

Appendix 7



Strategic Directions Plan

For 2011 Council established a short term strategic directions plan in November of 2010 shortly after the municipal election. This will be the primary plan that drives activities in 2011 until Council is able to review the existing long term Strategic Plan.

The short term strategic directions plan established objectives in six areas:

1. Chief Administrative Officer (CAO) recruitment
2. Assessment of the organizations and processes of the Planning and Development Services and Operational Services departments
3. Municipal Development Plan (MDP) review
4. Development of an effective public participation program
5. Staff issues action plan
6. Establishment of realistic benchmarks for service

One of the key components is the recruitment of a Chief Administrative Officer who will take primary responsibility for the execution of the plan.

The areas of focus in the previous Strategic Directions plan still remain relevant so for the purposes of the 2011 budget the previous plan is used as a framework. The strategic directions fall under 6 main categories: Rural Communities, Protection of Agriculture, Sustainable Growth, Transportation, Environment and an Equal Partner.

The following summarizes how the 2011 budget supports the framework of the strategic plan. For further details on how specific initiatives support the strategic plan please refer to the project sheets.

Rural Communities

Council's strategies to help maintain and support rural communities are largely carried out by Community Services which provides funding in a number of areas including community halls, libraries, recreational facilities, social services and fire services. Community Services also helps provide safe communities through community peace officers for traffic and bylaw enforcement. The County also supports education, solid waste collection and recycling, and senior's housing through funds which are requisitioned by these agencies.

Along with ongoing activities, the County is planning events in 2011 to commemorate the County's 50th anniversary. In addition, the County is working with the school boards to develop video conference facilities in schools throughout the County. These facilities will connect rural residents with broader opportunities. In 2011 Council has continued to support rural communities with funding increases to support policing, build playgrounds and establish a regional fire services coordinator.





Strategic Directions Summary

2011 Budget

The County's tag line is "Building Rural Better". Therefore initiatives under all the other categories of the Strategic Plan also have a rural focus.

In total the County dedicates over \$3.6 million directly to these initiatives and indirectly provides almost \$10.6 million in the form of requisitions to support education, senior's housing and solid waste management.

Protection of Agriculture

Agricultural strategies are carried out by the Agricultural Services Board (ASB) and the Agricultural Services department. These activities largely entail road right of way management, invasive plant and pest control and providing educational resources to the agricultural community. Along with the Agriculture activities Planning and Development helps support agriculture through planning policies.

Besides these annual recurring programs the County will continue additional weed education initiatives and riparian protection projects. In 2009 a system to better map and then track areas of weed infestation between years was established. This mapping will continue in 2011.

The Operational Services department also helps to ensure the viability of agriculture in Mountain View County by considering agricultural needs in road network development projects.

In 2011 the County plans to spend \$1.1 million in this area.

Sustainable Growth

The County's activities which support Sustainable Growth are largely managed by Planning and Development Services. These activities are focused around the development approval process. In recent years, and continuing into 2011, there is an emphasis on developing planning policies. This began with re-writing the Municipal Development Plan (MDP) in 2007, and continued with a review of the Land Use Bylaw (LUB) in 2009-2010. The formulations of Area Structure Plans (ASPs) for Bearberry and Bergen have been completed. ASP for Winchell Lake, Wessex and South East Sundre are expected to resume after the MDP review. Software has also been implemented to support the planning process, and the implementation of full permitting will make Mountain View County a one-stop shop for gas, electrical, plumbing, building and development permitting needs.

In 2011 a review of the MDP is planned. Re-working the MDP to better suit the needs of the County is one of the items at the top of Council's agenda.

In total, the County will spend \$2.1 million in this area.





Transportation

Operational Services provides the services which support Council's strategies for transportation. Along with the ongoing maintenance activities, Operational Services has conducted a number of studies which are helping to establish maintenance and construction priorities. A 15 year plan for the construction of the County Collector Network (CCN) has been developed out of these studies.

In 2010 paving of 12.8 km (8 miles) of road on the CCN was completed at a cost of \$5.4 million. The next large project planned is upgrades to the Acme road which is planned for 2013. As well 2011 is the final year of a three year program targeted at the County's chip sealed roads. This program will spend an additional \$1.85 million on accelerating the re-chipping of County roads.

In 2011 the County plans to spend \$16.9 million on road maintenance activities and \$10.4 million on road capital improvements.

Environment

The environmental strategies are closely linked to both the Agricultural and Sustainable Development strategies. The programs that run under each of these areas are structured to be environmentally sound.

An Equal Partner

Support of the strategies developed to achieve recognition as an equal partner is provided by Council, with assistance from CAO Services and Legislative Services. Efforts in this area included the development of an Inter-governmental Relations Committee in 2009 along with the ongoing support of the Municipal Area Partnership (MAP) - a committee consisting of representatives from Mountain View County and the five urban partners within its boundaries. The MAP partners have developed:

- Memorandum of Agreement and Inter-municipal Development Plan templates, which form the basis of a funding agreement between Mountain View County and the five urban partners for the provision of urban services for County residents; and
- Revenue sharing for developments in the County that will be connected to Urban Municipalities' water and/or wastewater services.

These innovative templates were recognized in 2009 by both the Government of Alberta and the Central Alberta Economic Partnership (CAEP) as MAP was named recipient of both the Ministers Award for Municipal Excellence- Outstanding Award and the CAEP Annual Achievement Award for Collaboration /Partnership.

Work continues in this area with additional funds allocated to government relations.





Mountain View C O U N T Y

December 2, 2010

Action Plans for Mountain View County

Chief Administrative Officer

By the spring of 2011, Mountain View County will have a Chief Administrative Officer (CAO) in place.

1. Request for decision for direction on CAO recruitment will be presented to council for December 1, 2010 Regular Council Meeting.
2. Colby Group Consulting and Council will be responsible for this.

Assessing Organization and Processes

Staff and council have completed first steps in assessing the organizations and processes.

1. By next Chief Administrative Officer team meeting, CAO will schedule meetings with Councillors. Human Resources and CAO will be meeting with staff
2. CAO will get Council's issues as a whole.
3. Evaluation of issues and a plan to address them.
4. Draft Terms of Reference for Request for Proposal for consultant goes to Council on December 1, 2010.

Municipal Development Plan

Council direction on scope, process and budget for Municipal Development Plan (MDP) review has been given.

1. All councillors do some homework: - Identify what you like; what you don't agree to; what you need more understanding on; expectation of public participation.
2. Director of Planning and Development to prepare an example of a plain language section for the MDP
3. Council to attend full-day session on key concepts of MDP. (Half-day on presentation, review in small groups, the discussion and decision on direction to Planning and Development Department).
4. From the session, Director of Planning and Development will then prepare work plan, by January 15, 2011.
5. At December 1, 2010 council meeting, Director of Planning and Development will recommend Area Structure Plans be postponed until a specific date re the MDP process.

Public Participation

Mountain View County has developed an effective public participation program

1. Assess what has already been done in house
2. Organization to resource Alberta Association of Municipal Districts and Counties Public Engagement Toolkit
3. Chief Administrative Officer to prepare a community engagement plan for Council by mid-January 2011.
4. To be included within County's communication strategy as formulated by external communication consultant.
5. Municipal Development Plan review is part of this process.

Staff Issues

Staff issues have been addressed and there is a plan in place for addressing them.

1. Staff CAO/HR meetings are on-going
2. Coordinate this process with the organization assessment
3. Identify issues.
4. Create plan for addressing issues.

5. Staff meeting to be held December 1, 2010 to present the results of this workshop.

Realistic Benchmarks

Realistic benchmarks for service are set. A plan for evaluating the effectiveness and efficiency of services is established.

1. Directors of Operational Services and Corporate Services to gather relevant information.
2. Reports and information to be presented at January 2011 Policies and Priorities Committee meeting
3. Council/operations workshop early February 2011 to advance on this initiative.