

# Stirling 2020: Celebrate the Past, Create Our Future



## Five Year Strategic Business Plan

February, 2015

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## Introduction

The Village's Five Year Strategic Business Plan (SBP) outlines key community priorities and service delivery objectives. This document is intended to serve as a road map to guide the overall course of action and general decision making process for the Village Council. The SBP is aspirational by design – a vision of where we would like to be over time.

The role of Council is to make informed and financially sound decisions that provide both visionary direction as well as reflect the needs and desires of the community. Council should amend and update the longer term business plan as required to respond to changing influences in the economy, community and broader social environment.

The role of Administration is to follow the blueprint provided by the Five Year Strategic Business Plan to determine the appropriate allocation of human, financial and other resources necessary to achieve the desired outcomes.

The Five Year Strategic Business Plan is written in plain, concise language so as to be easily understood and communicated.

Community stakeholders are consulted and engaged in the development of priorities outlined in the SBP.

### Strategic Planning Process



### Annual Planning Process



## Purpose of a Municipality

Alberta's Municipal Government Act outlines the three key roles of a municipality as follows:

1. To provide "good government"
2. To provide services, facilities, or other things that, in the opinion of the Council, are necessary or desirable for all or part of the municipality
3. To develop and maintain safe and viable communities

The Village of Stirling is a municipal corporation and functions under the delegated power of the Province of Alberta. The corporation provides a range of services and public goods aimed at achieving the mission and vision.

## Our Mission

To create a vibrant community that promotes growth, community spirit, and a safe, caring, and family focused lifestyle.

## Our Vision

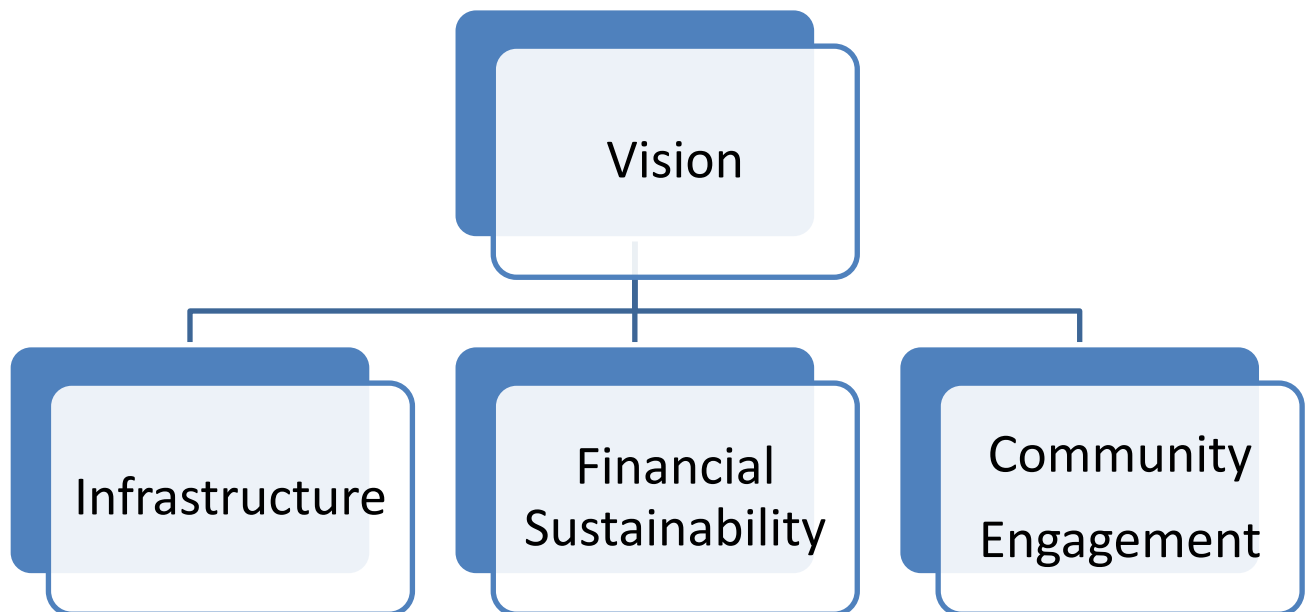
*Stirling 2020: Celebrate the Past, Create Our Future* recognizes our ideal image of the future where the Village of Stirling:

- Provides quality programs and services that enhance quality of family life beyond what is expected of communities of similar size and actively encourage community spirit
- Builds upon our past successes to continually improve infrastructure and be widely recognized with a powerful brand for a clean and attractive unique community
- Recognizes the importance of our heritage and designation as a National Historic Site to leverage the tourism opportunities it creates

- Operates an innovative and flexible administrative organization that proactively addresses emerging trends and ensures a financially sustainable future
- Facilitates an open, receptive and participatory governance process where community input and involvement is closely linked to the decision making process
- Builds collaborative partnerships within the region to drive economic development and support anticipated growth
- Continually improves programs, services and strategies to promote a safe and secure environment

## Strategic Framework

To achieve this vision, our five year strategic business plan is built on a foundation of 3 essential pillars:



## **Strategic Foundation #1: Infrastructure**

### **Goal: Progressive Land Use Planning**

|         |  |           |
|---------|--|-----------|
| Tactic- | Development standards – protect historical designation, more consistency within neighbourhoods | 2015      |
| Tactic- | Land Use Bylaw Revision – modernization and MDP consistency                                    | 2015      |
| Tactic- | Commercial zone expansion around the existing core   | 2016/2017 |
| Tactic- | Taxation incentives to promote in fill and reduce vacant lots                                  | 2017/2018 |

### **Goal: Well lit paved roads with curb, gutter & sidewalk**

|         |   |           |
|---------|---|-----------|
| Tactic- | Primary feeder roads completion (Specify)                               | 2015      |
| Tactic- | Review and revise paving priority list                                  | 2015      |
| Tactic- | Evaluate long term debentures to accelerate infrastructure improvements | 2015      |
| Tactic- | New Developments – Master Plan  | 2016      |
| Tactic- | School Access in conjunction with modernization project                 | 2016/2017 |
| Tactic- | Provincial Grant for road renewal and paving completion                 | 2016/2017 |
| Tactic- | LED fixture replacement, grant funded, 50% electrical reduction         | 2017/2018 |

### **Goal: Property & Home Renewal**

|         |  |           |
|---------|--|-----------|
| Tactic- | Community Clean Up day Program expansion   | 2015      |
| Tactic- | Community Award Program – Yard of the Week | 2016      |
| Tactic- | Unsightly Property Enforcement Campaign    | 2016/2017 |

### **Goal: Core Infrastructure Renewal**

|         |   |                |
|---------|---|----------------|
| Tactic- | Sewer Rehabilitation – prioritize list and add to capital plan                              | 2015           |
| Tactic- | Surface drainage – prioritize list and to capital plan                                      | 2015           |
| Tactic- | Water metering – rural network then urban   | 2015/2016/2017 |
| Tactic- | Sewage Lagoon Environmental Remediation   | 2016           |
| Tactic- | Street signage replacement  | 2018           |
| Tactic- | Develop Village Square Master Plan to 2030 (reunion centre, ice arena, theatre, skate park) | 2016 / 2017    |

## **Strategic Foundation #2: Financial Sustainability**

### **Goal: Leverage Regional Collaboration & Partnerships**

|         |  |           |
|---------|--|-----------|
| Tactic- | Mormon Trail Initiative – building and enhancing Stirling’s niche – develop tourism game plan              | 2015/2016 |
| Tactic- | SouthGrow Regional Initiative – target industry player to region to promote development                    | 2016      |
| Tactic- | Explore development of Warner / Milk River shared services for Public Works                                | 2015      |
| Tactic- | ORRSC Evaluation – access planning service options, shared development officer                             | 2016/2017 |
| Tactic- | Strategic review of all regional partnerships, boards and associations to ensure positive ROI for Stirling | 2015/2016 |
| Tactic- | Curbside Garbage collection  | 2016      |

### **Goal: Maintaining Balance Budgets and Minimizing the Tax Burden**

|         |   |      |
|---------|---|------|
| Tactic- | Evaluating existing service delivery models for more efficient/effective alternatives | 2016 |
| Tactic- | Develop pool efficiency game plan   | 2016 |
| Tactic- | Grant deadline calendaring and admin training   | 2015 |

### **Goal: Promoting Reasonable Economic Development**

|         |   |           |
|---------|---|-----------|
| Tactic- | Development incentives (temporary tax waiver)   | 2016      |
| Tactic- | Development agreements for infill opportunities (actively seek opportunities to cost share core infrastructure) | 2015/2016 |
| Tactic- | Relocation Company Campaign   | 2016      |
| Tactic- | Enhanced business directory   | 2016      |
| Tactic- | Buy local campaign (promotion, “farmer’s market”, enhance craft fair)   | 2016      |
| Tactic- | Evaluate establishing land development authority to acquire strategic sites for further development             | 2016      |
| Tactic- | Annexation review along with Regional Development Plan  | 2016/2017 |

## Strategic Foundation #3: Community Engagement

### Goal: Retain Youth

|         |  |           |
|---------|--|-----------|
| Tactic- | Stirling School Modernization – Community Partnership action plan          | 2015/2016 |
| Tactic- | Community Future Skill Development Program and Young Entrepreneur Coaching | 2016      |
| Tactic- | Youth of the Year Award / Recognition Program                              | 2015/2016 |

### Goal: Enhance Communication

|         |  |           |
|---------|--|-----------|
| Tactic- | Reorganize/rebuild post office bulletin boards   | 2016      |
| Tactic- | Enhance online presence (digital docs on website, targeted FB ads linked to tourism opportunities) | 2015/2016 |
| Tactic- | Strategic business plan and other input documents made available on-line                           | 2015/2016 |
| Tactic- | Semi Annual Town Hall Meetings – scheduled and facilitated for ongoing input                       | 2015/2016 |
| Tactic- | Newsletter/ Community Blaster for increased communications   | 2016      |

### Goal: Drive Community Ownership / Involvement

|         |   |           |
|---------|---|-----------|
| Tactic- | Library Board – develop integration plan for community library in conjunction with School Modernization project | 2016/2017 |
| Tactic- | Settler Days – explore additional events and involvement  | 2015      |
| Tactic- | Fall Festival – explore additional events and involvement   | 2016      |
| Tactic- | Historical Society – TBD  |           |
| Tactic- | Recreation Board – develop volunteer, citizen or youth of the year award and recognition program                | 2015      |
| Tactic- | Cemetery Board – long term redevelopment and beautification plan  | 2016/2017 |
| Tactic- | TOPS – Welcome Wagon program development and expansion  | 2016/2017 |
| Tactic- | Lions/Lionesses – Milestone project? Determine if walking path project is still viable                          | 2015/2016 |
| Tactic- | Silver Saddle Club – TBD  | TBD       |
| Tactic- | Neighbourhood Watch / Citizens on Patrol – explore creation of program and coordination with RCMP/ RRPSS        | 2016/2017 |



## **Risks to 2020**

- Instability in local government funding and grant programs due to lower provincial tax revenues and municipal transfers
- Macroeconomic pressures arising from weakness in commodity prices, exchange rates
- Aging infrastructure with unknown useful life durations including rural water network, sewer and drainage
- Relatively small tax based that is almost exclusively residential in nature
- Limited available commercial lots for development

## **Opportunities to 2020**

- Increased regional collaboration and innovation in service delivery (examples: Ridge Regional Public Safety Services, Ridge Water Services Commission, Chief Mountain Solid Waste Authority, etc.)
- Stirling School Modernization – Community Partnership
- Active & engaged community groups, societies and associations, clear passion and ownership by volunteers
- Tenured and experienced administrative team compared to other municipalities in the region
- Leveraging local talent to build and deliver our strategic plan (business leaders, subject matter experts, etc.)

## Values

As an organization, the Village of Stirling strives for and supports a high level of honesty, fairness, professionalism and accountability in the delivery of exceptional service to our residents.

We value our staff and their contributions of innovation, creativity, collaboration and open communication required in a lean and effective organization. Staff protects confidential information and do not use their positions to secure special privileges, favours or exemptions for themselves or any other person.

As elected officials, Council knows that the proper operation of a democratic local government requires that elected officials be independent, impartial and responsible to the people that elected them. Elected officials in Stirling recognize that decisions and policy must be made through the appropriate government structures and that public office cannot be used for personal gain. We protect personal and confidential information from misuse and do not communicate such information outside of appropriate venues.

We strive to celebrate our rich past while at the same time and take ownership to create our own successful future.

## Key Supporting Documents

- Municipal Development Plan (Village of Stirling)
- Land Use Bylaw No. 415-08
- Capital Budget – Project and Grant Summary Sheet
- Operating Budget (Village Financial Statements)
- Municipal Government Act
- Infrastructure Renewal Master Plan
- Village Paving Plan