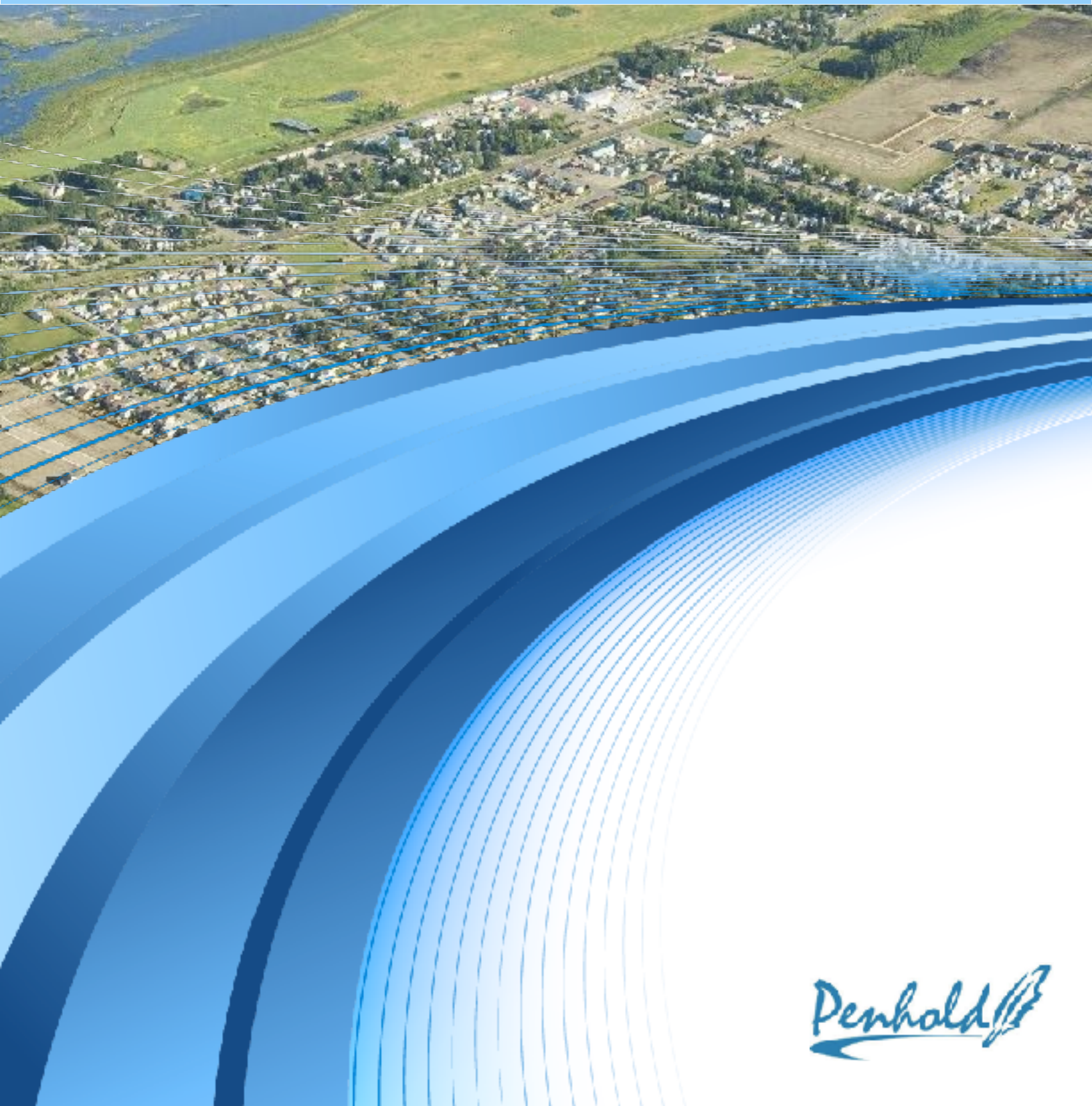


# STRATEGIC PRIORITIES 2017



*Penhold*

# Strategic ALIGNMENT

**Strategic alignment** is an organization's process of defining its future directions and making choices to guide policy decisions, resource allocations and organizational efforts. In local government, not only does it entail aligning organizational aims with actions, tactics with responsibilities and resources to timelines, but ensuring both Council and staff are *on the same page!*

The priority setting process employed by the Town of Penhold started with a discussion of the organization's purpose and future aims for the community. **Issues and opportunities** impacting these aims (*see Appendix 1*) were identified and reviewed to arrive at **Strategic Topics** for further consideration.

Each strategic topic was discussed to explore response options to achieve Council expectations. Reality, urgency and responsibility criteria (*see Appendix 3*) were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT** and **LATER Directions** of Council.

Council's priorities, as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 7 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** (*see Appendix 4*) for regular review, revisions and celebration - ensuring Council and staff are on the same page.

The sequence of activities noted in the graphic above serve as a reminder of how Council's strategic priorities were developed. Knowledge of the steps and tools used allow Council and Administration to replicate the process, keeping strategic priorities current and relevant.



# Strategic ASSESSMENT

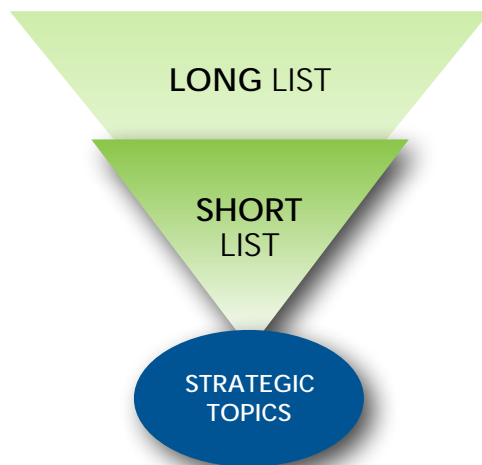
To be strategic means Council must have a sense of current realities and conditions - both positive and adverse. Following a discussion of the community's preferred future, Council identified a long list of issues and opportunities facing the Town of Penhold (see *Appendix 1*). Conducting this assessment is important as it begins to focus the strategic priority setting process by collecting information to establish strategic topics for further examination during the workshop.

Participants used a rapid identification process to generate ideas that come from two sources:

**EXTERNAL** - environmental influences from outside the organization

**INTERNAL** - organizational factors required to ensure efficiency and effectiveness

The long list was scored with council members choosing their 'top ten' items from the list. The overall top ranked items were extracted forming a short list of issues and opportunities see *Appendix 2*). The short list was reviewed and **strategic topics** were identified for further investigation.



## STRATEGIC TOPICS

1. Crime Prevention
2. Water Source
3. Economic Development & Tourism
4. Seniors Needs & Housing
5. Parks, Playgrounds & Trails
6. Multiplex
7. Annexation
8. New School
9. Safe Community
10. Water Education
11. Fiber Optics
12. Family Friendly Community
13. Inter-municipal Collaboration Framework
14. Fire Hall & Public Works Buildings
15. Partnerships
16. Public Communication

# Strategic POSSIBILITIES

To move from strategic topics to **Strategic Possibilities**, a four-step process, the **Solution Seeking Model**, was utilized (see *display below*).

Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short or long term, plan A or plan B, and strategies with or without resources.

Next action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each preferred option as a strategic possibility. This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

- **Policy** – procedures that define mandate / roles
- **Finances** – available net resources
- **Culture** – norms delineating acceptable behaviours
- **Risk** – tolerance for organization / legal exposure
- **Human Resources** – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- **Funding** – available funding beyond day-to-day operations
- **Scrutiny** – level of visibility for organizational actions
- **Demands** – diverse requests from clients and the public
- **Environment** – conditions impacting the organization
- **Support** – legitimacy and trust among stakeholder



# STRATEGIC DETERMINATION

STRATEGIC POSSIBILITIES	ACTION
<b>1. SAFE COMMUNITY STRATEGY</b> <i>Committee</i>	<ul style="list-style-type: none"> <li>• Draft terms of reference to guide the development of a Safe Community Strategy</li> <li>• Appoint committee members &amp; establish budget for committee start-up</li> <li>• Advocate to the Province for provincial crime prevention programs and strengthening of the provincial justice system</li> </ul>
<b>2. THIRD WATER WELL</b> <i>Licensing Completion</i>	<ul style="list-style-type: none"> <li>• Obtain license from Albert Environment</li> <li>• Complete construction</li> </ul>
<b>3. LONG TERM WATER STRATEGY</b> <i>Capital Priorities</i>	<ul style="list-style-type: none"> <li>• Develop a long term water plan and include priorities in the Capital budget</li> </ul>
<b>4. ACTIVE TRANSPORTATION PLAN</b> <i>Plan Implementation</i>	<ul style="list-style-type: none"> <li>• Develop implementation action plan with priorities</li> </ul>
<b>5. PLAYGROUND INVENTORY</b> <i>Inventory Review</i>	<ul style="list-style-type: none"> <li>• Review playground inventory and determine priorities for inclusion in the Parks &amp; Playground Plan (see #6)</li> </ul>
<b>6. PARKS &amp; PLAYGROUND PLAN</b> <i>Terms of Reference</i>	<ul style="list-style-type: none"> <li>• Draft terms of reference to guide the development of a Parks and Playground Plan that addresses open space development and future playground needs</li> </ul>
<b>7. MULTIPLEX SITE</b> <i>Priorities</i>	<ul style="list-style-type: none"> <li>• Review site enhancement options and establish priorities</li> </ul>
<b>8. FIRE HALL</b> <i>Need analysis</i>	<ul style="list-style-type: none"> <li>• Undertake a workplace and space need analysis of the fire hall</li> </ul>
<b>9. FIRE SERVICE REVIEW</b> <i>Service Level Review</i>	<ul style="list-style-type: none"> <li>• Determine service levels aligned with capacity</li> </ul>
<b>10. PUBLIC WORK BUILDING</b> <i>Need Analysis</i>	<ul style="list-style-type: none"> <li>• Undertake a need analysis and identify options for a public works building that addresses future growth and operational efficiencies</li> </ul>
<b>11. ANNEXATION</b> <i>Application</i>	<ul style="list-style-type: none"> <li>• Await provincial approval of the Town's annexation application</li> </ul>
<b>12. 2 /42 DEVELOPMENT</b> <i>Options</i>	<ul style="list-style-type: none"> <li>• Confirm development options with Red Deer County through the Inter-municipal Collaboration Framework discussions.</li> <li>•</li> </ul>

## STRATEGIC DETERMINATION

STRATEGIC POSSIBILITIES	ACTION
<b>13. ANNEXED LAND</b> <i>Future Development prospectus</i>	<ul style="list-style-type: none"> <li>Identify future residential and commercial development options and develop a prospectus to attract developers in anticipation of annexation approval</li> </ul>
<b>14. INTER-MUNICIPAL COLLABORATION FRAMEWORK</b> <i>Red Deer County Agreement</i>	<ul style="list-style-type: none"> <li>Develop a protocol to guide discussion on the ICF with Red Deer County</li> <li>Identify opportunities to share services, address the rural / urban interface, land issues and how the communities grow</li> </ul>
<b>15. INTERCHANGE OFFSITE LEVY</b> <i>Impact Discussion</i>	<ul style="list-style-type: none"> <li>Meet with Alberta Transportation to relay concerns re: off site levy impact</li> </ul>
<b>16. CRIME PREVENTION PROGRAMS</b> <i>Crime Prevention Options</i>	<ul style="list-style-type: none"> <li>Review the Safe Community strategy for options (see #1)</li> </ul>
<b>17. NEW SCHOOL</b> <i>School District Meeting</i>	<ul style="list-style-type: none"> <li>Advocate to the Province to support School Board Plans for a new school</li> </ul>
<b>18. FIBER OPTIC CAPACITY</b> <i>Options</i>	<ul style="list-style-type: none"> <li>Determine options for providing high-speed connectivity to local residents, businesses and future businesses.</li> <li>Meet with service providers to determine requirements</li> <li>Confirm town role and commitment</li> </ul>
<b>19. GREAT NEIGHBOURHOOD PROGRAM</b> <i>Promotion Plan</i>	<ul style="list-style-type: none"> <li>Review and refresh promotion of the Town's 'Great Neighbourhood' program encouraging neighbour interaction and community building</li> </ul>
<b>20. ECONOMIC DEVELOPMENT</b> <i>Economic Readiness Strategy</i>	<ul style="list-style-type: none"> <li>Draft terms of reference and appoint a task force to develop a strategy that addresses business retention and growth in the town.</li> <li>Identify industry targets and sectors requirements to drive attraction strategies</li> </ul>
<b>21. CAMPGROUND COMPLETION</b> <i>RV Site Plan</i>	<ul style="list-style-type: none"> <li>Complete RV site plan and construction of the campground on the Multiplex lands</li> </ul>

# Strategic PRIORITIES

Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into short-term priorities and longer term directions. The process was guided by the application of:

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER (see *Appendix 3.a*)
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action (see *Appendix 3.b*)
- Responsibility criteria to determine if it falls within the political or administrative realm (see *Appendix 3.c*)

The resulting Strategic Priorities Chart (see next page) captures Council's priorities and operational strategies at the time of the workshop. Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. **Bold** items indicate Organizational Improvements to maximize Council and staff capacity as well as excellence in governance. Italicized items reflect matters being advocated on behalf of the community to other levels of government or agencies for action.

In addition to Council priorities, there are other strategic matters receiving the attention of Administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) are unpacked using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. LATER items or NEW items are not lost. They are reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Sometimes, an emerging strategic priority may cause an existing one to be moved to NEXT / LATER status to ensure strategic priorities are consistent with available resources.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Council meeting agenda as a constant reference (not review), updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with staff and then Council.



# STRATEGIC PRIORITIES CHART

NOVEMBER 2017

## CORPORATE PRIORITIES (Council/CAO)

### NOW

1. **SAFE COMMUNITY: Strategy**
2. **ECONOMIC READINESS STRATEGY: Terms of Reference**
3. **INTER-MUNICIPAL COLLABORATION FRAMEWORK: RDC Meeting**
4. **HIGHWAY 2/42: Development Options**
5. **PARKS & PLAYGROUNDS: Review**

### TIMELINE (2017)

March  
December  
January  
August  
April

### NEXT

- LONG-TERM WATER PLAN
- MULTIPLEX SITE: Priorities
- FIRE SERVICES: Review
- FIBER-OPTICS CAPACITY

### ADVOCACY / PARTNERSHIPS

- *Water System Requirements*
- *Seniors Care Facility*
- *Water Well License*
- *School District Meeting*
- *Seniors Housing Proposal*
- *Annexation Application: Approval*
- *2 / 42 Interchange: Offsite Levy Impact*
- *Crime Prevention Program*

## OPERATIONAL STRATEGIES (CAO/Staff)

### CHIEF ADMINISTRATIVE OFFICER

1. **ECON. READINESS STRATEGY: TOR** - Dec.
2. **ICF: Red Deer County Meeting** - Jan.
3. **HIGHWAY 2/42: Development Options** - Aug.

- City Annexation Application
- 

### MULTIPLEX

1. MULTIPLEX SITE: Priorities - Mar.
- 2.
- 3.

- 
- 

### CORPORATE SERVICES

1. **SAFE COMMUNITY: Committee Start** - Mar.
2. **FIRE SERVICE: Review** - Mar.
3. **FIBER - OPTICS CAPACITY: Options** - June

- Fire Hall Assessment
- Active Transportation Plan: Implementation

### PUBLIC WORKS

1. **PARKS & PLAYGROUNDS PLAN: Review** - April
2. **Playground Hot Sports** - Feb.
3. **3rd Water Well: Start-up** - Feb.

- Campground Completion
- Public Works Building: Need Analysis

CODES: BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; *Italics* = Advocacy;  
Regular Title Case = Operational Strategies



# Strategic FOLLOW-UP

The following recommendations are offered for Council's consideration:

That Council adopts the 2017 **Strategic Priorities Report** for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

That Council requests the CAO to schedule an annual Priority Setting update session.  
*The annual budget should reflect Council's priorities.*

## Appendices

1. Issues and Opportunity Long List
2. Issue and Opportunity Short List
3. Assessment Criteria
  - a. Reality Check
  - b. Urgency Criteria
  - c. Responsibility Criteria
4. Strategic Priorities Work Program



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CIVIC GOVERNANCE | LEADERSHIP | STRATEGY

ISSUE & OPPORTUNITY LONG LIST			
ISSUE / OPPORTUNITY	Score	ISSUE / OPPORTUNITY	Score
Divided Community	-	Family Friendly Community	5
Health Services	-	Bylaw Enforcement	2
Community Events	5	Utility Rate Education	-
Fibre Optics	8	Crime Prevention	72
Recreation Facilities	1	Economic Development Strategy	46
Seniors Strategy	14	Dog Park	1
Parks and Playgrounds	24	Commercial Development	16
Business Tax Incentives	9	Partnerships	8
Street Lights	3	Water Public Education	24
Heavy Industry Policies	-	Highway Speeds	-
Commercial Land Development	-	Swimming Pool	-
Commercial Services	-	Tourism Strategy	10
Policing	-	New School	18
Safe Crosswalks	13	Town Staff	-
Youth Opportunities	4	Annexation	16
Public Works	9	Backyard Chickens	-
Snow Removal	-	Storm Water Management	-
RV Park Strategy	-	Town Communication	4
Town Branding	3	Fiscal Accountability	-
Skate Park	5	Joint Use / Schools	-
Seniors Housing	26	Long Term Water Solution	40
Affordable Housing	2	Recreation Land Around Multiplex	16
Trail System Linkages / Sidewalks	22	Regional Transit	-
New Fire Hall	4	Industrial Park Development	3
Taxes	2	Compost Program / Recycling	-

ISSUE & OPPORTUNITY SHORT LIST		
Rank	ISSUE / OPPORTUNITY	COUNCIL Score
1	CRIME PREVENTION	72
2	LONG TERM WATER SOLUTION	48
3	ECONOMIC DEVELOPMENT / STRATEGY / EDO	46
4	SENIORS HOUSING	26
5	PARKS & PLAYGROUNDS	24
6	WATER PUBLIC EDUCATION	24
7	TRAIL SYSTEM / SIDEWALK LINKAGES	20
8	NEW SCHOOL	18
9	RECREATION MULTIPLEX	16
10	ANNEXATION	16
11	COMMERCIAL DEVELOPMENT	16
12	SAFE CROSS WALKS	13
13	SENIORS STRATEGY	14
14	TOURISM STRATEGY	10

3.a REALITY CHECK CRITERIA	SUCCESS		
	LIKELY		UNLIKELY
LEGISLATIVE EASE	Yes	Maybe	No
POLICY CONSISTENCY	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL WILL	High	Neutral	Uncertain
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	None
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
SUCCESS LIKELIHOOD	High	Medium	Uncertain
COMMUNITY SUPPORT	High	Average	Low
FISCAL RESOURCES	Confirmed	Available	Difficult
PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
HUMAN RESOURCES	Yes	Somewhat	No
EXPERTISE	In-house	Available	Uncertain/No
CONSEQUENCES/RISK	None	Uncertain	Negative
AFFORDABILITY	Yes	Average	No

3.b URGENCY CRITERIA	URGENCY	
	URGENT	NOT AS URGENT
<b>IMPERATIVE - Requirement to Act</b>	Legislation	No Legislation
<b>LIABILITY - Risk Exposure</b>	Legal	Inconvenience
<b>SAFETY - Direct vs. Potential Threat</b>	Life - Imminent	Property Damage
<b>FINANCIAL - Magnitude of Cost</b>	Significant	Operational
<b>VISIBILITY - Implications to Organization</b>	Negative	Neutral
<b>PUBLIC BENEFIT - Who receives outcomes?</b>	Most	Few
<b>COMMUNITY NEED - Who's asking?</b>	At Large	Minority Interest
<b>TIMELINESS - Resource Alignment</b>	Unique	Frequent
<b>STRATEGIC - Linkage to goals/priorities</b>	Critical	Useful
<b>OBLIGATION - Commitment to others</b>	Contractual	Casual
<b>LEADERSHIP - Political Requirement</b>	High	Low
<b>TIMELINE - Imposed Timeframe</b>	Deadline	None
_____		

3.c RESPONSIBILITY CRITERIA	RESPONSIBILITY	
	POLITICAL	ADMINISTRATIVE
<b>POLICY</b>	New or Change	Procedure or Implementation
<b>FINANCIAL</b>	New or Change in Budget	Approved in Budget
<b>EXTERNAL LINKAGE</b>	Political Level	Staff Level
<b>CORPORATE IMAGE</b>	Agency Integrity	Service Quality
<b>SERVICE LEVELS</b>	New or Terminate	Service Standards
<b>STRATEGIC DIRECTION</b>	New or Change	Implementation
<b>PERSONNEL</b>	CAO Performance	Staff Performance
<b>LEGISLATION</b>	Ignore or Seek to Change	Interpretation
<b>SENSITIVITY</b>	High Visibility	Low Visibility
<b>OBLIGATION</b>	New or Change in Contract	Permissible
<b>MEMBER LIAISON</b>	Elected Official	Staff
_____		
_____		

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>NOW</b>		
<p><b>1.</b> <b>SAFE COMMUNITY</b> <i>What actions can we take to ensure the safety of our community and our residents ?</i></p> <p>* <b>Safe Community Strategy</b></p> <ul style="list-style-type: none"> <li>• Community leadership and participation</li> <li>• Inter-connected and supportive community</li> <li>• Neighbourhood watch programs</li> <li>• Identify ways to strengthen community safety</li> <li>• Property crime prevention strategies / education</li> <li>• Collaborative relationship with police</li> <li>• Solid data analysis for program development</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop public committee Terms of Reference - Nov.</li> <li>2. Committee start-up - March</li> <li>3. Determine options and funding - June</li> <li>4. Develop strategy - September</li> </ol>
<p><b>2.</b> <b>ECONOMIC DEVELOPMENT</b> <i>How do we prepare the town for economic investment in the community and support/retain local business?</i></p> <p>* <b>Economic Development Readiness Strategy</b></p> <ul style="list-style-type: none"> <li>• Diversify economy</li> <li>• Attract and retain businesses</li> <li>• Increase tax base</li> <li>• Increase employment opportunities</li> <li>• Capitalize on natural assets</li> <li>• Identify desired industry targets</li> <li>• Determine potential regional involvement / partnerships</li> <li>• Determine best approach to resources / staff function</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Task Force</li> <li>• Business Community</li> <li>• Facilitator</li> <li>• <b>Combination</b></li> </ul>	<p><b>Strategy</b></p> <ol style="list-style-type: none"> <li>1. <b>Develop terms of reference - December</b></li> <li>2. Approve task force - February</li> <li>3. Inventory current businesses and assets - June</li> <li>4. Define target sectors - September</li> <li>5. Complete strategy development - December 2018</li> </ol> <p><b>Economic Developer Officer</b></p> <ol style="list-style-type: none"> <li>1. Decision following strategy approval</li> </ol>



PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>3.</b> <b>INTER-MUNICIPAL COLLABORATION</b> <i>How do we improve service delivery and reduce duplication while meeting the new MGA requirements for an Inter-municipal Collaboration Framework?</i></p> <p>* <b>Areas of Interest</b> * <b>Collaboration Framework</b></p> <ul style="list-style-type: none"> <li>• Inventory of current joint services</li> <li>• Priorities / expectations defined</li> <li>• Assessment of alternative service delivery</li> <li>• Maximize efficiency</li> <li>• Ensure fiscal accountability</li> <li>• Identify new shared service possibilities</li> <li>• Fair processes</li> <li>• Benefit to the tax payer</li> <li>• Innovative service delivery</li> <li>• Reduce duplication</li> <li>• Value for money</li> <li>• Improved communication / information sharing</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• In house with facilitator</li> </ul>	<p><b>Collaboration Framework</b></p> <ol style="list-style-type: none"> <li>1. Meet with Red Deer County - January</li> <li>2. Develop ICF - March?</li> <li>3. Determine shared interests</li> </ol> <p><b>Annexation</b></p> <ol style="list-style-type: none"> <li>1. Consult with land owners</li> <li>2. Meet with developers</li> <li>3. Confirm land development philosophy</li> <li>4. Determine priorities</li> </ol>
<p><b>4.</b> <b>HIGHWAY 2/42</b> <i>What is the Town's role and interest in the development of lands at the QEII and highway 42 interchange?</i></p> <p>* <b>Development Options</b></p> <ul style="list-style-type: none"> <li>• Comprehensive long term planning with RDC</li> <li>• Ensure appropriate infrastructure</li> <li>• Ensure appropriate transitioning between land uses</li> <li>• Commercial / light industrial growth</li> <li>• Innovative start-up business development</li> <li>• Positive spinoffs for local business</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Confirm direction - RDC ICF Agreement - December</li> <li>2. Meet with developers - August 2018</li> <li>3. Determine future development options - August 2018</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>5. PARKS &amp; PLAYGROUNDS</b>  <i>How do we facilitate a family friendly and active community?</i></p> <ul style="list-style-type: none"> <li>* <b>Playground Inventory Review</b></li> <li>* <b>Parks &amp; Playground Plan</b></li> <li>• Preservation of green-space</li> <li>• Active and passive parks</li> <li>• Family friendly community</li> <li>• Neighbourhood playgrounds</li> <li>• Trail linkages to parks / neighbourhoods</li> <li>• Off-leash dog park</li> <li>• Playground standards defined</li> <li>• Safe playground structures</li> <li>• Public engagement</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Facilitator</li> <li>• Combination</li>   <li>• Public committee</li> <li>• Public input</li> <li>• <b>Public feedback</b></li> </ul>	<p><b>Inventory Review</b></p> <ol style="list-style-type: none"> <li>1. Review current assets - December</li> <li>2. Identify need and gaps - February</li> </ol> <p><b>Parks &amp; Playground Plan</b></p> <ol style="list-style-type: none"> <li>1. Develop terms of reference - April</li> </ol>
<b>NEXT</b>		
<p><b>LONG-TERM WATER MANAGEMENT</b>  <i>How do sustain and ensure the safety of the town's water source?</i></p> <ul style="list-style-type: none"> <li>* <b>Water Management Plan</b></li> <li>• Safe potable water</li> <li>• Water turbidity / clarity standards</li> <li>• 3rd water well and reservoir</li> <li>• Water licensing requirements determined / secured</li> <li>• Cost / benefit analysis of town system</li> <li>• Long-term water strategy with Alberta Environment</li> <li>• Public education program</li> <li>• Utility rate rationale</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• AB Environment</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Meet with AB Environment - April</li> <li>2. Determine system requirements - May</li> <li>3. <b>Develop long term strategy - June</b></li> <li>4. Identify capital priorities - September</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>MULTI-PLEX SITE</b>  <i>How do we maximize the future use of this site?</i></p> <p>* <b>Multiplex Plan Implementation</b></p> <ul style="list-style-type: none"> <li>• Future use of grounds identified</li> <li>• Priorities determined</li> <li>• RV Park site plan completion</li> <li>• Town commitment clarified</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<p><b>Site Development</b></p> <ol style="list-style-type: none"> <li>1. Determine options and priorities - March</li> </ol> <p><b>Campground</b></p> <ol style="list-style-type: none"> <li>2. Campground construction - July</li> </ol>
<p><b>FIRE SERVICES</b>  <i>How do we ensure emergency preparedness and the safety of the community?</i></p> <p>* <b>Fire Services Review Workshop</b></p> <ul style="list-style-type: none"> <li>• Service levels defined</li> <li>• Revenue options examined</li> <li>• Programs and services aligned with resources</li> <li>• Inventory of current services</li> <li>• Priorities / expectations defined</li> <li>• Ensure reasonable workloads</li> <li>• Assessment of alternative service delivery</li> <li>• Recruitment and retention of fire fighters</li> <li>• Maximize efficiency</li> <li>• Ensure fiscal accountability</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• In house with facilitator</li> </ul>	<ol style="list-style-type: none"> <li>1. Retain facilitator - May</li> <li>2. Prepare service inventory - June</li> <li>3. <b>Conduct workshop - September</b></li> <li>4. Identify service adjustments / strategies</li> </ol>

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<p><b>FIBRE-OPTICS</b>  <i>How do ensure high speed connectivity and consumer choice for residents as a competitive advantage?</i></p> <p>* <b>Fiber-Optics Capacity</b></p> <ul style="list-style-type: none"> <li>• Partnership agreement with service providers</li> <li>• Town role and commitment clarified</li> <li>• Cost / benefit of Town as service provider investigated</li> <li>• Determine Axis status</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<p>1. Meet with service providers</p>
<b>ADVOCACY</b>		
<p><b>WATER SYSTEM</b>                      * <i>Licensing Requirements</i></p>	<ul style="list-style-type: none"> <li>• Meet with Alberta Environment to confirm licensing requirements for a Town water system</li> </ul>	
<p><b>SENIORS CARE FACILITY</b>                      * <i>Funding</i></p>	<ul style="list-style-type: none"> <li>• Meet with the Province to understand provincial senior services strategies</li> <li>• Advocate to the Province for the development of seniors care facility</li> </ul>	
<p><b>WATER WELL LICENSE</b>                      * <i>Approval</i></p>	<ul style="list-style-type: none"> <li>• Seek Alberta Environment approval of the Town's water well license</li> </ul>	
<p><b>SCHOOL DISTRICT MEETING</b>                      * <i>New School</i></p>	<ul style="list-style-type: none"> <li>• Advocate to the Province for School Board Plans for a new school</li> </ul>	
<p><b>SENIORS HOUSING PROPOSAL</b>                      * <i>Funding</i></p>	<ul style="list-style-type: none"> <li>• Advocate to the Province to support innovative partnerships in the development of seniors housing</li> </ul>	
<p><b>ANNEXATION APPLICATION</b>                      * <i>Approval</i></p>	<ul style="list-style-type: none"> <li>• Meet with the Province to determine the status of the Town's annexation application</li> </ul>	
<p><b>2/42 Interchange</b>                      * <i>Offsite Levy Impact</i></p>	<ul style="list-style-type: none"> <li>• Meet with Alberta Transportation to express concern with the impact off site levy fees will have on future development</li> </ul>	

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<p><b>CRIME PREVENTION</b>                      * <i>Crime Prevention Efforts</i></p>	<ul style="list-style-type: none"> <li>• <i>Advocate to the Province for provincial crime prevention programs and strengthening of the provincial justice system</i></li> </ul>	

**Bolded** items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Council to focus their priority setting discussion is *italicized*.