



STIRLING

STIRLING TOURISM AND ECONOMIC DEVELOPMENT COMMITTEE MEETING AGENDA

Date: March 30, 2026

Time: Call to Order – 8:00 PM

Location: Council Chambers, Community Centre

Attendees: Scott Barton (Chair), Nikole Norris, Sandra Nelson, Evan Barr, Ron Bore, Wayne Lowry

Agenda:

1. Call to Order – 8:00 PM
2. Strategic Planning
3. Council's Draft Strategic Approach
4. Stirling's Economic Development Plan
5. Training – May 8, 2026: Economic Development for Elected Officials
6. Other Business
7. Adjournment – 9:30 PM

Key Components of David's Strategic Management Model

Strategy Formulation: This stage involves developing a vision and mission, conducting external audits (identifying opportunities and threats), internal audits (strengths and weaknesses), establishing long-term objectives, and generating, evaluating, and selecting strategies.

Strategy Implementation: This crucial phase requires establishing annual objectives, devising policies, motivating employees, and allocating resources to execute formulated strategies. It emphasizes "doing the right things".

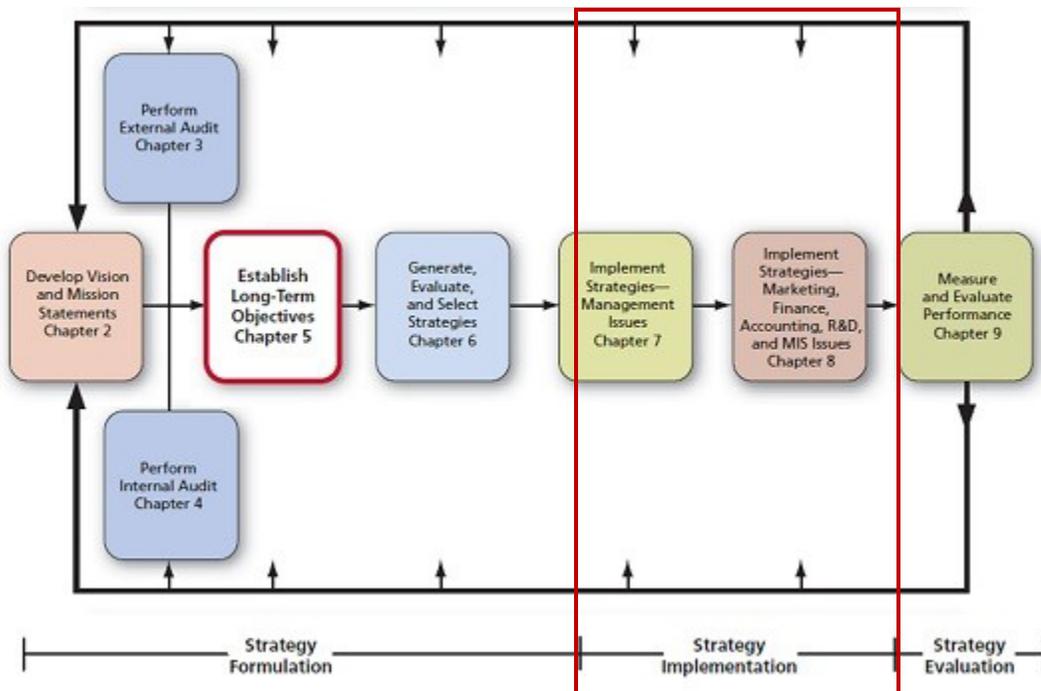
Strategy Evaluation: This final stage focuses on reviewing external and internal factors that are the bases for current strategies, measuring performance, and taking corrective actions.

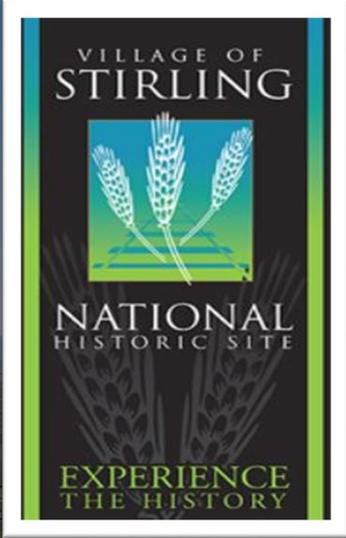
Key Aspects of the Approach

Application-Oriented: Dr. Fred R. David's textbooks are known for their practical, "applications-oriented" approach to strategic management.

Continuous Process: The model emphasizes that strategic planning is not a one-time event but a continuous process of adjusting to changing conditions.

Strategic Planning Software: Through sites like www.checkmateplan.com, David offers software and tools to facilitate this process.





Strategic Approach

2026 - 2030



STIRLING



***Omahksikimii
Itaikkiakiop -***
Lake where we trap



STIRLING

We respectfully acknowledge that the Village of Stirling is located within the traditional and treaty territory of the Blackfoot Confederacy—comprising the Siksika, Kainai, and Piikani Nations—as well as the Nakoda (Stoney) and Tsuu T’ina Nations, signatories to Treaty 7. These Nations have stewarded this land since time immemorial, sustaining its landscapes, waters, and ecosystems. As Treaty 7 affirms a nation-to-nation relationship between these First Nations and the Crown, it guides our ongoing responsibilities toward the land and its peoples.

About Stirling: Honouring Our Past, Preparing for the Future

The Village of Stirling is a unique and proud community. Established in 1899 and designated as a National Historic Site, Stirling has maintained a strong sense of identity rooted in family, faith, cooperation, and neighbourly connection. With a small-town feel, a K–12 school, strong volunteerism, and a tradition of community events, Stirling remains a place where people know one another and take pride in where they live.

The Village has demonstrated an ability to innovate while staying true to its character. Past accomplishments include investments in core infrastructure, modernization of municipal services, improved digital connectivity through fibre broadband, renewable energy initiatives, and continued support for community facilities and programming. These efforts have helped position Stirling as a safe, connected, family-focused community with a solid foundation for the future.

At the same time, Stirling faces real challenges common to small municipalities: rising costs, infrastructure aging, limited tax base diversification, capacity constraints, and increasing expectations from residents and other levels of government. This Strategic Plan is intended to help the Village navigate these pressures thoughtfully and proactively.



VILLAGE OF
STIRLING
NATIONAL HISTORIC SITE

Why Strategic Planning Matters: A Community Road Trip

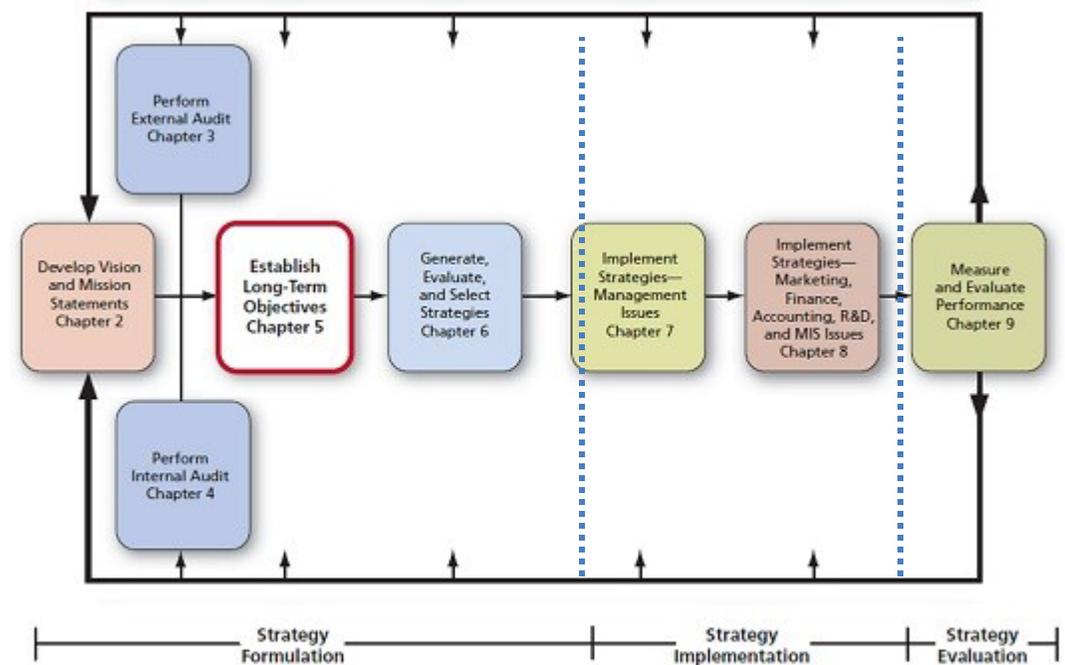
Strategic planning is best understood as a community road trip.

The destination matters, but so does the route, the vehicle, the fuel, and the people travelling together. Along the way, conditions change, weather shifts, detours arise, and opportunities appear that weren't visible at the start. A good plan doesn't lock the community into a single rigid path; it provides shared direction, agreed priorities, and the flexibility to adjust as circumstances evolve.

For Stirling, strategic planning:

- Creates clarity about what matters most
- Helps focus limited time, staff, and financial resources
- Aligns Council, administration, volunteers, and partners
- Reduces repeated debates by establishing agreed priorities
- Supports transparency and accountability to residents

This plan is designed to strengthen community resilience; the ability to turn pressure into strength and uncertainty into opportunity.





Our Municipal Purpose

(Municipal Government Act Section 3)

Our Municipal Purpose serves as the first test or filter for our decision-making.

Our purpose is:

- ❖ to provide good government,
- ❖ to foster the well-being of the environment,
- ❖ to foster the economic development of the municipality,
- ❖ to provide services, facilities, or other things that, in the ***opinion of the council***, are necessary or desirable for all or a part of the municipality,
- ❖ to develop and maintain safe and viable communities, and
- ❖ to work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

Our Vision

To foster a vibrant, safe community that nurtures innovation, belonging, and a family-focused lifestyle through thoughtful, well-planned growth.

This vision reflects strong alignment among Council. It emphasizes:

- Vibrancy and safety as foundational
- A strong sense of belonging and community connection
- Families and youth as central to community life
- Innovation as a tool, not an end in itself
- Growth that is intentional, well planned, and aligned with community values

The vision serves as the destination for this strategic plan and is our second test or filter for our decision-making.



Core Values

The Village of Stirling upholds a high standard of honesty, fairness, professionalism, transparency, and accountability in delivering reliable, cost-effective services to our residents.

We strive to celebrate our rich past while taking ownership to create our own successful future.

These values define how the Village governs and delivers services:

- Honesty and transparency ensure residents can see and understand decisions
- Professionalism and fairness guide consistent and respectful service delivery
- Accountability and fiscal responsibility reinforce value for every tax dollar
- Celebrating the past while owning the future balances heritage with progress

Together, these values form the foundation beneath all strategic priorities.



VILLAGE OF
STIRLING
NATIONAL HISTORIC SITE

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



VILLAGE OF
STIRLING
NATIONAL HISTORIC SITE



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



Strategic Framework

Each pillar answers a different question:

Can we afford it, now and long term?

Does this strengthen daily life and safety?

Does this build pride, belonging, and identity?

Does this guide growth in the right way, at the right pace?

No pillar stands alone. Decisions should be considered through multiple lenses, not in isolation.



Financial Sustainability

Intent: To protect the long-term financial health of the Village through responsible stewardship, efficiency, and diversification.

Key Priorities:

- Review external boards, commissions, and agencies to assess value and cost
- Conduct an internal operational review to identify efficiency opportunities
- Strengthen grant coordination and partnerships to maximize funding success
- Benchmark taxation and service levels against comparable communities
- Explore innovative and non-tax revenue opportunities

Key Actions Include:

- Structured reviews with clear evaluation criteria
- Cost-benefit analysis and service alignment
- Active grant searching and coordination
- Financial benchmarking and reporting
- Exploration of municipal corporations and other potential public-private partnerships

BUILD COMMUNITY

Intent: To strengthen the physical and social foundations that support safety, accessibility, and quality of life.

Key Priorities:

- Core infrastructure planning to support future growth and annexation
- Accessibility improvements to municipal facilities
- Defined standards for infrastructure and facilities
- Recreation planning and outdoor amenities
- Youth, seniors, and active-living facilities
- Decisions on underutilized assets (e.g., kiosk, bowling alley)
- Long-term road and pavement solutions

Key Actions Include:

- Infrastructure and asset assessments
- Recreation Master Plan development & implementation
- Accessibility upgrades
- Phased facility investments
- Clear decision points on aging or underused assets

CELEBRATE COMMUNITY

Intent: To strengthen pride, belonging, and connection by telling Stirling's story and supporting community life.

Key Priorities:

- Improved communications and storytelling
- Recognition of volunteers, staff, and community groups
- Heritage and National Historic Site promotion
- Coordinated engagement with community organizations
- Community appearance and beautification
- Policy clarity around events, food trucks, and public space use

Key Actions Include:

- Strategic communications plan
- Event documentation and storytelling tools
- Community recognition initiatives
- Volunteer and group coordination processes
- Heritage-based tourism promotion

GROW COMMUNITY

Intent: To guide growth in a deliberate, values-based way that strengthens the community and remains financially sustainable.

Key Priorities:

- Annexation planning and business case development
- Economic Development Strategy
- Clarification of commercial needs and opportunities
- Zoning and revitalization initiatives
- Incentives aligned with desired development
- Inventory and reuse of underutilized assets
- Placemaking and community hubs
- Traffic calming and multimodal safety

Key Actions Include:

- Growth and annexation strategy development
- Economic development governance clarity
- Land-use and zoning updates
- Incentive framework design
- Community hub and market exploration

Generate, Evaluate, and Select Strategies

Village of Stirling
Strategic Approach 2026 - 2030

No.	Key Priorities	Prerequisite	Timeframe	Noteworthy Consideration	Resource Requirements		Roles and Responsibilities	
					Capital	Operational	Responsible	Partners
Pillar 1: Financial Sustainability								
Intent: To protect the long-term financial health of the Village through responsible stewardship, efficiency, and diversification.								
1.1	Review external boards, commissions, and agencies to access value, cost, and participation.	11 and 12 are connected	Start with - Chief Mountain, FRPSS, ORRSC and ongoing	Structure reviews with clear evaluation criteria including Cost-benefit and GAP analysis, financial benchmarking and reporting, and service			Lead - Major Council/CAO	
1.2	Conduct an Internal Audit - Operational Review, Benchmark taxation and service levels against comparable communities and the region		CAO to pull job descriptions, comparison community data	Structure reviews with clear evaluation criteria including Cost-benefit and GAP analysis, financial benchmarking and reporting, and service			Lead - Major Council/CAO	
1.3	Strengthen Grant Coordination and partnerships to maximize funding success		Ongoing as project alignment occurs	Active grant searching and coordination			Council/CAO	Community Organizations
1.4	Explore Innovative and non-tax revenue opportunities		Ongoing as opportunities occur	Exploration of Municipal corporations and other potential public-private partnerships			Council/CAO	
Pillar 2: Build Community								
Intent: To strengthen the physical and social foundations that support safety, accessibility, and quality of life.								
2.1	Core infrastructure planning to support future growth and annexation		Develop an Infrastructure Plan to facilitate Annexation.	Infrastructure and future planning - Clear decision points on aging	Operating expense for engineers to draft plans		Council/CAO	Engineering Consulting Services
2.2	Defined Standards for Infrastructure and Facilities		Engineering Standards for Infrastructure and Accessibility for Municipal Facilities: 2026/2027	Investment in Core Infrastructure and future planning - Clear decision points on aging	Operating expense for engineers to draft plans		Council/CAO	Engineering Consulting Services
2.3	Accessibility improvements to municipal facilities		Costing options for accessibility upgrades to municipal facilities to meet the municipal standard.	Accessibility upgrades	Capital Dollars for upgrades to improve			
2.4	Recreation Master Plan development & implementation	2.4 and 2.5 are connected, create a recreation master plan adhoc committee	Bring back to Council before the end of 2026 to have discussion on how Council will approach this.	Recreation planning and outdoor amenities - Youth, seniors, and active-living facilities - Phased facility investments, inventory and reuse of underutilized assets			Recreation Master Plan Committee/ Council/ CAO	Community groups
2.5	Decisions on underutilized assets (e.g., kiosk, bowling alley)		FCSS/Bowling Alley part of the 2026 Budget. Others to be brought forward in next budget	Purpose for under utilized assets and facilities	Capital Dollars for retrofitting			
2.6	Long-term road and pavement solutions	2.1 and 2.6 are connected	Paving and storm water management to follow all deep services installation.	Investment in Transportation Infrastructure and long-	Capital Dollars in Infrastructure			

Village of Stirling
Strategic Approach 2026 - 2030

No.	Key Priorities	Prerequisite	Timeframe	Noteworthy Consideration	Resource Requirements		Roles and Responsibilities	
					Capital	Operational	Responsible	Partners
Pillar 3: Celebrate Community								
Intent: To strengthen a sense of belonging and connection by telling Stirling's story and supporting community life								
3.1	Strategic communications plan		Changed to a marketing plan and to be started in 2027.	Improve community communications and storytelling, event documentation and storytelling tools.	Operating Dollars will be required.			
3.2	Recognition of volunteers, staff, and community groups		Support Lions and FCSS initiatives already taking	Community recognition initiatives				
3.3	Heritage and National Historic Site Promotions		Part of 3.1 2027	Heritage based tourism promotion				Historic Society
3.4	Coordinated engagement with community organizations	linked with 2.4	Removed	Volunteer and group coordination process				
3.5	Community appearance and beautification		Policy for 2027	Beautification/First impressions		Capital dollars for beautification additions in a separate GL		
3.6	Policy clarity around event, food trucks, and public use		Removed	Event coordination and clarity				Events Committee/ CAO/Council
Pillar 4: Enhance Community								
Intent: To guide growth in a deliberate, value-based way that strengthens the community and remains financially sustainable								
4.1	Growth and Annexation Strategy development		Continue to 2030	Annexation Planning and business case development, future growth and economic stimulation of commercial needs and opportunities, Economic development governance clarity, Community hub and market exploration, placemaking and			Council/CAO / ORRSC	County of Warren
4.2	Economic Development Strategy		On going through TED/Southgl	commercial needs and opportunities, Economic development governance clarity, Community hub and market exploration, placemaking and			TED Committee/ Council/CAO / Southgl	
4.3	Land-use and Zoning Updates		Bonnie to attend Council Fall 2026 to discuss ARP or ASP for downtown.	Zoning and revitalization initiatives, incentive aligned with desired development, placemaking and community hubs,	ORRSC contract 2027		Council/CAO / ORRSC	
4.4	Traffic calming and multimodal safety		2027 Costing Options for resources related to traffic calming, traffic engineering studies for changes to signs or intersection	Community, school, and playground safety	Engineering Costs	Capital item acquisition		

Measure and Evaluate Performance/Success



WELCOME TO THE
VILLAGE OF STIRLING

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Village of Stirling
Strategic Approach 2026 - 2030

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1.1	Review external boards, commissions, and agencies to access value, cost, and participation.	1.1 and 1.2 are connected	Start with - Chief Mountain; RRPSS; ORRSC and ongoing	Structure reviews with clear evaluation criteria including Cost-benefit and GAP analysis, financial benchmarking and reporting, and service alignment.			Lead - Mayor Council/CAO	
1.2	Conduct an Internal Audit - Operational Review, Benchmark taxation and service levels against comparable communities and the region		CAO to pull job descriptions; comparison community data	Structure reviews with clear evaluation criteria including Cost-benefit and GAP analysis, financial benchmarking and reporting, and service alignment.			Lead - Mayor Council/CAO	
1.3	Strengthen Grant Coordination and partnerships to maximize funding success		Ongoing as project alignment occurs	Active grant searching and coordination			Council/CAO	Community Organizations
1.4	Explore Innovative and non-tax revenue opportunities		Ongoing as opportunities occur	Exploration of Municipal corporations and other potential public-private partnerships			Council/CAO	
Pillar 2: Build Community								
Intent: To strengthen the physical and social foundations that support safety, accessibility, and quality of life.								
2.1	Core infrastructure planning to support future growth and annexation		Develop an Infrastructure Plan to facilitate Annexation.	Investment in Core Infrastructure and future planning - Clear decision points on aging infrastructure	Operating expense for engineers to draft plans		Council/CAO	Engineering Consulting Services
2.2	Defined Standards for Infrastructure and Facilities		Engineering Standards for Infrastructure and Accessibility for Municipal Facilities. 2026/2027	Investment in Core Infrastructure and future planning - Clear decision points on aging infrastructure	Operating expense for engineers to draft plans		Council/CAO	Engineering Consulting Services
2.3	Accessibility improvements to municipal facilities		Costing options for accessibility upgrades to municipal facilities to meet the municipal standard.	Accessibility upgrades		Capital Dollars for upgrades to improve accessibility.		
2.4	Recreation Master Plan development & implementation	2.4 and 2.5 are connected, create a recreation master plan adhoc committee	Bring back to Council before the end of 2026 to have discussion on how Council will approach this.	Recreation planning and outdoor amenities - Youth, seniors, and active-living facilities - Phased facility investments, inventory and reuse of underutilized assets			Recreation Master Plan Committee/ Council/ CAO	Community groups
2.5	Decisions on underutilized assets (e.g., kiosk, bowling alley)		FCSS/Bowling Alley part of the 2026 Budget. Others to be brought forward in next budget cycles.	Purpose for under utilized assets and facilities		Capital Dollars for retrofitting		
2.6	Long-term road and pavement solutions	2.1 and 2.6 are connected	Paving and storm water management to follow all deep services installation.	Investment in Transportation Infrastructure and long-term surfacing solutions		Capital Dollars in infrastructure planning		

Village of Stirling
Strategic Approach 2026 - 2030

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3.6	Policy clarity around event, food trucks, and public use		Removed	Event coordination and clarity			Events Committee/CAO/Council	
Pillar 4: Enhance Community								
Intent: To guide growth in a deliberate, value-based way that strengthens the community and remains financially sustainable								
4.1	Growth and Annexation Strategy development		Continue to 2030	Annexation Planning and business case development, future growth and economic investment			Council/CAO/ORRSC	County of Warner
4.2	Economic Development Strategy		On going through TED/Southgrow	Clarification of commercial needs and opportunities, Economic development governance clarity, Community hub and market exploration, placemaking and community hubs,			TED Committee/Council/CAO/SouthGrow	
4.3	Land-use and Zoning Updates		Bonnie to attend Council Fall 2026 to discuss ARP or ASP for downtown.	Zoning and revitalization initiatives, incentive aligned with desired development, placemaking and community hubs,	ORRSC contract 2027		Council/CAO/ORRSC	
4.4	Traffic calming and multimodal safety		2027 Costing Options for resources related to traffic calming; traffic engineering studies for changes to signs or intersection changes.	Community, school, and playground safety	Engineering Costs	Capital item acquisition		

Key Components of an Economic Development Plan

1. Executive Summary

A concise overview that captures the plan's purpose, strategic direction, and intended outcomes. This section provides busy readers—such as Council, partners, and funders—with a quick understanding of the rationale and priorities guiding the plan.

2. Community Profile & Context

A data-driven snapshot of current conditions, typically including:

- Population and demographics
- Labour force characteristics
- Local and regional economic trends
- Major industries, employers, and business composition
- Infrastructure and transportation networks
- Quality-of-life factors
- Unique community assets (e.g., Stirling's National Historic Site designation)

This foundation helps identify competitive advantages, constraints, and emerging opportunities.

3. SWOT Analysis

A structured assessment connecting background information to strategy.

Strengths: heritage assets, strong community cohesion, low cost of living

Weaknesses: limited commercial base, distance from major centres

Opportunities: regional tourism growth, agri-food innovation, business attraction

Threats: demographic shifts, competition from nearby municipalities

4. Vision and Guiding Principles

A forward-looking statement of what the community seeks to become. Guiding principles include sustainability, regional collaboration, entrepreneurship support, heritage preservation, and smart, scalable growth.

5. Strategic Goals

Broad outcome areas such as business retention and expansion (BRE), investment attraction, tourism development, workforce development, main-street revitalization, and marketing and branding.

6. Action Plan (Tactics and Initiatives)

A detailed roadmap including initiative descriptions, stakeholders, timelines, resource requirements, priority levels, and expected outcomes.

7. Implementation Strategy

Explains how the plan will be executed—roles and responsibilities, governance, phasing, and funding considerations.

8. Performance Measures & Evaluation

Defines metrics such as business growth, tourism visitation, investment attracted, job creation, and satisfaction indicators. Outlines review cycles (every 3–5 years).

9. Partnerships & Regional Alignment

Highlights collaboration with regional economic development groups, provincial/federal programs, chambers, non-profits, and Indigenous communities.

10. Marketing & Branding Strategy

Defines how the community positions itself, including brand identity, target audiences, tourism materials, and investment attraction tools.

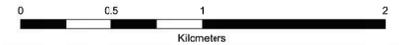
**COUNTY OF WARNER NO. 5 AND
VILLAGE OF STIRLING
INTERMUNICIPAL DEVELOPMENT PLAN**

**BYLAW NO. 959-20 (COUNTY) &
BYLAW NO. 490-20 (VILLAGE)**

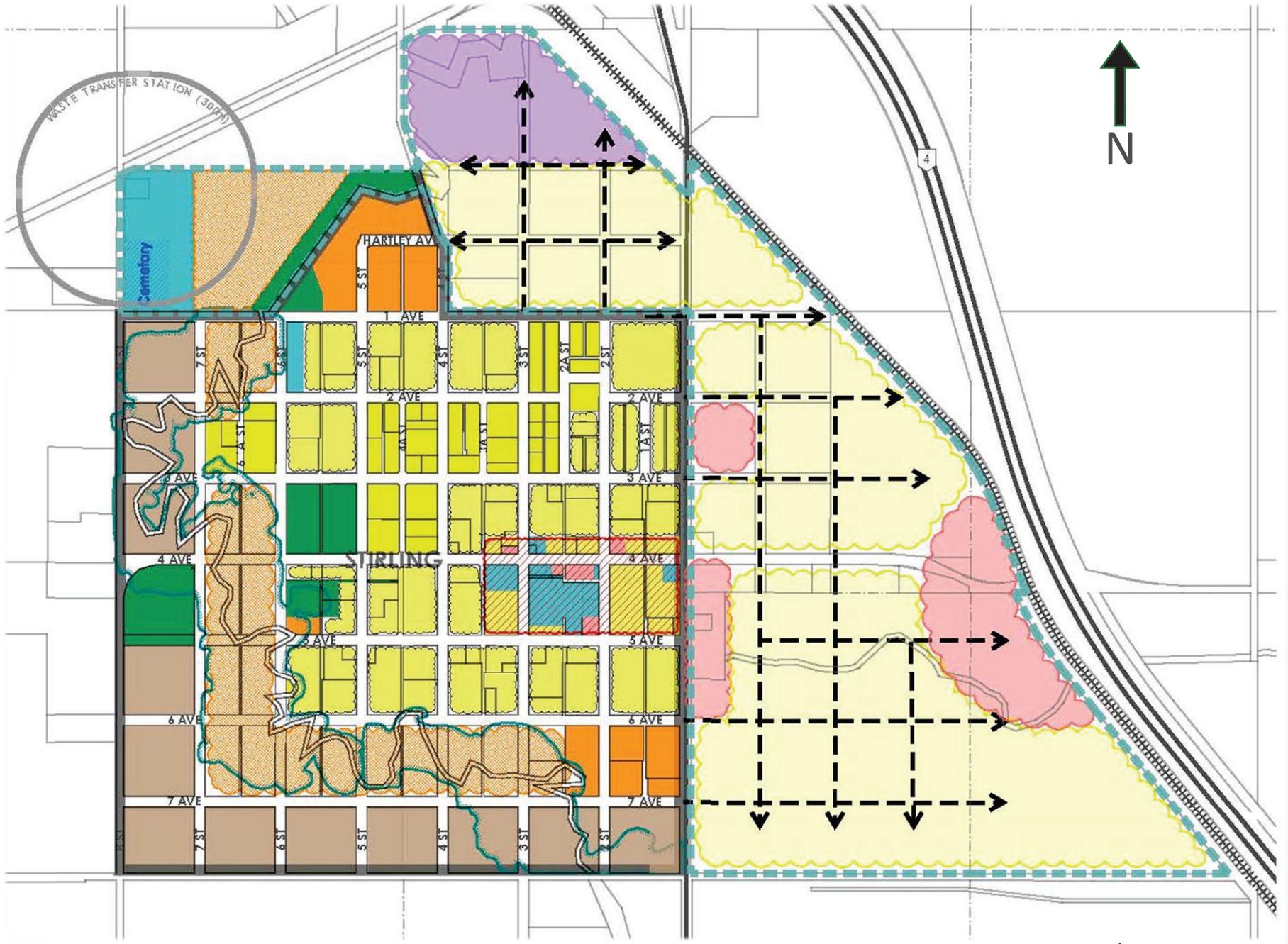
**FUTURE LAND USE & TRANSPORTATION
CONCEPT**

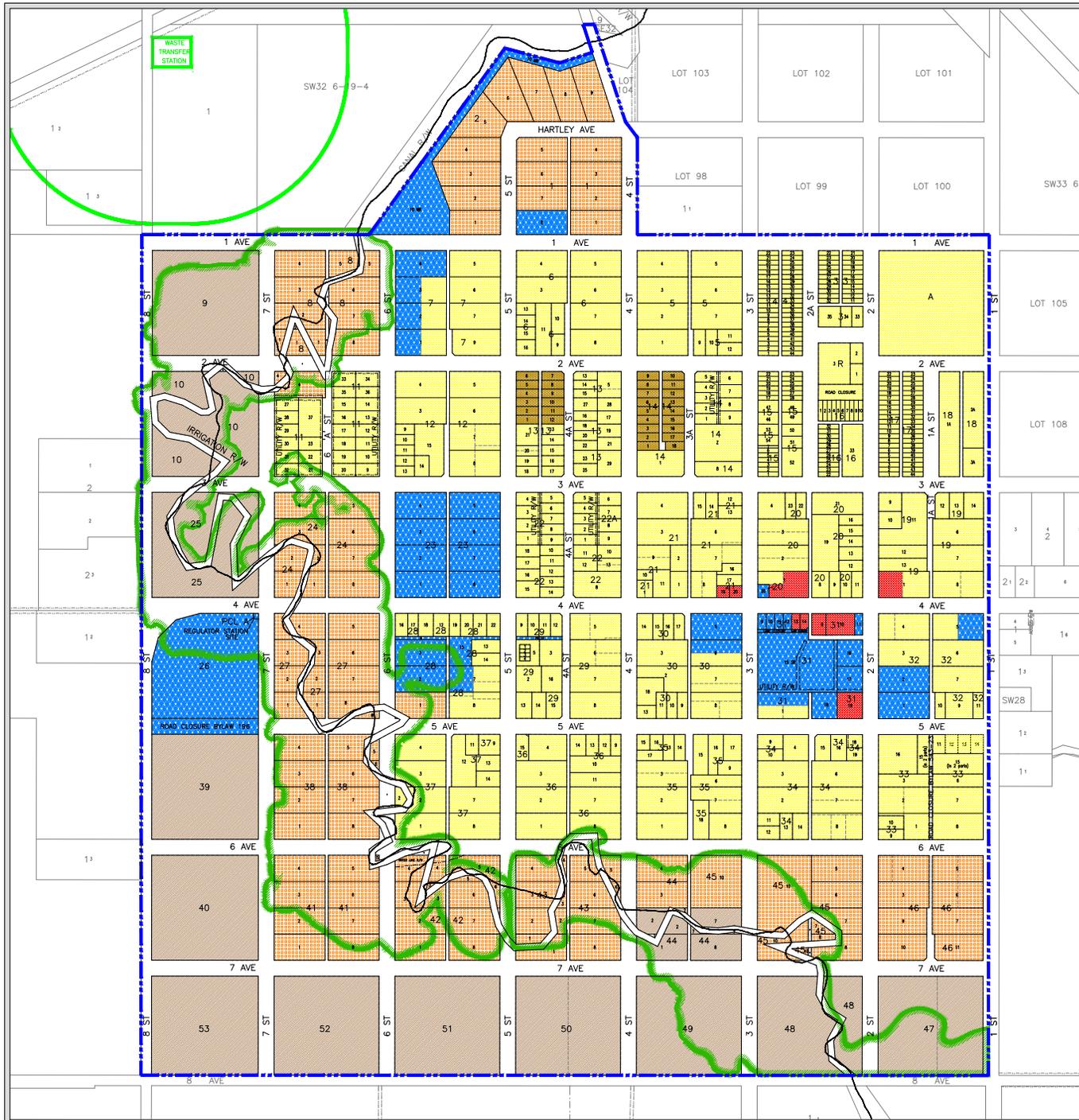
MAP 4

-  IDP Boundary
 -  Village of Stirling Boundary
 -  Local Road Network
 -  Waste Transfer Site Buffer - 300m
 -  Sewage Lagoon Buffer - 300m
-
- Land Use & Transportation Concept**
-  Historic Site Plan Policy Area
 -  Potential Expansion Area - Village
 -  Potential Residential Development Area
 -  Potential Commercial Development Area
 -  Potential Limited Industrial Development Area
 -  Potential Industrial Development Area
 -  Conceptual Road Network



MAP 2. LAND USE STRATEGY





VILLAGE OF STIRLING
LAND USE DISTRICTS MAP
Bylaw No. 549-24, February 5, 2025

-  Residential (R)
-  Manufactured/Modular Home Residential (R-M)
-  Residential Large-Lot (R-L)
-  Commercial (C)
-  Industrial / Business (I/B) *
-  Public (P)
-  Agricultural (A)
-  Direct Control (DC) *
-  Kipp Coulee Area Overlay (KCAO)

*(no lots zoned at this time)

MAP PREPARED BY:
OLDMAN RIVER REGIONAL SERVICES COMMISSION
3105 16th AVENUE NORTH, LETHBRIDGE, ALBERTA T1H 5E6
TEL: 403.292.1344
NOT RESPONSIBLE FOR ERRORS OR OMISSIONS

