



Realizing our Potential

Five Year Strategic Business Plan

2020-2024

Contents

Introduction	2
Mission	3
Vision	3
Strategic Framework	4
Strategic Foundation #1: Infrastructure	5
Strategic Foundation #2: Development	6
Strategic Foundation #3: Financial Sustainability	7
Strategic Foundation #4: Community Engagement	8
Prioritized Specific Strategic Initiatives	9
Prioritized Strategic Projects	10
Risks	11
Opportunities	11
Values	12
Key Supporting Documents	12

Introduction

The Village of Stirling’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 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 SBP is written in plain, concise language 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 (MGA)* outlines the four key roles of a municipality as follows:

1. To provide "good government";
2. To foster the well-being of the environment;
3. To provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality;
4. 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 sustainable growth, noticeable community spirit, and a safe, caring, and family focused lifestyle.

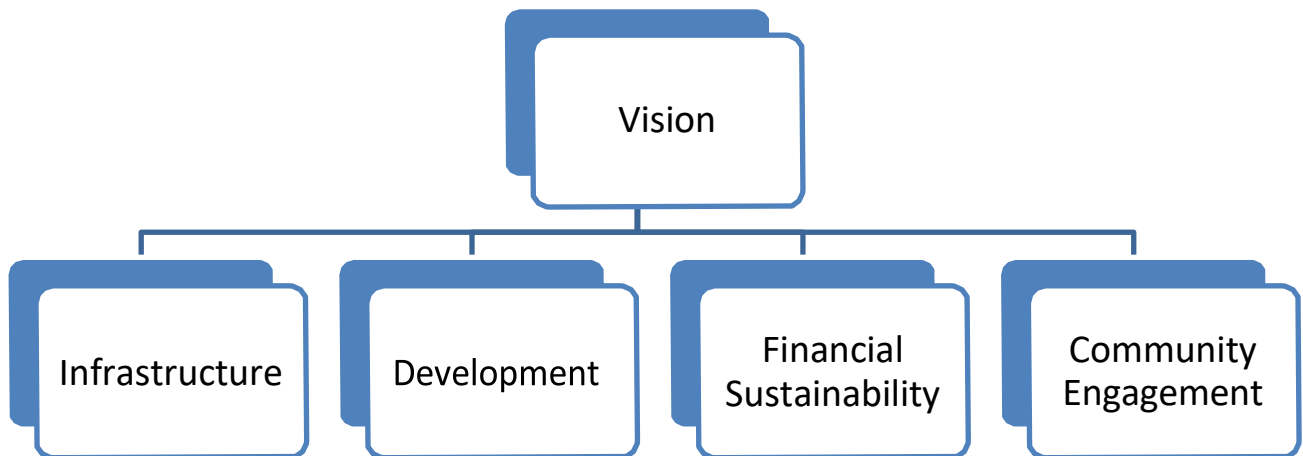
Our Vision

Council 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 community.

Strategic Framework

To achieve this vision, our five-year strategic business plan is built on a foundation of 4 essential pillars:



1. INFRASTRUCTURE

Objective: *Optimizing existing infrastructure, space and nearby amenities to create opportunities.*

This Pillar has two components:

- I. *Capital improvements* which includes the rehabilitation of roads/sidewalks and other Village infrastructure; and
- II. *Opportunity creation* which includes assessing existing Village infrastructure and space to determine how it may be repurposed to encourage new amenities that further enhance the quality of life for residents while concurrently generating additional revenue. By capitalizing on proximity to a large urban center with access to desirable services, allows Council the ability to purposefully focus its economic development efforts without having to provide already available “luxury” services and conveniences.

Goals:	Initiatives:	Action Type:	Target Date:
1.1 Road Master Planning	○ Consolidate the existing master paving strategy into a Road Master Plan that incorporates road rehabilitation as the initial step in future paving considerations while addressing dust control	Planning	2021
	○ Identify options to accelerate the current 20-year paving plan	Capital	2020
	○ Outline budgetary consideration and potential reserve allocations for long-term infrastructure renewal	Budget	2021
1.2 Progressive Public Land Use	○ Redevelopment of Public Works yard to enable lucrative land lease opportunities	Capital	Ongoing
1.3 Core Infrastructure Renewal	○ Raw water to the cemetery – Ongoing	Capital	2020
	○ Review raw water solutions. Raw water lines designed and installed to supply irrigation water to public spaces (fish pond, parks, Reunion Centre, soccer field) and community residents. Review funding models.	Capital	2022
	○ Lift station renewal and twinning line to sewer lagoons or other innovative solution.	Capital	2022

2. DEVELOPMENT

Objective: *Designed growth primarily in the residential sector with commercial consideration given to business that compliments existing quality of living.*

Realizing our potential has a lot to do with the sustainable growth and development of the community. Council values high quality residential subdivisions that attract individuals and families that value a quieter way of life but lack in nothing. Commercial growth is important for providing good services and diversifying the tax base, but the priority is to be selective in the type of businesses that are attracted to Stirling.

Goal:	Initiatives:	Action Type:	Target Date:
2.1 Designed Growth and Development	<ul style="list-style-type: none"> ○ <u>“Building our Potential” Development Framework</u> that incorporates the following: 	Planning	2021
	<ul style="list-style-type: none"> ○ Identify options for new residential development including potential for private/public partnerships (P3s) 	Planning	2021
	<ul style="list-style-type: none"> ○ Small Business Assessment – determine through research and design which business types compliment and encourage effective space utilization 	Planning	2022
	<ul style="list-style-type: none"> ○ Design and incorporate “Village Square” recreational plan including Reunion Centre, skate park and off-leash dog run 	Planning	2023
	<ul style="list-style-type: none"> ○ Commercial zone expansion and overlay around existing core and/or future development areas 	Planning	2021
	<ul style="list-style-type: none"> ○ Collaborate with Warner County to formulate annexation/land expansion plan that is aligned with the “Building our Potential” Development Framework 	Planning	2021
	<ul style="list-style-type: none"> ○ Explore design concepts for Senior’s Care Complex that integrates ‘aging in place’ needs with technology and innovation. 	Planning	2020
2.2 Existing Development	<ul style="list-style-type: none"> ○ Taxation incentive to promote in-fill and reduce vacant lots 	Tax	2022
	<ul style="list-style-type: none"> ○ Update Intermunicipal Development Plan (IMDP) that aligns with “Building our Potential” Development Framework 	Planning	2021
2.3 Promotion of Reasonable Economic Development	<ul style="list-style-type: none"> ○ Renewable Energy Project Coordination Committee to engage with developer to ensure local content targets and promote Stirling businesses 	Collaboration	2021
	<ul style="list-style-type: none"> ○ Explore Regional Innovation Network Southern Alberta (RINSA) partner training and facilitate opportunities to support local entrepreneurs 	Collaboration	Ongoing
	<ul style="list-style-type: none"> ○ Repurpose Community Centre basement for library programming and co-working space 	Collaboration	2020

3. FINANCIAL SUSTAINABILITY

Objective: Applying fiscal ingenuity to more effectively utilize limited resources and provide innovative service delivery.

Maintaining reasonable operating expenses has always been a priority of Council but as fixed costs escalate and demand for capital infrastructure improvements increase, the exploration of alternative revenue sources and unconventional partnerships for service delivery are under consideration. Taking a more innovative approach to operational processes and systems that will maximize resources includes consideration of service sharing agreements and other intermunicipal partnerships where beneficial that may result in higher quality service delivery at an economical cost.

Goal:	Initiatives:	Action Type:	Target Date:
3.1 Leverage Regional Collaboration Partnerships	<ul style="list-style-type: none"> Conduct an Organizational Review and pursue potential for shared services with Warner/Milk River for Public Works or other municipal services 	Service Delivery	2020
	<ul style="list-style-type: none"> Evaluation of Oldman River Regional Services Commission (ORRSC) contract to determine value and assess planning service options, shared development officer or other more cost-effective alternatives 	Service Delivery	2021
	<ul style="list-style-type: none"> Strategic review of all regional partnerships, boards and associations to ensure positive ROI for Stirling 	Service Delivery	2021
3.2 Resource Allocation	<ul style="list-style-type: none"> Evaluate existing service delivery models for more efficient/effective alternatives 	Service Delivery	ongoing
	<ul style="list-style-type: none"> Create a Bylaw Enforcement policy that outlines Stirling’s expected service outcomes for the regional bylaw program and potential police funding requirements 	Policy Service Delivery	2020
	<ul style="list-style-type: none"> Identify potential granting opportunities 	Budget	Ongoing

4. COMMUNITY ENGAGEMENT

Objective: Preserving active engagement, community ownership and pride by residents

There is a strong desire to ensure that residents maintain the existing spirit of community ownership. Village residents CHOOSE to come home to Stirling, so it is imperative that Council activity reflects the true collective nature of living here. Priority initiatives will focus on incentives to active community groups that provide valuable service to the municipality that will show volunteer groups true appreciation.

Goal:	Initiatives:	Action Type:	Target Date:
4.1 Enhance Open, Transparent Communication	<ul style="list-style-type: none"> Design semi-annual town halls that are purposeful and resident-centric with opportunity for community input and feedback 	Engagement	Ongoing
	<ul style="list-style-type: none"> Make important documents easily accessible online by encouraging digital literacy and effective internal document management 	Engagement	2020
	<ul style="list-style-type: none"> Community Coordination Committee that is comprised of representatives from community groups and provide collective advice to Council 	Engagement	2020
4.2 Drive Community Ownership and Active Involvement	<ul style="list-style-type: none"> Develop a Committee Involvement policy 	Policy	2021
	<ul style="list-style-type: none"> Consider a recognition program for the Village Boards, Groups and Committees 	Engagement	2022
	<ul style="list-style-type: none"> Cemetery Board to create a long-term redevelopment and beautification plan 	Planning	2022
	<ul style="list-style-type: none"> Neighbourhood Watch/Citizen on Patrol to explore the creation of a collaborative program with the RCMP/RRPSS 	Engagement	2020
	<ul style="list-style-type: none"> Lions/Lionesses to create a milestone project 	Planning	2021

Specific Strategic Initiatives 2020

Develop Master Plan	Annexation east to Highway 4, lot and property opportunities, residential development, commercial development, future growth, study all levels - municipal lot and surrounding properties - partnerships
Seniors Housing	Working with Ridge Country Housing, Lodge or Manor, location, needs assessment, conceptual design
Leadership Succession/Training	Internal and external analysis, succession planning, internship program
Intermunicipal Collaboration	Strengthen relations with the Region with shared services, equipment
Recreation Master Plan	Utilization of existing spaces, attracting services
Facility Usage Agreement	Lions, School Division, working together – paving
Strengthen Branding	Rebranding, community branding and external branding, incorporate with marketing of lots, area parade participation
Raw Water	Continue to plan for possible expansion of raw water lines to support public spaces
Infrastructure Master Plan	10 year engineering review of utilities infrastructure including, distribution, roads, drainage, options and solutions for long term maintenance plan
Enhance Internal Processes	Health and safety program, automate of tasks, HR reviews, quantifying documents with options and cost estimates
Regional Services and Cooperation	Strengthen with regional municipalities, re-establish relations with highway 4 municipalities, County of Warner.
Library	Relocate to community center and support of programs
ATB Business Centre	Expand services and space to support local businesses, with business friendly space and atmosphere
Provincial Budget implications	Review of provincial grants and policing cost

Short Term Specific Project Priorities

- 3rd Street between 4th and 5th avenue revitalization
- Pool liner and boiler replacement
- Oiling and graveling roadways - 5 year program
- Solid waste program review and transfer station upgrades
- Cemetery raw water system operational for summer 2020
- 10 year infrastructure master plan (IMP- 10 year)
- Lift Station upgrades
- Fire Department Bush Truck – business case
- Library relocation to community centre
- Environmental Plan – Green projects, charging station
- Recycling Station upgrades
- Pool facility efficiency review
- Seniors housing facility
- Walking trails plan
- Public works equipment replacement project
- Annual water valve replacement program
- Tennis court resurfacing
- Outdoor fitness equipment maintenance program

Key Risks to 2023

- Provincial Budget in spring 2020 with potential new police funding requirement and changes to transfer programs do to Provincial deficit elimination focus.
- 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, and exports challenges with changes to the NAFTA agreement resulting in the new USMCA (United States-Mexico-Canada) Agreement.
- Aging infrastructure with unknown useful life durations including rural water network, sewer and drainage.
- Relatively small tax based that is almost exclusively residential (98%) in nature.
- Limited available commercial lots for development.

Key Opportunities to 2023

- 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 Completion – Community Partnership to leverage new facilities and potential program offerings for enhanced service excellence.
- Active & engaged community groups, societies and associations, clear passion and ownership by volunteers.
- Forward thinking administrative team open to innovation that optimizes existing assets.
- 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