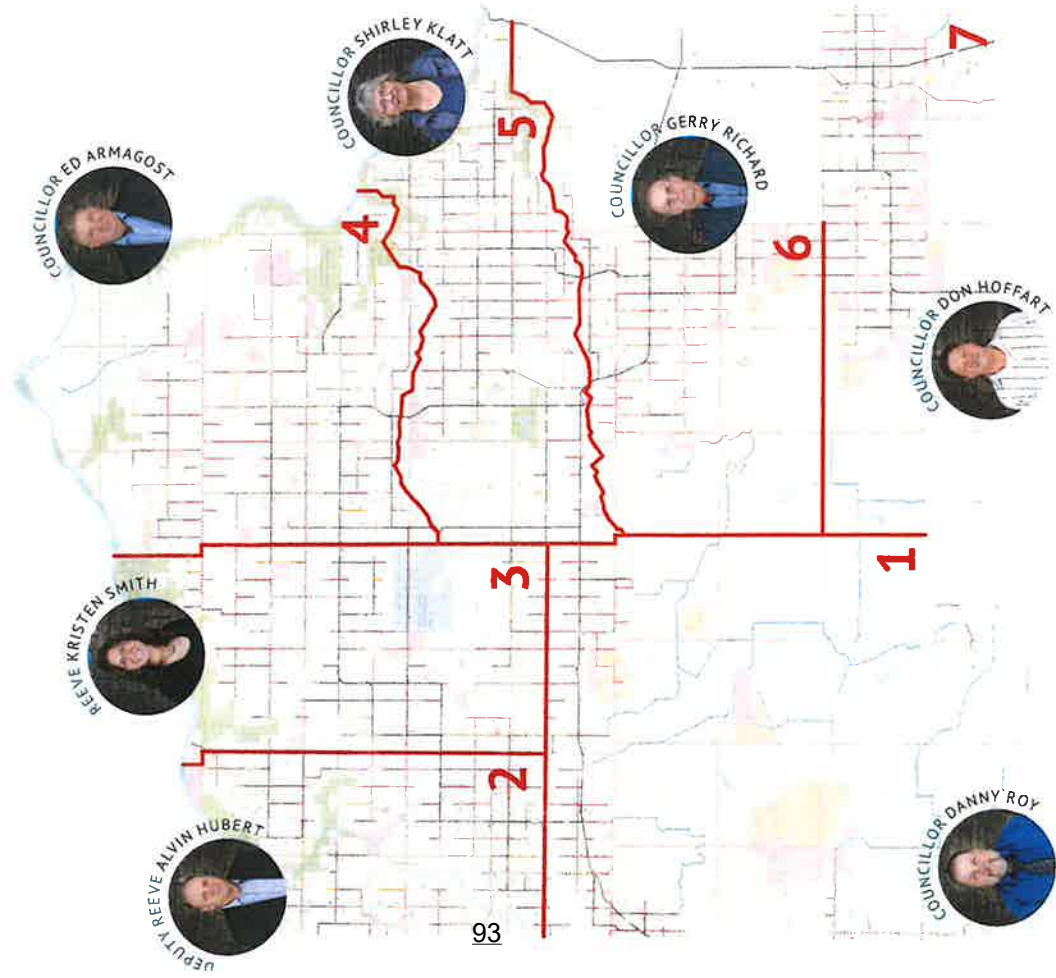


## OUR COUNTY

Saddle Hills County is located in the Central Peace Region. The Central Peace Region is comprised of five municipalities; Saddle Hills County, Birch Hills County, the Municipal District of Spirit River No. 133, Village of Rycroft and Town of Spirit River, sometimes referred to as the G5. Saddle Hills County is bordered by the Peace River to the north, British Columbia to the west, the County of Grande Prairie to the south, and the MD of Spirit River No. 133 to the east.



## 2025 WARD MAP



93

6

## VISION, MISSION & VALUES

### VISION

A thriving rural municipality with a growing population, a safe active community, and a strong, sustainable and diverse economy.

### MISSION

To enhance our communities by providing and supporting quality services and regional initiatives.

### VALUES



*Respect:* To earn respect and be respectful while supporting each other - residents, Council members, municipal employees, and those working in the county.



*Adaptability:* To seize opportunities to grow in new directions and approach change with creative solutions to overcome challenges.



*Accountability:* To deliver accountable and responsible governance through open, transparent and efficient delivery of programs and services that benefit our County.



*Equality:* To ensure our programs and services are delivered fairly and equitably throughout the county.



*Excellence:* To be innovative and creative; embracing opportunities, adapting to our environment, leading with best practices and continued improvement.

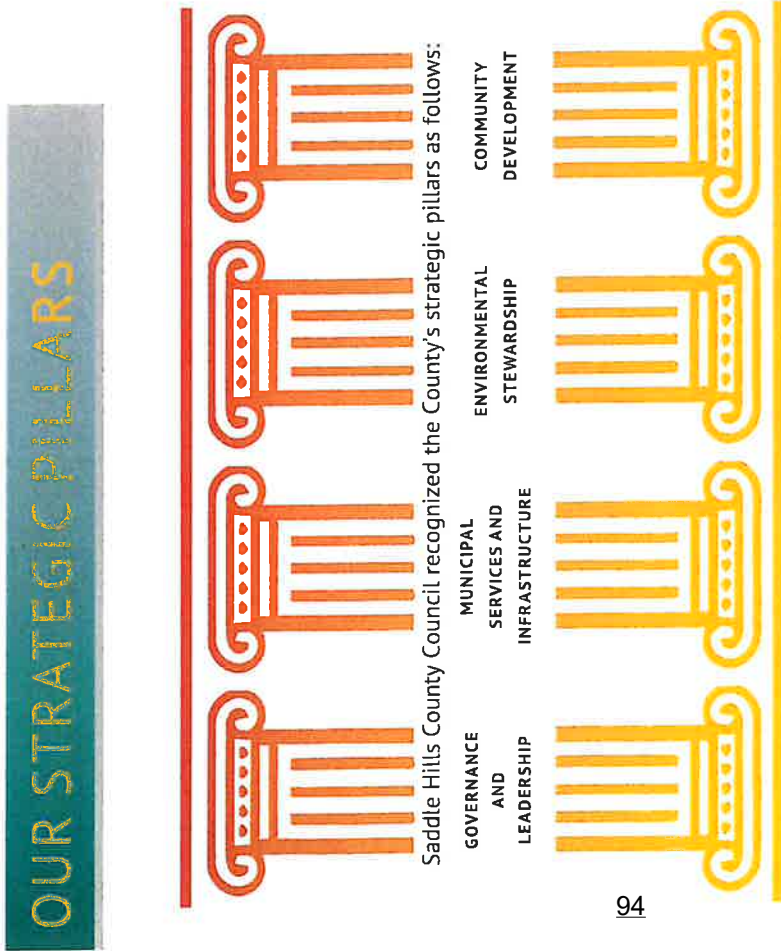


*Collaboration:* To create healthy relationships with regional communities, other levels of government, and the private sector.



*Community Spirit:* To support programs, recreational and volunteer activities to improve the health, wellbeing, and quality of life for our residents.

7



## MUNICIPAL SERVICES AND INFRASTRUCTURE

Guiding Principle: 'The County will provide quality municipal services in an organized and timely manner'

Objectives:

- The County will provide and maintain quality road infrastructure.
- The County will provide access to potable water.
- The County will provide access to effective communications networks.
- The County will provide effective services (waste management, protective services, agricultural services, recreation, and culture).
- The County will provide efficient and respectful administrative services (public service request system, planning and development services, access to information).

## ENVIRONMENTAL STEWARDSHIP

Guiding Principle: 'The County will promote environmental stewardship through leadership and responsible planning'

Objectives:

- The County will promote effective and responsible environmental stewardship.
- The County will demonstrate commitment to environmental stewardship.

## COMMUNITY DEVELOPMENT

Guiding Principle: 'The County will provide a framework for growth in population, business and industry'

Objectives:

- The County will build family friendly communities.
- The County will promote recreational and cultural opportunities.
- The County will ensure our municipal services respond to the needs of our communities.
- The County will promote partnerships with industry and business.

## GOVERNANCE AND LEADERSHIP

Guiding Principle: 'The County will provide responsible and transparent leadership and governance'

Objectives:

- The County will have a fiscally responsible program.
- The County will have effective communications with our ratepayers.
- The County will commit to transparency.
- The County will commit to building an exemplary organizational culture.
- The County will build healthy inter-municipal relationships.
- The County will work with residents and industry to develop effective and relevant land use policies.

## STRATEGIC THEMES



### ROADS

Our roads are vital to life and work in the County.  
The regular maintenance and improvement of our roads is Council's top priority.

95



### POTABLE WATER

Ensuring that our residents have clean potable water is the first step in making the County a place where communities can grow. This opens the door for new residents and new businesses to join our community.

10

### CONNECTIVITY

We strive to provide communication opportunities through our utility communication network which can provide a range of third party services ie. rural internet, fibre optics, and improved cell coverage for businesses and homes within the county.

### RECREATION

Saddle Hills County is our home. Play is just as important to a healthy community as life and work. We want the County to be a place that residents and visitors alike want to explore.



### COMMUNITY BEAUTIFICATION

The County is a place that we are all proud to call home and we celebrate that.  
We want our beautiful County to be a place that visitors would want to call home.



11



# HIGH PRIORITY STRATEGIES

Within the full list of strategies that appear on the following pages, Council has created a subset of six 'high' ranked strategies. The items on this list reflect the priorities that Council saw as both important and timely.

Many other strategies are identified as priorities, meaning they will be worked on as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and new priorities emerge for the County.

GOAL	STRATEGY
Citizen Attraction	Encourage the development of residential land (ref. 5.1a)
Citizen Attraction	Promote Saddle Hills County to existing and prospective residents, commercial investors, and business owners (ref. 5.1b)
Quality of Life	Promote and expand outdoor recreational opportunities for residents and visitors (ref. 5.2a)
Economic Diversification	Consider an innovation and research centre for agricultural sector advancement (ref. 5.3a)
Infrastructure	Strive to provide all residents and businesses to have access to broadband internet (ref. 5.4a)
Infrastructure	Provide access to treated water to all residences and businesses (ref. 5.4b)

The following contains the full list of goals identified by Saddle Hills County Council. Within each goal are a series of strategies, or actions, that will contribute to the advancement of the relevant goal. Where possible within each goal, the high priority strategies are listed first. The approximate time frame for achievement of the goals is listed with each goal.

## 5.1 - CITIZEN ATTRACTION

**GOAL:** TO ATTRACT PEOPLE AND FAMILIES TO SADDLE HILLS COUNTY STRATEGIES - We will:

- a. **Encourage the development of residential land (2022 - 2025)**
- b. **Promote Saddle Hills County to existing and prospective residents, commercial investors and business owners (Ongoing)**
- c. Market Saddle Hills County widely **(Ongoing)**
- d. Continue with community beautification efforts **(2022 - Ongoing)**

## 5.2 - QUALITY OF LIFE

**GOAL:** TO MAXIMIZE THE QUALITY OF LIFE FOR SADDLE HILLS COUNTY RESIDENTS STRATEGIES - We will:

- a. **Promote and expand outdoor recreational opportunities for residents and visitors (2022 - Ongoing)**
- b. Create new gathering places for people and families **(2022 - Ongoing)**
- c. Host county programs that support safety and quality of life **(2023 - Ongoing)**
- d. Partner with community groups to provide increased quality of life **(2022 - Ongoing)**
- e. Continue with seasonal recreation site improvements **(Ongoing)**

## 5.3 - ECONOMIC DIVERSIFICATION

**GOAL:** TO DIVERSIFY SADDLE HILLS COUNTY'S ECONOMY WITH A FOCUS ON THE AGRICULTURAL AND PETROCHEMICAL SECTORS STRATEGIES - We will:

- a. **Consider an innovation and research centre for agricultural sector advancement (2022 - 2025)**
- b. Explore, promote, and partner in the growth of secondary agriculture and petrochemical opportunities **(2022 - Ongoing)**
- c. Continue to seek out learning opportunities to advance the development of innovative agricultural development **(Ongoing)**
- d. Learn from community partners through community gatherings, such as conferences and symposiums **(Ongoing)**
- e. Support safe and reliable environmental solutions **(2022 - Ongoing)**

#### **5.4 - INFRASTRUCTURE**

**GOAL:** ENSURE THAT INFRASTRUCTURE MEETS THE NEEDS OF A GROWING COUNTY  
STRATEGIES - We will:

- a. **Strive to provide all residents and businesses to have access to broadband internet (2022 - 2025)**
- b. **Provide access to treated water to all residences and businesses (Ongoing)**
- c. Support access to natural gas to all residents and businesses at an affordable rate **(2022 - Ongoing)**
- d. Look for regional and private sector collaboration opportunities to provide infrastructure using economies of scale **(Ongoing)**
- e. Maintain a high-quality and safe road network (paving, gravel, signage, lighting) **(Ongoing)**

#### **5.5 - RESPONSIVE GOVERNMENT**

**GOAL:** TO UNDERSTAND AND RESPOND TO THE NEEDS OF COUNTY RESIDENTS AND  
BUSINESSES

STRATEGIES - We will:

- a. Council reviews applicable bylaws and all policies on a regular basis **(Ongoing)**
- b. Consider adding the role of concierge or navigator to assist applicants through county processes **(2022 - Ongoing)**
- c. Ensure that County permitting, licensing, and business processes meet the needs of a growing population (ie. subdivision process) **(2022 - 2023)**
- d. Meet residents, business owners, and community groups, where they are, through innovative and regular engagement efforts **(Ongoing)**



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[www.saddlehills.ab.ca](http://www.saddlehills.ab.ca)



@saddlehillscounty



@saddlehillsab

## **2025-2028 County of Stettler Strategic Plan**

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Strategic planning is an essential process ensuring the County of Stettler stays focused on its long-term vision and goals. Each year, Council undertakes this review and development process to establish clear priorities, aligning the County's objectives with the needs of our community. This planning provides a roadmap for staff, setting a clear course of action to guide municipal operations and service delivery.

Through strategic planning, Council's vision is translated into actionable goals which inform their budget decisions and shape the direction of all departments. The County of Stettler's Strategic Plan is developed through workshops with Council and has been carefully reviewed by Administration to ensure it accurately reflects Council's priorities and objectives for the future. This process fosters alignment across all levels of our organization, ensuring decisions and resources are strategically directed to meet our community's evolving needs.

**The items identified in our 2025-2028 Strategic Plan have been ranked and organized in order of priority, according to Council's direction.**

### **1. Expense Stability**

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To ensure long term expense stability we will:

- 1.1. Reclaim gravel leases for future use, disposal, or revenue generation.
- 1.2. Establish and enact strong reserve policies to safeguard financial health. We will make strategic investments and borrow efficiently.
- 1.3. Consider implementation of a Special Tax or Local Improvement Tax (LIT) to address financial needs and increased service requests and expectations in hamlets and dissolving Villages.
- 1.4. Reduce energy and fuel use to lower long-term operational costs, ensuring sustainable financial management for the future.

### **2. Service Stability**

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To ensure consistent, reliable, and high-quality service delivery, we will:

- 2.1. Adopt a comprehensive Service Level Policy that standardizes operations across critical areas, including grading, mowing, parks & recreation, street lighting, snow plowing, and fire services.

- 2.2. Invest in right-sized fire equipment to meet the level of service established by Council, to increase efficiency in our emergency response capabilities, particularly in rural and wildfire-prone areas.
- 2.3. Consider lagoon enhancements or alternative wastewater solutions including wastewater metering to meet increasing demand, costs and ensure environmental sustainability.
- 2.4. Evaluate service levels against service fees, promoting long-term fiscal responsibility and sustainability while maintaining the high standards expected by the community.

### **3. Revenue Growth**

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To ensure long-term revenue stability, we will:

- 3.1. Develop and implement an Economic Development Plan that identifies opportunities for growth and diversification and our critical regional assets which prepare us for businesses and industries to come that align with regional priorities.  
Include a focus on value-added Agriculture business to further diversify our market.
- 3.2. Adopt an enhanced Tax Incentive Bylaw and review the success of the incentive.

### **4. Sustainable Population Growth**

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To foster population stability and regional growth, we will:

- 4.1. Develop a plan which delivers a focused effort on doctor recruitment to ensure regional viability, support our economy and healthcare access for all.
- 4.2. Modify the Municipal Development Plan (MDP) to be more subdivision-friendly to stimulate area-specific development and encourage large farms to subdivide acreages, creating opportunities for new residents and growth in the region.
- 4.3. Promote sale of surplus County land, including subdivided and agricultural land, to encourage population expansion.
- 4.4. Identify water line expansion priorities to support existing farms and promote new development.



# COUNTY OF **NORTHERN LIGHTS** STRATEGIC PLAN



# TABLE OF CONTENTS

<b>INTRODUCTION</b> .....	3
<b>COUNCIL'S MESSAGE</b> .....	4
<b>COUNTY OF NORTHERN LIGHTS</b> .....	5
<b>COUNTY OF NORTHERN LIGHTS 2021-2031 COMMUNITY VISION PLAN</b> .....	6
Priority Focus Areas & Themes .....	6
Bloom Municipal Scan .....	7
Priority Focus Areas .....	8
Priority Focus Area #1: .....	9
Priority Focus Area #2: .....	10
Priority Focus Area #3: .....	11
Priority Focus Area #4: .....	12
Priority Focus Area #5: .....	13



Photo by Stacy Barks



# INTRODUCTION

## THE COUNTY OF NORTHERN LIGHTS IS A COMMUNITY RICH IN NATURAL BEAUTY, AGRICULTURAL HERITAGE, AND UNTAPPED POTENTIAL.

With this strategic plan, we aim to guide our growth and development over the next decade, ensuring that we balance sustainability with progress while enhancing the quality of life for all residents. This plan addresses key areas such as infrastructure, economic diversification, and community engagement, and outlines the steps to secure a prosperous and resilient future for the County of Northern Lights.

### **The County of Northern Lights Strategic Plan (2024-2033)**

is more than just a document to sit on a shelf—it is a dynamic, action-driven roadmap designed to create measurable, tangible results. This plan reflects our Council's commitment to ensuring that our priorities lead to real change, addressing the needs of our residents and the challenges of tomorrow. We are focused on accountability, with clear goals and timelines that will guide our efforts and allow us to track progress every step of the way. This strategic plan is built to inspire action, ensure transparency, and deliver meaningful outcomes that improve the lives of our community, strengthen our economy, and protect our natural resources. Together, we will turn this vision into reality.



Photo by Theo Hohner



Photo by Shawn Elliot

Photo by Leven Kover



## *Council's Message*

As your Council, we are proud to present this strategic plan for the County of Northern Lights—our blueprint for a brighter, more prosperous future. This plan is the culmination of listening to the voices of our residents, understanding the challenges of today, and envisioning the opportunities of tomorrow.

The County of Northern Lights is a place like no other, where rolling fields meet vast forests, and where the spirit of community thrives in every corner of our beautiful region. We are a county of rich traditions, proud of our agricultural heritage and the resilience of those who have called this land home for generations. But we are also a county that looks to the future, eager to embrace growth, innovation, and sustainability.

In developing this plan, we asked ourselves important questions: How can we continue to build on our strengths? How do we ensure that our infrastructure, economy, and community services meet the needs of today while preparing for the challenges of tomorrow? Most importantly, how do we preserve what makes our county special while welcoming new opportunities?

This strategic plan is our roadmap to answer those questions. It's a plan rooted in five key priorities:

community well-being, financial sustainability, sustainable infrastructure, smart economic growth, and service excellence. Through these focus areas, we will support our local businesses, attract new industries, and enhance the quality of life for all our residents.

We recognize that the road ahead will not always be easy, but we are committed to making the tough decisions that will secure our county's future. This is a journey that we cannot take alone. We invite every resident, business owner, and community partner to walk this path with us, contributing to the growth and vibrancy of our county. Together, we can create a legacy of progress, collaboration, and shared prosperity.

As we move forward, know that your Council remains steadfast in our commitment to transparency, accountability, and service to you, our residents. This strategic plan is just the beginning—together, we will turn this vision into reality.

Thank you for your trust and support. Let's build the future of the County of Northern Lights together.

Sincerely,

**The County of Northern Lights Council**



# The County of Northern Lights: A Place of Opportunity and Tradition

THE COUNTY OF NORTHERN LIGHTS IS WHERE TRADITION MEETS INNOVATION, AND WHERE RURAL LIFE THRIVES ALONGSIDE FORWARD-LOOKING DEVELOPMENT.

Our natural landscapes, spanning forests, rivers, and farmlands, offer residents a chance to live in harmony with nature while benefiting from a vibrant economy rooted in agriculture, forestry and growing business opportunities. As we look to the future, we are committed to enhancing the well-being of our residents, protecting our environment, and fostering growth through collaborative efforts and sustainable practices.

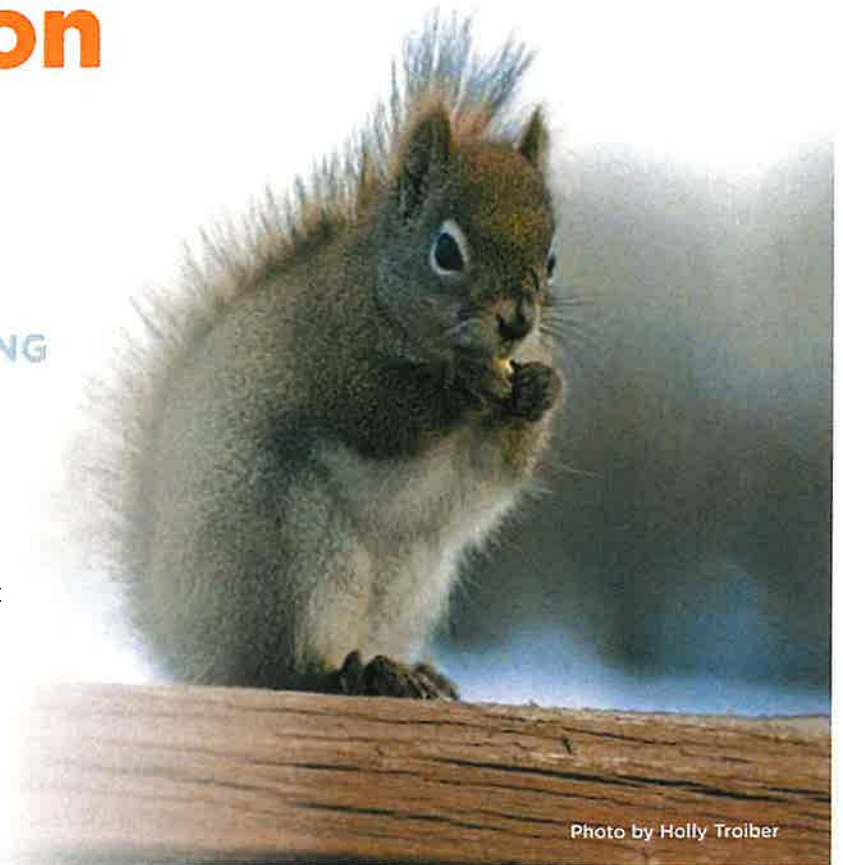


Photo by Holly Traiber

## THE MUNICIPAL EQUATION

Services



Quality of Life



Taxes,  
Utility Rates,  
Fees and  
Charges

# VISION & VALUES



## MISSION

It shall be the Mission of the County of Northern Lights to efficiently provide services and infrastructure to ensure the quality of life for residents.

## VISION

It is the Vision of the Council of the County of Northern Lights, to be a great rural community of natural beauty and prosperity.



## CORE VALUES

- **Transparency:** We are committed to clear and open communication with residents, businesses, and stakeholders.
- **Sustainability:** We make long-term decisions that balance growth with environmental stewardship.
- **Collaboration:** We work hand-in-hand with neighboring municipalities, residents, and businesses to achieve shared goals.
- **Service Excellence:** We deliver high-quality services that meet the evolving needs of our community.



# THE BLOOM MUNICIPAL SCAN

The strategic planning process for the County of Northern Lights began with a thorough municipal scan to understand the current state of the county and its future challenges and opportunities. This scan provided the foundation for the goals and objectives laid out in this strategic plan.

## DEMOGRAPHICS

- **Aging Population:** The county's population is both declining and aging. Younger residents often leave the area for education and career opportunities in larger cities, which reduces the local workforce.
- **Urbanization Trends:** The shift toward urbanization, with fewer people living in rural areas, continues to impact the county. Population density varies across the region, with pockets of dense areas juxtaposed with sparsely populated rural areas.
- **Cultural Shifts:** The county has seen an increase in immigrant workers, many of whom fill jobs left vacant by the local population. However, certain communities, do not heavily integrate into broader community activities.

## ECONOMIC FACTORS

- **Oil and Gas:** As a key economic driver, the oil and gas industry provides jobs, supports local businesses, and contributes substantial tax revenue. Supporting responsible development in this sector is essential to maintaining financial sustainability for the county.
- **Agricultural Focus:** Agriculture remains a key economic driver, but the landscape is changing as large farms replace smaller family-run farms, reducing the number of independent farmers. The county needs to diversify its economic base beyond agriculture.
- **Industrial Focus:** The County is heavily reliant on non-residential taxpayers. Forestry and Oil & Gas industries will be required to remain as an anchor to our tax base in order to sustain or grow our operations.
- **Industry Opportunities:** While agriculture dominates, there is potential to attract new industries, particularly in tourism, oil and gas, and value-added agriculture and Power generation.

## INFRASTRUCTURE

- **Aging Infrastructure:** The county's roads, bridges, and water systems are aging and in need of significant

investment. While the county has strong capital planning processes, maintaining this infrastructure is a growing challenge.

- **Water Supply Gaps:** Certain areas lack sufficient water infrastructure, making it difficult to develop residential or commercial projects in those regions. Addressing water supply issues will be critical to future growth.
- **Emergency Services:** The county's fire and emergency services infrastructure requires review to meet increased demand, particularly in areas prone to wildfires and other risks.

## SOCIAL NEEDS AND COMMUNITY CHALLENGES

- **Healthcare Access:** Residents often have to travel long distances for healthcare services due to limited local offerings. Ambulance services and access to advanced medical care are critical concerns.
- **Housing and Services:** Affordable housing is limited, making it difficult for young families and workers to find adequate accommodation in the area.
- **Public Engagement:** Many residents feel are disconnected from the decision-making process. There is a need for improved communication and engagement between the county and its residents to foster stronger community ties and trust.

## ENVIRONMENTAL CONSIDERATIONS

- **Preservation of Greenspace:** As development expands, the county must balance growth with the preservation of its natural resources and greenspaces, which are vital to maintaining its rural charm and quality of life.
- **Environmental Resilience:** Climate change and extreme weather events pose risks to the county's infrastructure as well as forestry and agricultural base. Long-term planning is necessary to ensure the community's resilience against environmental challenges.

# Priority Focus Areas & Themes

## THE COUNTY OF NORTHERN LIGHTS

has identified five key focus areas for the strategic plan, each with specific goals, objectives, and actionable steps that will drive the county's progress over the next decade.



### COMMUNITY WELL-BEING



### FINANCIAL SUSTAINABILITY



### SUSTAINABLE INFRASTRUCTURE



### SMART GROWTH AND ECONOMIC DEVELOPMENT



### GOOD GOVERNANCE AND SERVICE EXCELLENCE



Photo by Chenoa Grimm



## Priority Focus Area #1

# COMMUNITY WELL-BEING

## Goal Statement

Our programs, services, and amenities promote a connected, thriving community with a high quality of life for residents, businesses, and visitors.



## OBJECTIVES

### ● COMMUNITY ENGAGEMENT:

- Review communication and Public Participation and Engagement strategy/policy to ensure transparency and proactive engagement with residents.
- Review and evaluate existing online feedback platforms and community consultations to increase resident involvement in decision-making.
- Create ad-hoc citizen advisory committees to provide input on key community issues, such as infrastructure, environment, and social services.

### ● SOCIAL PROGRAMS AND SERVICES:

- Partner with social service agencies to address mental health, family services, and food insecurity challenges.
- Maintain recreational and cultural programs, including sports, arts, and community festivals, to foster social connections and promote wellness.
- Advocate for improved healthcare services and expanded ambulance coverage, particularly in rural areas.
- Promote affordable housing solutions to attract and retain young families, seniors, and low-income residents.

### ● SAFETY AND COMMUNITY IDENTITY:

- Implement a community safety plan to address rising crime and vandalism.
- Develop community programs that highlight local culture and build community pride, such as annual events or beautification initiatives.



## OBJECTIVES

### ● LONG-TERM FINANCIAL PLAN:

- o Develop a comprehensive long-term financial plan that accounts for infrastructure investments, reserve management, and revenue diversification over the next decade.
- o Implement a multi-year tax strategy that balances the need for revenue with maintaining affordability for residents.
- o Review and update the county's investment policy to ensure financial reserves are managed efficiently, maximizing returns while minimizing risk.

### ● REVENUE DIVERSIFICATION:

- o Explore and secure alternative revenue sources, such as grants, sponsorships, and public-private partnerships, to support key initiatives and reduce the county's dependence on taxation.
- o Conduct a comprehensive analysis of all fees and charges to determine optimal cost-recovery levels, ensuring that services are equitably priced, sustainably funded, and aligned with the county's long-term financial stability.
- o Align utility rates with cost-recovery objectives to ensure the financial sustainability of essential services, including water and wastewater systems, while minimizing the tax burden on residents..

### ● MAINTAIN PUBLIC TRANSPARENCY:

- o Increase public communication about budgeting, taxation, and the county's financial position to ensure residents understand how funds are used to improve services and infrastructure.
- o Regularly revising a Public Participation Policy to guide resident engagement in decision-making, ensuring community voices are included in shaping county initiatives and policies.
- o Regularly engage with residents through budget consultations to gather input and communicate the long-term benefits of financial planning.

## Priority Focus Area #2

## FINANCIAL SUSTAINABILITY

### Goal Statement

We will establish short and long-term financial strategies that ensure the County's fiscal health while supporting sustainable growth and development.





## Priority Focus Area #3

# SUSTAINABLE INFRASTRUCTURE

## Goal Statement

We use long-term capital planning to maintain, improve, and develop sustainable infrastructure that meets the needs of residents today and in the future.

Photo by Iris Land

## OBJECTIVES

### ● INFRASTRUCTURE MANAGEMENT AND DEVELOPMENT:

- Develop a long-term asset management plan that prioritizes the maintenance and repair of roads, bridges, water, sewer systems and buildings.
- Continue investing in fire services by modernizing fire halls, upgrading equipment, and increasing staff in high-risk areas like forestry. This will involve a review of current service levels, demand, and intermunicipal agreements to ensure resources are effectively allocated.
- Plan to expand water infrastructure to underserved areas, enabling residential and industrial development while maintaining fiscal responsibility.

### ● GREEN AND CLIMATE-RESILIENT INFRASTRUCTURE:

- Strengthen infrastructure to withstand extreme weather impacts, such as floods and droughts, through proactive planning. Integrate climate resilience into emergency response strategies to protect critical infrastructure and ensure community safety in changing conditions.
- Develop a comprehensive recycling plan to enhance waste reduction, explore sustainable recycling options, and engage residents through education to ensure long-term success.

### ● GRANT FUNDING AND COLLABORATION:

- Actively pursue infrastructure funding through grants (e.g., LGFF, CBF, STIP) and partnerships with neighboring municipalities for joint projects.
- Leverage regional collaboration to share resources on projects such as road maintenance and water infrastructure expansion.



Photo by Nolan Keddie

## Priority Focus Area #4

# SMART GROWTH AND ECONOMIC DEVELOPMENT



## Goal Statement

We advocate for sustainable economic opportunities that support our existing businesses, attract new industries, and promote long-term prosperity.

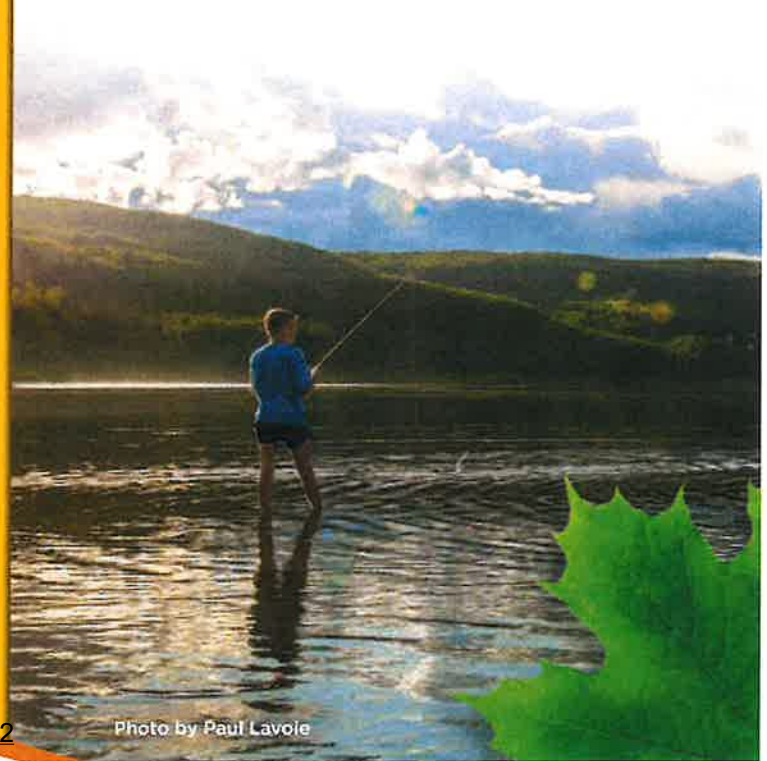


Photo by Paul Lavoie

## OBJECTIVES

### ● BUSINESS ATTRACTION AND EXPANSION:

- o Implement business retention and expansion program (BREP) to help existing businesses grow and adapt to changing markets while attracting complementary industries.
- o Support private developers in identifying and establishing industrial parks to attract industry, boost assessment generation, and create local job opportunities.

### ● AGRICULTURAL & INDUSTRIAL INNOVATION:

- o Encourage innovation in the agricultural sector by supporting sustainable farming practices and value-added agricultural products.
- o Explore opportunities to attract renewable energy companies, such as biomass, making the county a leader in green energy.

### ● TOURISM:

- o Develop tourism opportunities that capitalize on the county's natural assets, including lakes, rivers, and outdoor recreational activities like hunting, fishing, and camping.





## Priority Focus Area #5

# GOOD GOVERNANCE AND SERVICE EXCELLENCE



## Goal Statement

We strive to deliver high-quality services and maintain a responsive, transparent governance system that meets the needs of our residents.



## OBJECTIVES

### ● GOVERNANCE AND COMMUNICATION:

- Ensure full transparency in governance by live-streaming council meetings, sharing recordings, and making meeting minutes readily available to the public.
- Establish regular public town halls and online platforms to communicate key decisions, gather resident feedback, and provide updates on county projects and services.

### ● SERVICE EXCELLENCE:

- Develop a one-page service inventory to educate residents on available county services, and update it regularly to reflect new offerings.
- Provide professional development opportunities for county employees to ensure they have the skills and knowledge necessary to deliver excellent service.
- Implement a service performance measurement system to track and improve the quality of services offered.

### ● COLLABORATIVE LEADERSHIP:

- Continue building strong partnerships with neighboring municipalities, regional organizations, and other levels of government to advance mutual interests.
- Foster a positive workplace culture within the county administration by prioritizing staff well-being, engagement, and professional growth.



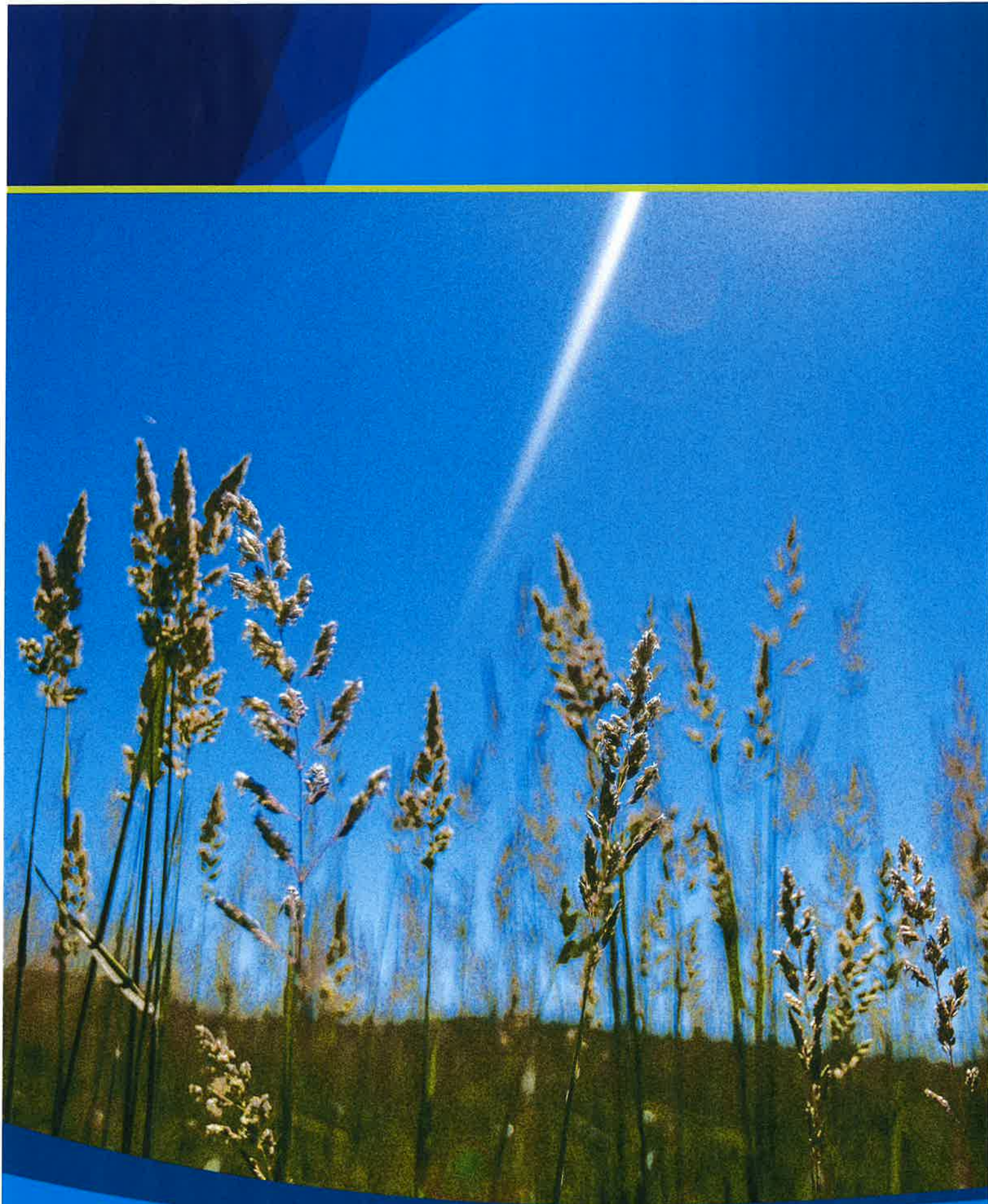
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**BLOOM**  
Centre for Municipal Education

# GREENVIEW'S STRATEGIC PLAN 2022 - 2026



Municipal District of  
**GREENVIEW**



# CONTENTS

LETTER FROM COUNCIL 2024	4
INTRODUCTION	5
MEET GREENVIEW COUNCIL	6
WARD BOUNDARIES MAP	7
INTEGRATED PLANNING	8
VISION, MISSION & VALUES	9
GREENVIEW'S TOP PRIORITIES	10
GOALS & STRATEGIES	11
Governance	12
Economy	14
Environment	15
Culture, Social & Emergency Services	16
CONCLUSION	18

## LETTER FROM COUNCIL

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We are pleased to present the Municipal District of Greenview's five-year Strategic Plan, which underwent a comprehensive review by Council in January 2024. The purpose of this review was to assess the strategic plan's effectiveness and determine if any goals needed refocusing or refreshing. It is anticipated that priorities will evolve over time, especially as certain high-priority initiatives approach completion and new priorities emerge within Greenview.

In November 2021, members of the Council, alongside our Senior Administration staff, convened to chart a strategic direction for our municipality and establish clear priorities for the upcoming four years. This high-level plan serves as a guide for Council and Administration's activities, offering a long-term vision not only for the current Council but also for potential future Councils. It ensures collaborative efforts toward a common direction.

The plan serves as a compass, defining our destination - a shared vision for a better future. Developed by Council and Administration, the strategic mission, vision, values, and priorities emerged through a process that involved reflecting on past achievements, identifying future opportunities, conducting a thorough analysis of strengths, weaknesses, threats, and future prospects, and gathering input from various stakeholders. This collaborative effort resulted in the creation of new, prioritized goals and strategies.

Council acknowledges the dynamic nature of this planning document, recognizing the need for flexibility and responsiveness to our changing environment to capitalize on successes. Our Senior Administration team will leverage this plan to formulate annual goals and work plans during the budgeting process.

The Strategic Plan will be a valuable resource for Council when making challenging decisions. It serves as a reference point, allowing Council to question whether a decision aligns with the identified values and priorities.

Finally, the Strategic Plan serves as a tool for accountability to our community. We encourage our citizens to review the plan and provide feedback and comments, fostering an inclusive dialogue about the future of Greenview.

Sincerely,  
Reeve Tyler Olsen, on behalf of Council

## INTRODUCTION

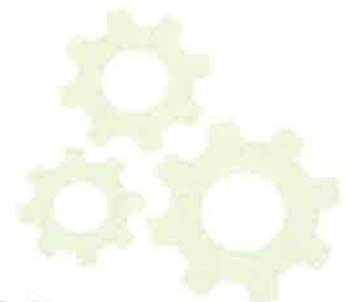


Council's role in governance includes the mandate to provide strategic direction for Greenview. Council has provided a plan for the future that is reflective of the needs and vision of Greenview. The plan reaffirms the mission and vision of the community, prioritizes strategies, and reconfirms values to maintain while working towards achieving the vision.

A strategic plan acts like a road map to identify the route to take to get where Council wants to go – the vision for a better future. It also serves to help coordinate the work of the Administration team, make efforts more effective and is an important reminder to stay true to Greenview's values. It is recommended that Administration provide

Council with quarterly progress reports on the goals identified. Council and Administration should also review the Strategic Plan annually to determine if any goals need refocusing or refreshed.

The strategic planning exercise is beneficial for articulating a shared vision of Council's values, priorities, and activities. The strategic planning process should not end with the creation of a plan, the plan requires implementation to gain the full benefit and must be integrated into decision making and annual budgeting. It is also a great tool to report on, recognize and celebrate successes.



# MEET GREENVIEW COUNCIL



**Reeve Tyler Olsen**  
Ward 9, Grande Cache



**Deputy Reeve Bill Smith**  
Ward 8, Grovedale



**Councillor Winston Delorme**  
Ward 1, Grande Cache  
Cooperatives & Enterprises



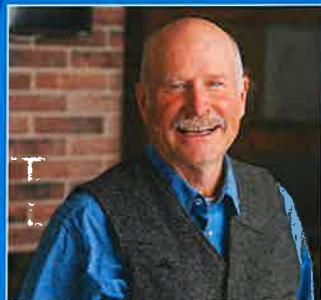
**Councillor Ryan Ratzlaff**  
Ward 2, Little Smoky



**Councillor Sally Rosson**  
Ward 3, Valleyview



**Councillor Dave Berry**  
Ward 4, Sunset House/Sweathouse



**Councillor Dale Smith**  
Ward 5, New Fish Creek



**Councillor Tom Burton**  
Ward 6, DeBolt



**Councillor Jennifer Scott**  
Ward 7, Ridgevalley/Crooked  
Creek/Sturgeon Heights



**Councillor Christine Schlieff**  
Ward 8, Grovedale



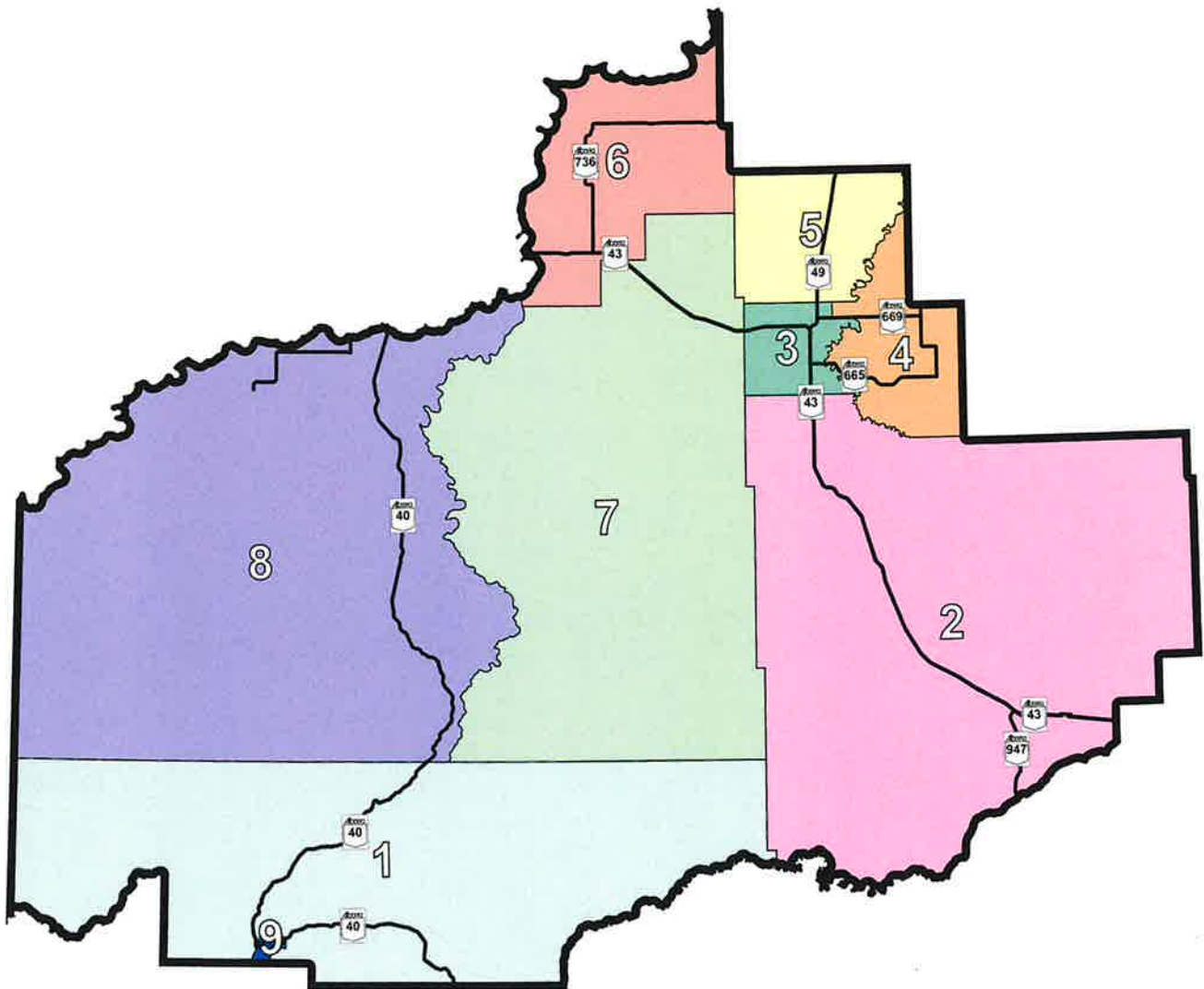
**Councillor Marko Hackenberg**  
Ward 9, Grande Cache



# WARD BOUNDARIES MAP

## LEGEND:

- Ward 1,** Grande Cache Cooperatives & Enterprises
- Ward 2,** Little Smoky
- Ward 3,** Valleyview
- Ward 4,** Sunset House/Sweathouse
- Ward 5,** New Fish Creek
- Ward 6,** DeBolt
- Ward 7,** Ridgevalley/Crooked Creek/Sturgeon Heights
- Ward 8,** Grovedale
- Ward 9,** Grande Cache

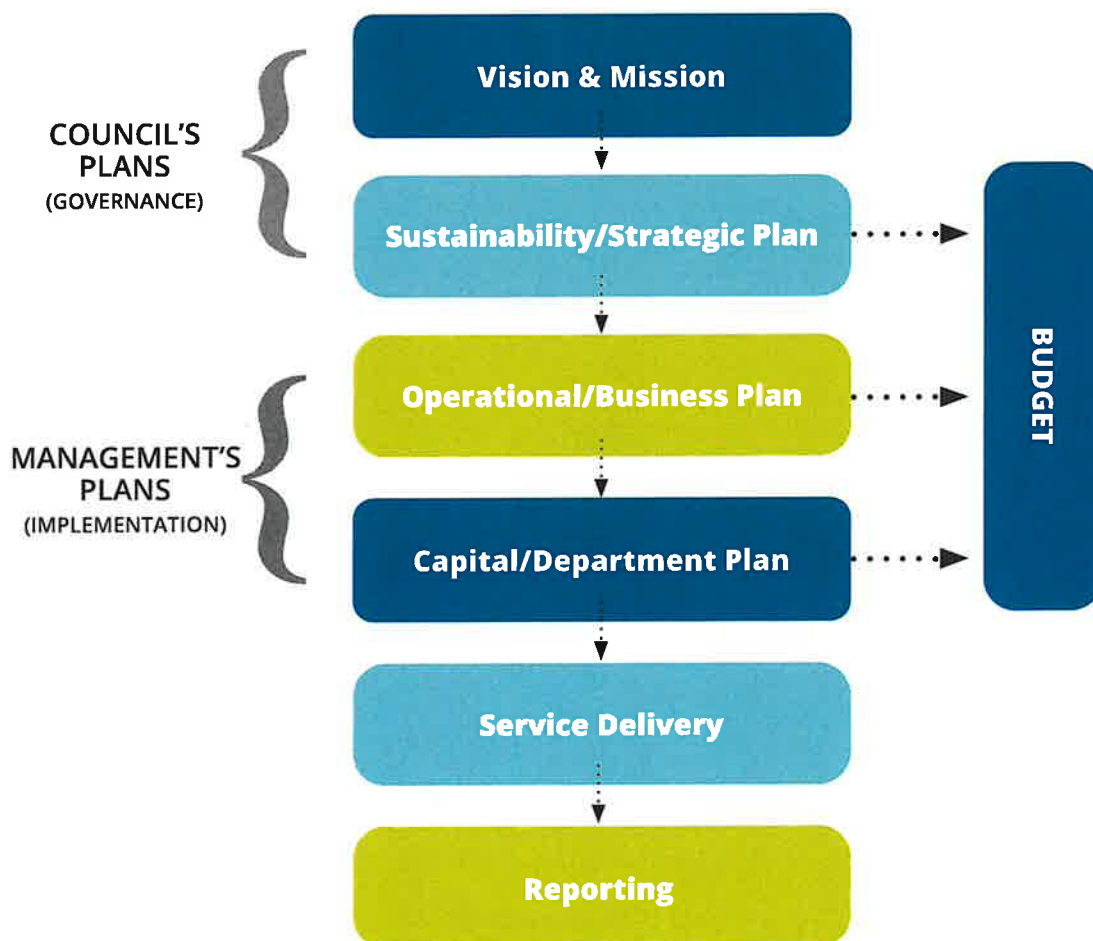


# INTEGRATED PLANNING

Council's role in governance includes the mandate to provide strategic direction for Greenview. This high-level plan comprises that direction. It builds on the previous plans and helps Administration construct operational plans.

Once Council has set the strategic direction, Administration is able to build plans that carry out Council's direction. Examples of Administration's plans that follow from this Strategic Plan may include a Work Plan, an Operational Plan, a Community Engagement Plan, a Business Development Plan, or a Capital Plan.

The following figure depicts the relationship between Council's strategic vision for Greenview, and Administration's operations. The dashed line differentiates the role between Council and Administration: Council is responsible for determining the vision and direction of Greenview, while Administration is responsible for implementing that direction.





## VISION, MISSION & VALUES

In looking towards the future of Greenview, it is important that Council agrees on what the final destination looks like. Council first decided on Greenview's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).



### VISION

The Municipal District of Greenview strives to be a healthy, safe, and sustainable community that values the stewardship of its diverse resources.



### MISSION

Providing strong, accountable leadership and quality services that are responsive to our diverse communities.



### VALUES

The values expressed here are the guiding principles that help determine how Greenview will operate:

#### CULTURE

We will honour the diversities of our communities and residents.

#### LEADERSHIP

We will lead by example to maintain trust between Council, Administration, and the members of our community.

#### ACCOUNTABILITY

We will be responsible and accountable for our decisions.

#### SUSTAINABILITY

We will manage our natural and financial resources to meet current needs while ensuring that adequate resources are available for the future.

#### PARTNERSHIPS

We will build upon current and create new partnerships that support the region.

#### COMMITMENT

We will remain dedicated to working hard for our citizens and our community.





# GREENVIEW'S TOP PRIORITIES

There are many dimensions or pillars of success within a local government. For the purposes of strategic planning, we have grouped the pillars into categories of: Culture, Social & Emergency Services, Governance, Environment and Economy.

Within the full list of strategies in the Strategic Plan, Council has created a subset of seven highest ranked strategies. The items on this list reflect the priorities that Council saw as both highly important and timely.

Many other strategies are identified as having a moderate priority, meaning they will be worked on as resources allow or deadlines near. It is expected that these high priorities will change over time as some high priority items near completion and new priorities emerge within Greenview.

Not all goals or areas of focus are represented here because Council has made a series of choices based on the best use of resources. Each of the strategies can be found under the relevant goals in this Strategic Plan.

SUSTAINABILITY PILLAR	STRATEGY
 <b>Culture, Social &amp; Emergency Services</b>	<ul style="list-style-type: none"><li>▶ Create opportunity to encourage development of elder, community and senior housing.</li><li>▶ Identify &amp; prioritize opportunities for broadband support within Greenview.</li></ul>
 <b>Governance</b>	<ul style="list-style-type: none"><li>▶ Establish levels of service.</li><li>▶ Provide staff succession planning and internal opportunities for growth and advancement.</li></ul>
 <b>Environment</b>	<ul style="list-style-type: none"><li>▶ Develop a plan that allows for growth opportunities and preserves agricultural land.</li></ul>
 <b>Economy</b>	<ul style="list-style-type: none"><li>▶ Monitor and maintain capital spending and operational fiscal responsibility.</li></ul>

## GOALS & STRATEGIES






Each strategy in the tables below contain a color-coded and prioritized ranking of relative strategies for 2022 and beyond as determined by Council. This ranking is used by the Administration team to determine the priorities for the years as Council assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as needed. Current year priority strategies may rise or fall in comparison to other strategies in flowing years as Greenview works towards achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The following pages contain the full list of goals identified by Greenview's Council. Areas of strategies are listed that contribute to achieving each individual goal. Each strategy is color coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the medium priority strategies.



PRIORITY	STRATEGY
 <b>High Priority:</b>	<p>► Work on this strategy is typically conducted in the current fiscal year so the goal can be achieved within the scope of this Strategic Plan.</p>
 <b>Medium Priority:</b>	<p>► When resources become available after required resources are assigned to high priority strategies, action will be taken on this strategy.</p>
 <b>Low Priority:</b>	<p>► Limited action is expected on this strategy in the current calendar year.</p>

**GOAL 1: Increase staff success.**

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
Incorporate staff succession planning	Build resilience in the organization when faced with sudden change	Number of training opportunities provided Employee retention
Provide current staff growth opportunities when appropriate	Identify high-potential employees capable of advancement	Number of employee advancements within the organization















**GOAL 2: Provide quality municipal services.**

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
Establish levels of service	Provide consistent levels of service	Meet or exceed service delivery plan

**GOAL 3: Improve intermunicipal government relations.**

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
Host regular meetings with neighbours, partners and indigenous communities	Participate, engage and/or lead in the creation of joint planning	Meetings with neighbours/partners held annually
Provide open dialogue between municipalities within the region	To establish mutual benefit with municipalities in the region	Identifying at least one mutually benefiting opportunity within the Region
Build relationships with industry focused organizations	Advocacy plan that focuses on mutual benefits within our region	Create an "Industry Outreach Program"

#### GOAL 4: Provide good governance.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Identify ways for Council and Administration to participate in community engagement	 Enhance community presence	 Number of community events attended  Establish a Community Events Tracker
 Regular communication between Council & Administration	 Council and its committees provide monthly updates to Administration  Administration provide monthly updates to Council	 Completion of monthly reports
 Ensure our policies address changing and growing community needs	 Review and update policies and bylaws as needed	 Number of reviewed and approved policies
 Provide training on Council and Administration roles and responsibilities	 Timely focused training	 Completion of internal training through Greenview University courses













# 2
























## ECONOMY

### GOAL 1: Maintain fiscal responsibility.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Monitor and maintain capital spending and operational fiscal responsibility	 Adopt an Interim Budget by December in order to start projects sooner	 Budget policy that includes a 5 year Operating Budget Plan  To present and approve an interim budget annually
 Adopt an asset management plan	 Make the best possible investment decisions on all infrastructure assets	 Annual review and adoption of Asset Management Plan
 Seek opportunities for other funding resources	 Identify partnership and grant opportunities	 Amount of external funding received

### GOAL 2: Create a diverse economy.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Develop a world class integrated eco-industrial site focused on the processing and development of natural gas by-products	 Positively contribute to a sustainable economy for the region	 Track direct and secondary economic effects of the project
 Prioritize our infrastructure investments to align with operational capacity	 Create a balanced plan that is achievable within operational capacity	 Completion of projects within planned calendar year
 Increase tourism attractions	 Effective programming and outreach	 Increased users
 Create opportunities to support and attract businesses in Greenview	 A stable environment for existing business while increasing business start ups	 Number of business within Greenview
 Capitalize on natural areas that exist within Greenview	 Gain a better understanding of areas that benefit growth in Greenview	 Create an inventory
 Capitalize on infrastructure advantages that already exist in Greenview	 Align new development around existing services	 Track projects that tied to existing services
 Seek agricultural diversity and protect viable and sustainable agricultural practices	 Effective programming, extension and policy	 Track and report performance of desired results or achievements

# 3



## ENVIRONMENT

### GOAL 1: Implement policies that will support and enhance Greenview's diverse communities.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
!!! Develop a plan that allows for growth opportunities and preserves agricultural land	► Review and update the LUB and MDP where applicable for agricultural land preservation	► Track growth and development

### GOAL 2: Have well-built and well-maintained infrastructure that is sustainable, viable and contributes to quality of life.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
!! Ensure fiscal responsibilities for water and wastewater utilities	► Develop fiscal management planning tools	► Proceed according to plan
! Explore regional opportunities to partner with municipalities and private sector to deliver needed services where applicable	► Capitalize on appropriate partnership opportunities that benefit Greenview	► Track identified opportunities
! Align investment into infrastructure that best supports industry	► Purposeful projects that support multi-sectors ► Phased infrastructure investment that creates and supports industry growth	► Identification and potential completion of infrastructure projects ► Attract more complementary businesses that support the industry

### GOAL 3: Create a balance between development and natural resources.




Strategies (we will...)	Desired result(s) or achievement(s)	Measure
! Engage all stakeholders to promote stewardship	► Recognition of varying types of land values for environmental, agricultural, and ecological importance ► Stakeholders promoting stewardship	► Amount of stakeholder engagements ► Number of stakeholder initiatives facilitated by stakeholders
! Promote innovative and sustainable technology to further development	► Effective programming extension and policy	► Track programming and implementation

# 4



















## CULTURE, SOCIAL & EMERGENCY SERVICES







### GOAL 1: Continue to advocate for the availability of supportive housing and living facilities.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Work with housing authorities to create opportunity to encourage development of elder, community and senior supportive housing and living facilities	 Improve quality of life and keep residents in the community	 Engagement of authorities on social housing











### GOAL 2: Enhance communication to our public.

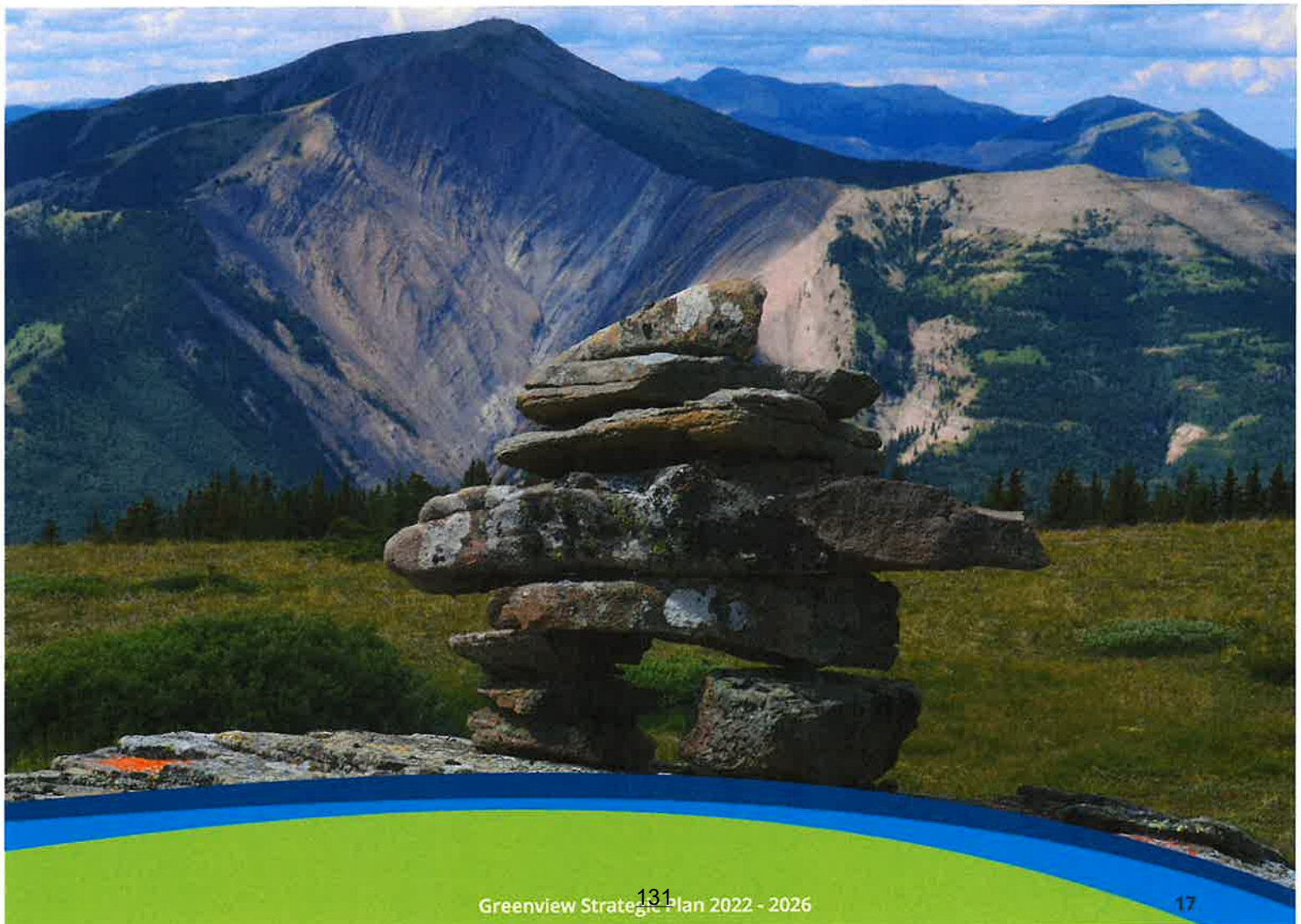
Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Continually improve our social media and digital platforms	 Enhance Greenview's use of social media  Increase community awareness	 Track users
 Council and Administration engage the community through public engagement forums	 Increased use and public engagement	 Public participation numbers
 Maintain our quarterly newsletter for our public	 Provide timely, readily available information	 Four newsletters issued yearly
 Continue to use & expand the use of digital & non-digital bulletin boards	 Increase usage	 Increased use and public engagement
 Identify & prioritize opportunities for connectivity across Greenview	 Establishment of connectivity in prioritized areas	 Availability of services to ratepayers

### GOAL 3: Improve public perception of Greenview.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Implement a communication strategy	 Increase public awareness of Council's goals	 Target decrease the number of ratepayer complaints
 Actively participate in community events	 Provide current and direct information to the public	 Track event attendance

#### GOAL 4: Support and maintain recreational opportunities.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Promote the use of current recreational facilities and campgrounds	 Maintain and attract recreation users	 Track usage  Maintain database of potential recreation opportunities
 Develop a level of service strategy for outdoor recreation facilities	 Establish a framework that provides guidance regarding service levels, future expansion, existing, and potential outdoor recreation facilities	 Increased use and public engagement
 Seek partnerships to contribute to fiscal costs associated with recreational facilities	 Obtain partnerships and/or sponsorships from industry	 Is there a target financial dollar or percentage of revenue



# CONCLUSION

Greenview's 2022-2026 Strategic Plan provides a roadmap that was developed by the Greenview Council and Senior Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment within Greenview is always shifting. In response, Greenview plans also must adjust to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

## CREATION CREDITS

The following individuals participated in the initial creation of this Strategic Plan. Their contributions are significant and vital.

## MEMBERS OF COUNCIL

▶ Tyler Olsen	Reeve & Ward 9 Councillor
▶ Bill Smith	Deputy Reeve & Ward 8 Councillor
▶ Winston Delorme	Ward 1 Councillor
▶ Ryan Ratzlaff	Ward 2 Councillor
▶ Sally Rosson	Ward 3 Councillor
▶ Dave Berry	Ward 4 Councillor
▶ Dale Smith	Ward 5 Councillor
▶ Tom Burton	Ward 6 Councillor
▶ Jennifer Scott	Ward 7 Councillor
▶ Christine Schlieff	Ward 8 Councillor
▶ Marko Hackenberg	Ward 9 Councillor

## MEMBERS OF ADMINISTRATION

▶ Stacey Wabick	CAO
▶ Roger Autio	Director of Infrastructure & Engineering
▶ Ed Kaemingh	Director of Corporate Services
▶ Michelle Honeyman	Director of Community Services
▶ Martino Verhaeghe	Director, Planning and Economic Development
▶ Wendy Holscher	Executive Assistant to CAO and Council



For 2022 and beyond, Council and Administration discussed and advanced direction about the long-term vision of Greenview and how existing strategies from the previous Strategic Plans, as well as new strategies should be incorporated to continue with the excitement of achieving sustainable results.

Council is committed to providing and passing on a solid foundation of direction and policy for future Councils that will continue to build a sustainable community and reflects on the values and beliefs expressed by the citizens of Greenview. Such foresight can motivate current day planning to think about the impact of growing the community population within 5-10 years, as well as diversifying the economy to provide long-term governance.

It is critical to think in these terms so that capacity and resources can be developed or updated in advance, so that sustainability is maintained as the population of the community continues to grow.

## **CONTINUOUS REVIEW**

The overall capacity of the Administration team will need to be assessed and evaluated on a continuous basis to address the goals, strategies and actions that drive Greenview's financial, capital and operating plans. Likewise, Council will need to revisit and revise this plan based on projected service delivery targets as the population of Greenview continues to grow, and to enact sustainable solutions to meet future needs.





Municipal District of  
**GREENVIEW**



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