

# Business Plan

2022 - 2025

VILLAGE OF  
STIRLING

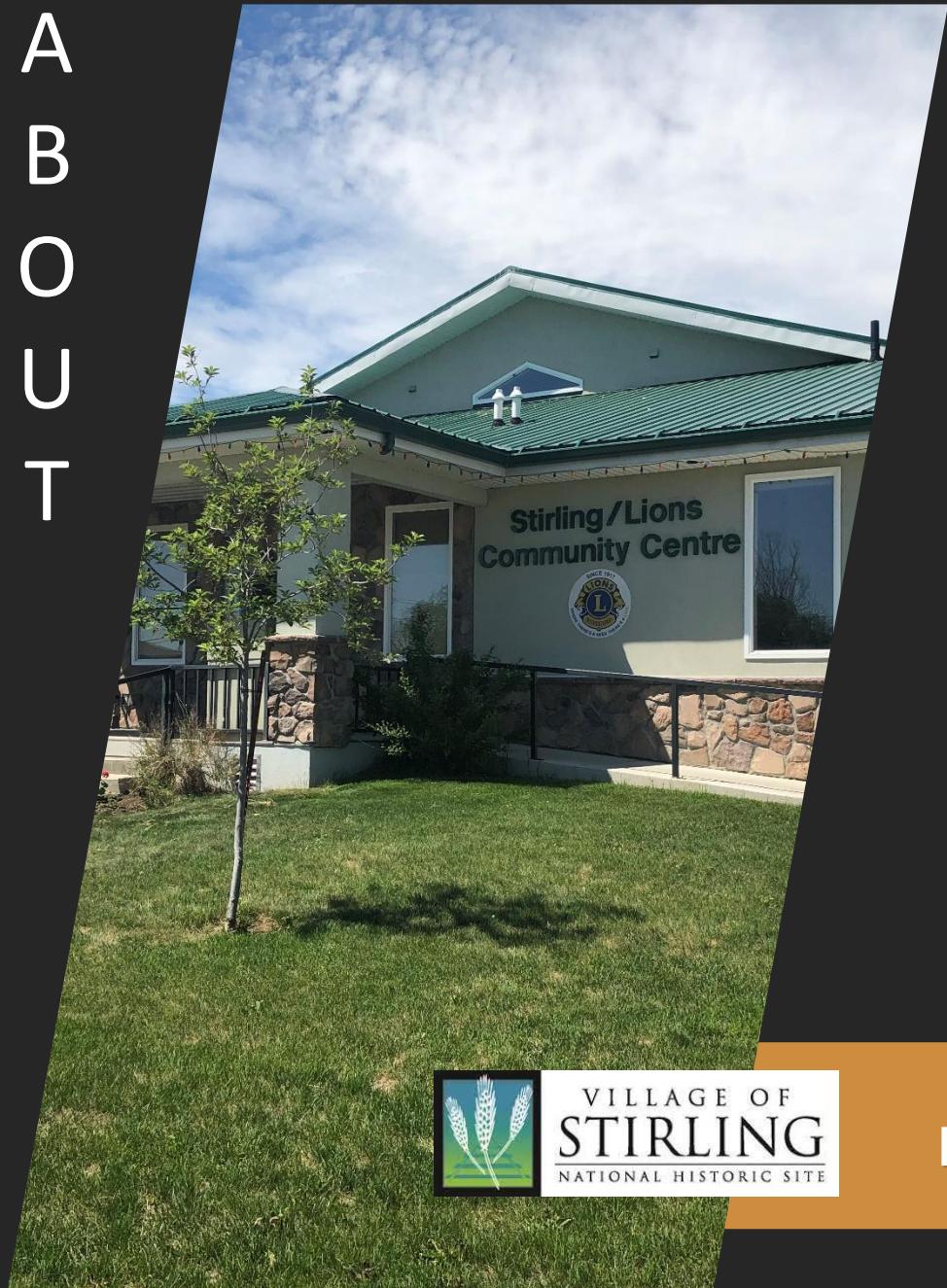


NATIONAL  
HISTORIC SITE

EXPERIENCE  
THE HISTORY



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# Where past... Meets future.

The Village of Stirling is one of three communities in Canada designated as a National Historic Site and is the largest village in Alberta by population with 1,269 residents as of the 2018 municipal census.

While Stirling is proud of its past, the community is also preparing for the future with high-speed fibre optic broadband internet service connected to more than 85% of households and businesses.

Solar arrays on public buildings offset municipal power consumption needs resulting in Canada's first "net zero" Village.

Stirling is a family-centered, safe place to call home, where community matters.



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Home... since 1899



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# Vibrant Community

To create a vibrant community that promotes sustainable growth through innovation, community spirit, active engagement and a safe, caring and family-focused lifestyle.



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# MISSION

## **Council recognizes our ideal image of the future where the Village of Stirling:**

- Collaborates to develop and deliver effective programs and services that enhance the quality of family life beyond what is expected of communities of similar size.
- Builds upon our past successes to continually improve infrastructure and be widely recognized for a clean, attractive and 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.





# CORE VALUES



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

# KEY STRENGTHS

## Proximity

Convenient twin highway access to Lethbridge

## Facilities

Library, Pool, Community Centre, Sports fields

## Open Government

Informal, transparent and lean

## Services

Dental Clinic, Medical Clinic, Pharmacy, Restaurant, Bank, Convenience store



## Family Centered

Modernized and expanded K-12 school

## Safe

Low Crime, shared values

## Affordable

Large lots, low prices

## Fibre Broadband

Gigabyte connectivity



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# POTENTIAL WEAKNESSES

## Land

Options needed for commercial and residential growth

## Funding

Shrinking grant opportunities, limited tax base

## Infrastructure

Aging infrastructure, capital deficit

## Amenities

Competing with communities with larger business base and other recreation options

## Bench

Small organization, challenging to develop capacity, relies on volunteers

## Housing

Increasing demand for options for seniors and "starter" homes





- **Federal / provincial funding changes** - downloading of responsibilities to municipalities, reduced grant sources
- **Social issues** – pressures on family stability (addictions, economic uncertainty, lack of adequate supports)
- **Keeping people informed** – competing messages, defining the Village’s role and scope, creating engagement
- **Regional collaboration** – Intergovernmental relations within the region, ensuring value in regional commissions and alliances
- **Regional competition** – for development and attracting residents, staying true to our advantages



# POTENTIAL OPPORTUNITIES



- **Social media** – better harness the power & reach – find the right platform
- **Remote working trends** – people looking for community belonging, more space, healthier lifestyle etc. in a post pandemic economy
- **Community spirit** – remaining different in a world of conformity and renewing traditions, people are looking for unique experiences
- **Trend towards regionalization** – how do we gain from the process and government focus to better leverage regional partnerships
- **Leveraging the Energy transition** – sustainability/ESG focus in government policy and business, how do we capitalize on the trends to maximize resident/investment attraction and grant success

Building a stronger community



# OUR STRATEGY

*“A community is a group of people who agree to grow together.”*



**BUILD  
COMMUNITY**

Infrastructure & Amenities



**CELEBRATE  
COMMUNITY**

Engagement & Pride



**GROW  
COMMUNITY**

Development & Economy



# BUILD COMMUNITY

## Priorities

- Pool upgrades (2022)
- Force main / Lift station (2022/2023)
- Signage & Wayfinding (2022/2023)
- Recreation Master Plan (2023/2024)

## Program Development

- Seniors Housing – Ridge Country
- Infrastructure Master Plan Actions
- Road Rehabilitation progress
- Cemetery Beautification Plan



## Infrastructure & Amenities



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# CELEBRATE COMMUNITY

## Priorities

- Branding (2022/2023)
- Stirling 125 Celebration planning
- Enhancing Community Events
- Stirling Fire Department Strategic Plan

## Program Development

- Recreation coordination / organization
- Unsightly properties
- Council communications (highlights, townhalls and other forums)
- Reinvigorate community clubs



Engagement & Pride



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# GROW COMMUNITY

## Priorities

- Infill & residential development
- Commercial growth (leases and zoning)
- MDP update (2022)
- LUB rewrite (2023)
- Building Ridge Utilities

## Program Development

- Aging in Place strategy
- Annexation and growth plan
- Stirling Wind Project
- Indoor Market



## Development & Economy



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Village Administration - Office: (from left to right)  
Laura Quinton, Aletta Lightfoot, CAO Scott Donselaar, Bev Moreland



Council: (from left to right)  
Gary Bikman, Matthew Foss,  
Mayor Trevor Lewington,  
Deputy Mayor Larry Nilsson,  
Devynn Bohn



Village Administration - Public Works: (from left to right)  
Mason Barton, Michael Heidinger, Shane Still, Brady Adamson