



STRATEGIC PLAN

2019 TO 2022

FIRSTLY THANK YOU

This strategic plan was created by Clearwater County Council, in consultation with administration and 13 Ways Inc.
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THE GENERAL COUNCIL EXECUTIVES

Throughout early 2018, Clearwater County Council and senior administration met to identify a strategic direction and common vision for our community. At these meetings, we determined that it was most important for Council to pursue an economic development agenda over the next four years, and beyond. We combined the perspectives and concerns that we heard from our community during the most recent election with the knowledge and experience of our senior administrators to identify some strategies to grow Clearwater County's economy. These goals and strategies are the basis of this strategic plan.

This strategic plan began with community engagement, both before and since the most recent election. We brought what we heard from you to our senior administrators to search for innovative and forward-thinking solutions to ensure a sustainable future for our community. Together, we created this plan. Once finalized and approved, this plan will pass to administration for implementation and action.

The purpose of this plan is to ensure that Council and administration are working in a common direction. However, this plan also ensures that Council is accountable to the public and demonstrates our commitment to action and attainable results. It will also help Council and administration determine how to best allocate our resources to projects and initiatives that are most important and timely for our community.

As always, we invite your feedback and suggestions as you review this proposed strategic plan.

Sincerely,
Clearwater County Council



TOP ROW: RICK EMMONS (CAO), TIMOTHY HOVEN, DARYL LOUGHEED, JOHN VANDERMEER, JIM DUNCAN
BOTTOM ROW: CAMMIE LAIRD, MICHELLE SWANSON, THERESA LAING

EXECUTIVE SUMMARY

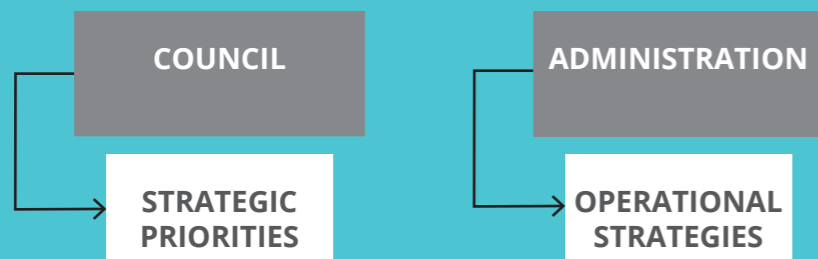
BACKGROUND

A strategic plan is essential to ensure over the next four years Council, administration, and the public are aligned in a vision for the community. This document comprises the strategic priorities of Clearwater County Council and provides residents, businesses, administration, other orders of government, and other stakeholders with a clear direction for the future.

Council, together with senior administration have identified a plan to grow Clearwater County's population through strategic development and innovative investment. County administration will execute the priorities outlined in this plan through operational strategies

GOVERNANCE VS. MANAGEMENT PLANS

The governance role of the Council is to provide strategic direction for the County. This high-level plan helps the administration build its own operational plans. Examples of administration plans that will be aligned to this plan may include a Business Plan, Operational Plan, or Capital Plan, among others.



STAKEHOLDERS

Council identified their overarching philosophy includes the importance of communications, transparency and keeping the public informed and educated about Council's future directions.

Below is a list of the many stakeholders Council takes into consideration in its strategic plans.

- Community Residents/ Local Businesses
- County Administration/ Staff
- Provincial and Federal Leaders, Agencies and Departments
- Neighbouring Municipalities
- First Nations Communities
- Natural Resources Sector/ Organizations
- Agricultural Industry/ Organizations
- Economic Development Organizations
- Educational Institutions and School Boards
- Health Care Providers and Institutions
- Local Media
- Real Estate Agents/ Developers
- Visitors/Tourism Organizations
- Potential Investors/ new businesses (outside region)

Supplementary to this strategic plan, Council will develop a communications strategy to outline its communications priorities and strategies, in an effort to better communicate with the aforementioned stakeholders.

VISION AND MISSION

... A VISION STATEMENT COMMUNICATES COUNCIL'S DESIRED FUTURE STATE FOR CLEARWATER COUNTY, 15 TO 30 YEARS FROM NOW.

... THE MISSION STATEMENT DESCRIBES THE PRESENT-DAY ACTIONS THAT COUNCIL WILL TAKE TO ACHIEVE THAT LONG-TERM VISION.

WE ARE HERE BECAUSE OF OUR COMMUNITY and we can do more

Together, the vision and mission provide direction and purpose for Council as an organization and clear guidance to administration as they create and implement their operational plans to align with the vision and mission.

A community vision indicates what a successful community in the future looks like to the current Council and provides a long-term strategic direction for the community. A vision should be simple, clear and should identify what makes Clearwater County a unique and desirable community. Council, through some facilitated work derived the following vision statement:

VISION STATEMENT

Community, prosperity and natural beauty - connected.

A mission statement declares the core purpose of the Council and administration and describes how Council will achieve its vision for the community. A mission has a present-day focus and describes how the organization will bring benefit to its community.

MISSION STATEMENT

Through proactive municipal leadership, we will invest innovatively to generate and support economic and population growth, to position Clearwater County for a sustainable, prosperous future.



FOCUSING ON IMPROVEMENTS TO BUILD AND GROW A PROSPEROUS COMMUNITY

Community Building Pillars are used and referenced throughout this plan. Clearwater County created this strategic plan around five pillars: Economic Prosperity, Governance

Leadership, Fiscal Responsibility, Environmental Stewardship and Social Conscience. An overview of each pillar follows on the next page.

HOW WE BUILD OUR FUTURE and execute our goals



ECONOMIC PROSPERITY

This pillar includes actions by Council to grow the population of the County by attracting investment and business opportunities to the region. Such actions may include industry-targeted investment (i.e. agri-business), innovative infrastructure, business incentives, human capital development or marketing strategies.



GOVERNANCE LEADERSHIP

This pillar includes actions by Council to ensure that Council remains transparent and accountable to the general public. Such actions might include election policies, engagement with other orders of government, communication and engagement strategies with the public, and bylaw and policy reviews.



FISCAL RESPONSIBILITIES

This pillar includes actions by Council that reduce the fiscal burden of future Councils, as well as the community, for generations to come. Such actions might include reserve management policies, budget reviews, long-term investment strategies, and strategies that grow the tax base.



ENVIRONMENTAL STEWARDSHIP

This pillar includes actions by Council to responsibly maintain the physical spaces in and surrounding County limits, as well as on or below ground. Such actions might include proactive infrastructure replacement, hamlet development strategies, environmental conservation strategies, trail maintenance or sustainable development planning.



COMMUNITY SOCIAL GROWTH

This pillar includes actions by Council to ensure the health and well-being of the community and its residents. Such actions might include housing strategies, cultural events, recreational activities or community heritage policies.



WHY?

“Building economic development enablers that position us for a more prosperous future”

From the Community Building Pillars, Council determined that Economic Prosperity was the most important and timely objective for Clearwater County to pursue and would like to become known as the Economic Development Council through repeated success.

An economic development mandate for Council’s term was formulated. Together with Administration, Council identified

goals and strategies aimed at growing Clearwater County’s population through innovative investments and private investment attraction. Council identified economic prosperity as the primary objective for Clearwater County over the next four years. The following pages contain Council’s Priority Initiatives.

FOCUSING ON ECONOMIC DEVELOPMENT



BROADBAND ACCESS

- Business Plan
- Demonstration
- Network Extension
- Backbone and Distribution System



INDUSTRIAL / COMMERCIAL LANDS

- Marketing & Business Attraction Strategy
- Strategic Development Area(s)
- Caroline Development



NORDEGG DEVELOPMENT

- Infrastructure Development
- Innovative Lot Sale Options
- Trails



INTERMUNICIPAL COLLABORATION

- Regional Services
- Village of Caroline
- Town of Rocky Mountain House
- First Nations / Other Municipalities



INNOVATIVE HOUSING

- Hamlet Growth
- Tiny House Policy
- Long-term Seniors’ Care






ADVOCACY




- Broadband Funding
- Crime Reduction Strategies
- Hospital Modernization
- Howse Pass

Note: These priorities are not Council’s only goals for the community. They are deemed to be the areas of highest priority today that will best position Clearwater County for the future.

STRATEGIC DIRECTION

THEME	BROADBAND ACCESS 	INDUSTRIAL/COMMERCIAL LANDS 	NORDEGG DEVELOPMENT 
	“We will have Alberta’s fastest rural Internet that enables both people and enterprise.”	“We will pursue and develop Industrial/ Commercial Land that enables new enterprise investment.”	“We will develop Nordegg into Alberta’s next mountain resort community.”
ACTION	<ol style="list-style-type: none"> 1. Infrastructure Masterplan 2. Demonstration Project 3. Construct Backbone 4. Continue Network Expansion 	<ol style="list-style-type: none"> 1. Strategic Business Development Areas 2. Caroline Industrial/ Commercial Development Phases/ SA (South) 3. Marketing & Attractio Strategies 4. Align Policies/ Bylaws 	<ol style="list-style-type: none"> 1. Marketing Strategy 2. Trail Development 3. Service Commercial Core 4. Fibre Infrastructure 5. Innovative Lot Sale Options
COMMITMENT	Development of municipally-owned open access broadband network.	Continued development of County-owned industrial and commercially-zoned lands.	Fulfill vision of Nordegg Development Plan.
OUTCOME	Best rural Internet system in Alberta, with majority of County population connected to internet via fibre or fibre-connected towers	More industrial and commercial land availability, to conserve agricultural land and minimize development conflicts.	Alberta’s newest and fastest growing mountain resort community.

STRATEGIC DIRECTION

INTERMUNICIPAL COLLABORATION 	INNOVATIVE HOUSING 	ADVOCACY 
“We will pursue deeper and more meaningful collaboration to achieve efficiency and economic development.”	“We will be development ready, in order to attract new population growth.”	“We will advocate for keeping our community safe, healthy, connected, along with encouraging tourism.”
<ol style="list-style-type: none"> 1. Build Municipal Relationships 2. Refine and Grow Regional Services 3. Explore New Opportunities <ul style="list-style-type: none"> - Broadband - Economic Development - Asset Management 	<ol style="list-style-type: none"> 1. ASP’s for Hamlets 2. Land Gaps Analysis 3. Align Tax Structure/ Policies & Bylaws 4. Efficient Development Process 	<ol style="list-style-type: none"> 1. Advocacy Plan (Broadband & Crime Reduction) 2. Committee Participation <ul style="list-style-type: none"> - Hospital - Phycian Recruitment 3. Rural Municipalities of Alberta (RMA) and Participation at Federation of Canadian Municipalities (FMC) 4. Howse Pass
Review of tri-municipality Stronger Together agreement.	Best practices research to inspire innovative housing solutions for new and existing demographics (i.e. agrihoods, tiny houses)	Advocacy strategies aligned to enhance social and community development.
Stronger regional community through governance efficiencies.	Clearwater County’s population resurges due to increased housing options/ availability.	Healthy community.

CONCLUSION

This strategic plan provides a direction and purpose for Clearwater County, over the next four years and beyond. This plan was developed by Council members, in consultation with senior County administration, and 13 Ways Inc. to continue to build a strong and healthy community, and to position Clearwater County for success.

It is important to note that the political and economic reality of the region is always changing, and some of these changes are beyond the control of this Council. Likewise, as administration works to implement Council's strategic direction, the priorities outlined in this document will change as well. As with any plan, it is essential that Council and administration review and update this document at regular intervals to ensure that the plan reflects the current needs, priorities, and environment of Clearwater County.

COUNTY COUNCIL

YOUR MEMBERS OF COUNTY COUNCIL ARE:

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WE BUILD

OPPORTUNITIES

Council aims to build a strong community where opportunity for growth and sustainability are paved for generations to come.

CREATION CREDITS

Professional consultation for this strategic plan was provided by:
External Advisors, 13 Ways Inc.



FURTHER INFORMATION

**IF YOU HAVE ANY COMMENTS ABOUT THIS DOCUMENT
OR WOULD LIKE TO LEARN MORE ABOUT THE
STRATEGIC PLANNING PROCESS AND YOUR ROLE IN
HELPING TO REALIZE THE GOALS,
PLEASE CONTACT THE COUNTY OFFICE AT 403-845-4444.**