

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

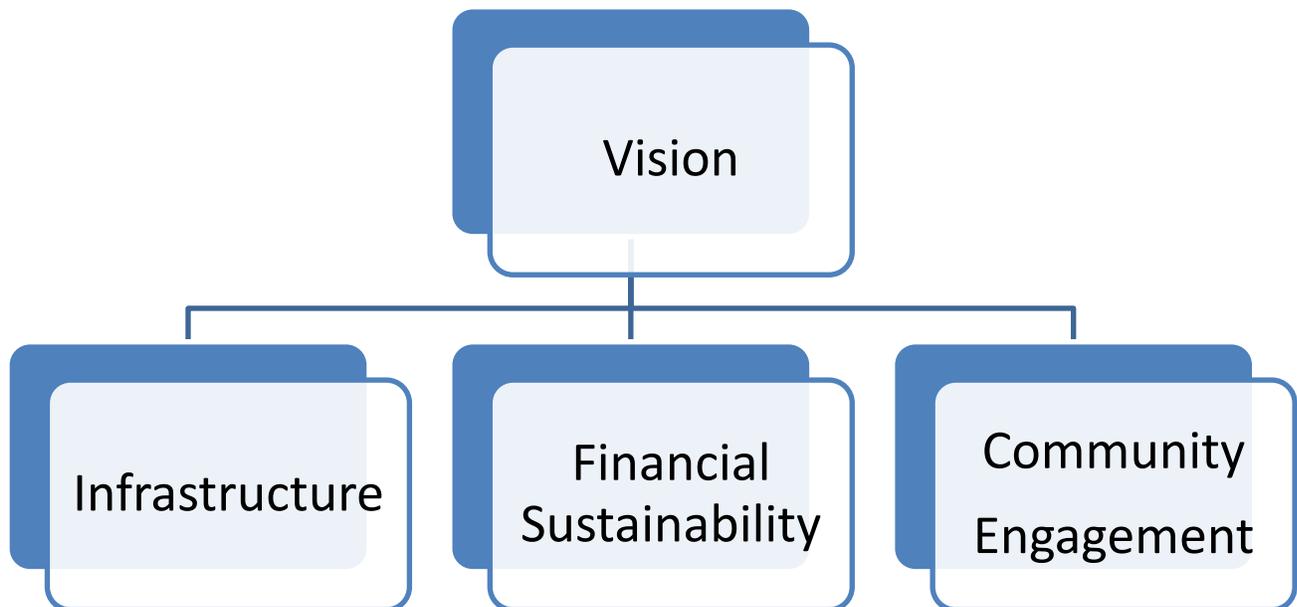
Stirling 2020: Celebrate the Past, Create Our Future recognizes our ideal image of the future where the Village of Stirling:

- 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