

# STRATEGIC PLAN

2015 - 2018



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# Table of Contents

- REEVE’S MESSAGE ..... 3**
  - ACCOMPLISHMENTS FROM 2012 – 2014 STRATEGIC PLAN..... 3
- PLAN BACKGROUND.....6**
- ROLES AND RESPONSIBILITIES..... 12**
- VISION, VALUES AND THEMES ..... 14**
  - VISION ..... 15
  - MISSION..... 15
  - CORE VALUES ..... 15
- THEME ONE: MANAGING OUR GROWTH..... 17**
  - OBJECTIVE 1.1** PLAN FOR A WELL DESIGNED AND BUILT COMMUNITY..... 18
  - OBJECTIVE 1.2** BUILD A SENSE OF COMMUNITY THROUGH AN ENGAGING RANGE OF FACILITIES AND SHARED OPEN SPACES. .... 20
  - OBJECTIVE 1.3** GENERATE AN INNOVATIVE LOCAL ECONOMY..... 21
  - OBJECTIVE 1.4** VALUE AND PROTECT THE NATURAL ENVIRONMENT FOR FUTURE GENERATIONS. .... 23
  - OBJECTIVE 1.5** SUPPORT A TRANSPORTATION NETWORK THAT CONNECTS AND MOVES RESIDENTS AND INDUSTRY..... 25
- THEME TWO: WELL GOVERNED AND LEADING ORGANIZATION..... 26**
  - OBJECTIVE 2.1** BUILD COMMUNITY CONFIDENCE THROUGH SOCIALLY RESPONSIBLE GOVERNANCE . .... 27
  - OBJECTIVE 2.2** PROVIDE SERVICE LEVELS THAT BALANCE THE COMMUNITY NEEDS WITH ORGANIZATIONAL CAPACITY. .... 28
  - OBJECTIVE 2.3** FACILITATE COMMUNITY ENGAGEMENT IN PLANNING AND DECISION-MAKING. .... 29
  - OBJECTIVE 2.4** INVEST IN, AND SUPPORT, A SKILLED, MOTIVATED AND PERFORMING WORKFORCE. .... 30
  - OBJECTIVE 2.5** ADVOCATE IN THE BEST INTERESTS OF OUR COMMUNITY AND REGION..... 31
  - OBJECTIVE 2.6** ENSURE TIMELY COMPLIANCE WITH STATUTORY AND REGULATORY OBLIGATIONS. .... 33
  - OBJECTIVE 2.7** DEVELOP A REGIONAL ECONOMIC DEVELOPMENT PLAN..... 34
- THEME THREE: COMMUNITY WELL-BEING ..... 35**
  - OBJECTIVE 3.1** SUSTAIN THE RECREATION, CULTURAL AND QUALITY OF LIFE NEEDS OF THE COMMUNITY. .... 36
  - OBJECTIVE 3.2** CREATE A SAFER COMMUNITY THROUGH BUILDING A SENSE OF BELONGING AND COMMUNITY PRIDE. .... 38
  - OBJECTIVE 3.3** ENSURE OUR ESTABLISHED AND NEW COMMUNITIES ARE WELL CONNECTED AND SUPPORTED..... 39
  - OBJECTIVE 3.4** ADVOCATE FOR A DEPENDABLE, MODERN AND ACCESSIBLE HEALTH SERVICES. .... 40
- MOVING AHEAD ..... 41**

## Reeve's Message

Through the adoption of this Strategic Plan, Clearwater County Council articulates its future vision for the community. The Plan identifies priorities, and the goals and strategies needed in order to carry out and achieve this vision.

This Plan is a core document of Council's governance, and impacts the development of both annual budgets and work plans. The Plan is intended to be balanced, taking into consideration the current and future needs of the community as a whole, while also addressing increasing service level expectations.

In 2014, Council revisited the Strategic Plan adopted in 2012, to ensure that the document best reflects where we, as a community, are today and where Council sees this community going in the future. Council's review, coupled with the input from the numerous volunteer and management boards and committees of Council, have formed the basis for many of the goals and strategies reflected within this document.

This Plan reflects a partnership between Council, as the elected and governing body, and Council's Administration, which exists to carry out the policies and programs approved by Council.

### Accomplishments from 2012 – 2014 Strategic Plan

Over the past decade, the key areas of focus for Council's strategic plan have evolved, yet many of the priorities, such as the need for good governance, infrastructure maintenance as well as continued development in the region, remain the same.

#### Governance

In 2013, Councils of the Town of Rocky Mountain House, the Village of Caroline and Clearwater County joined together to develop a framework for collaboration titled *Stronger Together*. The intention of this collaboration agreement is to create opportunities for new partnerships for the provision of municipal programs and services, to enhance existing partnerships and to resolve matters of mutual interest. The Intermunicipal Collaboration Committee (ICC) was developed and discussed partnerships opportunities including: water and wastewater; development; revenue sharing agreements; regional capital infrastructure planning; and, the development of a regional economic development plan.

Residents and businesses received enhanced online communications delivered through the website along with the addition of social media pages (Facebook and Twitter). Council and staff also hosted 10 open house meetings (7 divisional meetings, 2 general meetings and 1 industry meeting). Due to limited availability of high speed internet in some areas of the County, in 2013 Council implemented a *County Highlights* quarterly newsletter addressed and mailed to all property owners who live in the County.

### Quality of Life

In 2014, Clearwater County provided 50% funding for arena renovations in Rocky Mountain House (\$3 million) and committed to \$3.8 million in 2015. The County also funded 60% for the arena expansion project – the HUB – in the Village of Caroline (\$880,000.00), as well as funded the expansion of the South East Rec Grounds and concession building (\$1 million).

With the work of the Physician Attraction and Retention Committee, the Rocky Mountain House medical clinic was able to offer additional walk-in clinic hours, and the Village of Caroline medical clinic was opened.

Over the course of the three years, the Community Peace Officer program was expanded from two officers in 2012, to a five officer compliment by the end of 2014.

In 2014, the Town of Rocky Mountain House and the Summer Village of Burnstick Lake joined the County and Village of Caroline as partners in the Clearwater Regional Emergency Management Agency (CREMA).

### Development

In 2012-2013, Council completed the Reeve's Economic Summit which through working groups studied future economic opportunities and directions for oil & gas, tourism, agriculture and forestry.

The Nordegg development plan continued to unfold, with the development of residential lots in the historic townsite of Nordegg and cottage and residential lots in the north Nordegg subdivision. Work also continued on the water and wastewater systems, in preparation for future residential and commercial growth. In 2014, the County completed a wastewater feasibility study for the hamlet of Withrow.

## Infrastructure

The County's planned paving and gravelling programs were successfully completed in all three years. All asphalt roads will be at a 90% ban free structure by the end of 2015, with Council's direction to eventually move all existing paved roads to ban free structure, as they are overlaid, as part of the regular maintenance schedule.

In 2013, Clearwater County funded a \$2.2 million upgrade at the Town of Rocky Mountain House wastewater facility, in order to accommodate the concentrated residential, commercial and industrial septage waste produced by residences and businesses in the County.

By the end of 2014, the County had secured a 80 year gravel supply, based on current usage.

## Human Resource Development

In 2013, the County hired a Human Resources Manager to support recruitment and retention and to improve HR policies, practices and succession planning.

## Plan Background

Clearwater County is a large rural municipality located in central Alberta, along the south eastern slopes of the Rocky Mountains. With a large area (1,800,000 hectares) and a population of 12,278 (2011 census), the County is home to five hamlets as well as agriculture, oil and gas, forestry, sand and gravel and tourism industries.

The Town of Rocky Mountain House, the Village of Caroline are major service centers for County residents providing access to health, school, cultural and recreation facilities. In 2013, the *Stronger Together* agreement was developed by all three Councils and is an inter-municipal collaboration initiative intended to create opportunities for new partnerships for the provision of municipal programs and services, to enhance existing partnerships and to resolve matters of mutual interest.

The Hamlet of Nordegg is the major service centre for the West Country, and provides a hub for tourism, recreation and leisure activities.

Council's 2015 – 2018 Strategic Plan sets out Council's vision for what the community will look like in the future, in terms of economy, services and infrastructure as well as the values, priorities and direction. The resulting actions of the strategic plan are intended to move the County further towards that vision.

### *Plan Considerations*

#### Infrastructure Considerations

Municipalities in Alberta have accepted responsibility for a range of services previously provided by the Provincial Government since “downloading” began in the mid-1980s.

- While provincial grants and funding has declined in the past number of years, starting in 2013 the Provincial Government's funding of water, wastewater, bridges and resource road grant programs was “zero funded”. While these grant programs are listed in the Provincial budget, these programs have not been allocated any funds, meaning that the financial responsibility for capital improvements has shifted to the local tax base.<sup>1</sup>
- Aging infrastructure coupled with decreasing provincial funding and competition for Federal grants means that in recent years many projects have been delayed. Of particular concern is the status of local bridges and wastewater infrastructure.
  - The 0% funding of the “local bridge program” by the Province has increased the “infrastructure deficit” associated with the 175 bridge structures or bridge size

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<sup>1</sup> Municipal Spending in Alberta: A Re-examination

culverts that the County manages. This cost is currently estimated at more than \$90/M. The majority of these bridges and culverts are more than 50 years old, which means they may have less than 10 years of the life cycle remaining.

- Although the population is forecasted to continue to grow in Alberta, the Province has not kept up with adequate infrastructure maintenance funding, let alone infrastructure funding for the future growth that is anticipated.
- Urban municipalities are experiencing similar financial and operational pressures and are attempting to shift some of those costs to rural municipalities.
  - In 2014, the Alberta Association of Municipal Districts and Counties (AAMDC) released a report titled *Apples to Apples*, to determine if current taxation systems can support the long-term financial viability of rural municipalities in the province. The report was in response to the Alberta Urban Municipalities Association (AUMA)'s resolution proposing that the Provincial Government pool linear taxation revenues.
  - As close to 60% of Clearwater County's annual revenues are associated with linear assessments, any redistribution of these revenues on a Provincial basis will mean a significant loss of tax revenue for the County.

The County's road networks serve both residential, commercial, agricultural and industrial users.

- Road maintenance comprises roughly 10% of the annual operating budget, while road and bridge upgrades account for approximately 76% of the capital budget.
- Clearwater County repairs and maintains nearly 2250 kilometers of road, of which approximately 350 kilometers are paved.
- Council continues to see increased expectations regarding the quality of surfaced and gravel roads and the management of dust.

### Operations Considerations

Changes in Provincial and Federal legislation considerably impact operational and capital budgets.

- Environmental legislation changes have and will continue to impact planning and development requirements both privately and for governments, resulting in increased operational costs.
- The North Saskatchewan Regional Advisory Committee (RAC) is a Provincial Government Committee organized in 2014 to study the effects of various land uses in the North Saskatchewan Watershed. The RAC's report on its study is anticipated in 2015 and it is anticipated that many of the recommendations, if accepted, will impact the County's responsibilities relating to land use planning and may require additional planning

processes and/or compliance requirements. These changes may also effect the County's operational and capital budgets.

- Upgrades of existing water and wastewater infrastructure and training are required.
  - Changes in provincial and federal waste water regulations will require investment in County wastewater systems in Condor and Leslieville. Further, it is anticipated that these regulations may impact existing private systems in Withrow and Alhambra which may require the development of municipal collection and treatment systems.
- Long range road development strategies are affected by changing Provincial transportation policies (i.e. permitting, overweight permits).

Competition with industry for equipment, contractors and staff significantly impacts costs.

- There are additional costs associated with attraction and retention of staff related to a retiring workforce.
- Citizen expectations for instant and comprehensive information continues to increase.
  - The development of a County website and social media pages (Facebook and Twitter) has increased information availability, however some residents are disadvantaged in accessing this information due to internet availability.
- Due to the County's vast geographic area, residents and businesses associate with urban centres, (i.e. Rocky Mountain House, Caroline, Rimbey, Sundre) which creates multiple target audiences regarding the various initiatives of Council and its staff.
  - Communication with the citizenry and business community is increasingly difficult with no one communication method (e.g. website, newspaper, community hall meeting) meeting everyone's needs.

### Quality of Life Considerations

Competing expectations from residents are becoming increasingly evident and have resulted in these issues creating conflicting expectations within the community.

- Changing community dynamic in terms of increasing expectations (i.e. road maintenance, snow removal, dust control, animal control and enforcement) impacting program delivery and development.
  - Please see Clearwater County Code at [clearwatercounty.ca](http://clearwatercounty.ca)
- Seniors are staying in their homes longer, or "aging in place" and the aging population is resulting in increased infrastructure and service demands.
  - Increasing need for seniors housing, transportation and emergency services.
  - Decrease in volunteers that support fire services and recreational programming.



- The lack of availability of housing (rentals) in the region impacts residents, business and staff.
- The recruitment of health care professionals continues to be a challenge.
  - There is an immediate need for a new hospital in Rocky Mountain House, and other health services that support residents of Clearwater County and West Central Alberta area.
- Emergency Medical Services (ambulance) services, which are provided by or through Alberta Health Services, have decreased in recent years which has increased the number of calls responded to by the regional fire department members.

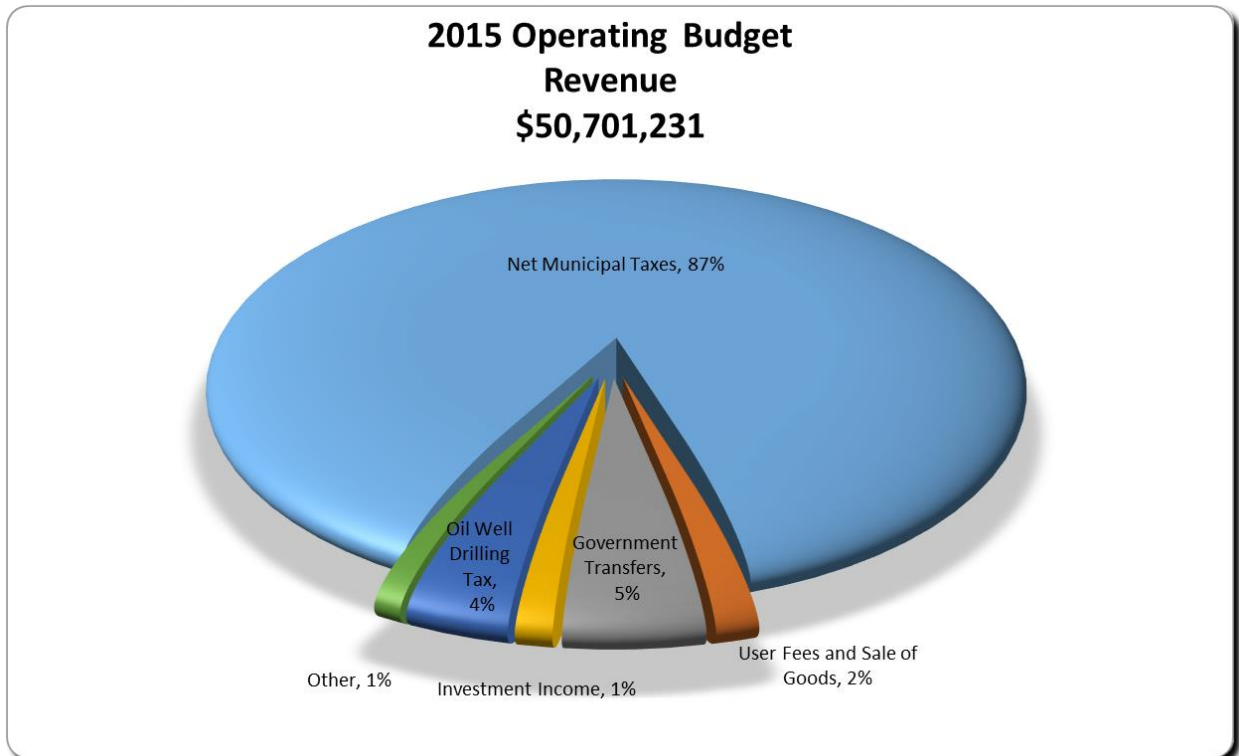
### Development Considerations

The lack of designated or developed industrial and commercial lands impacts the potential for expansion of existing businesses and location of new businesses to the area.

- The lack of industrial land also contributes to conflict between industrial, residential and agricultural landowners as the need for industrial land is being addressed through other provisions within the Municipal Development Plan or Land Use Bylaw.

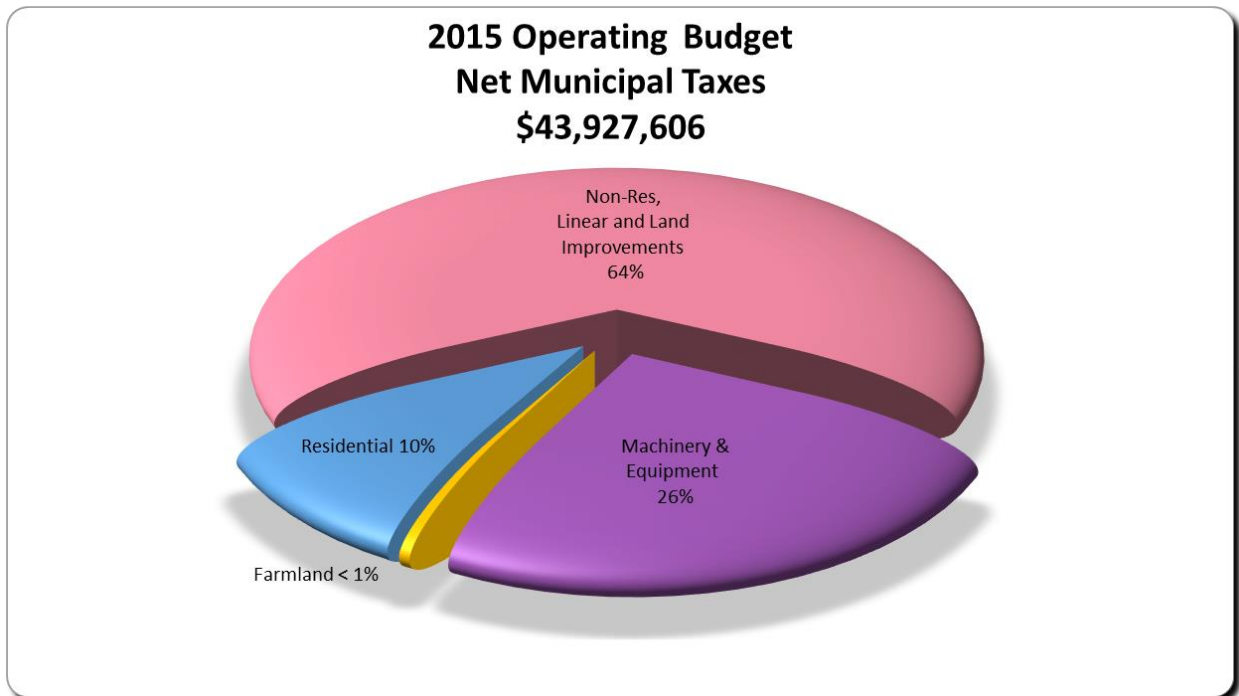
## Municipal Revenues

To understand Council's strategic planning considerations, it is also important to note the municipality's existing revenue sources. Clearwater County collects revenue in the means of municipal taxes, fees and government grants and transfers. Below is a snapshot of the County's 2015 operating budget revenue and categories.

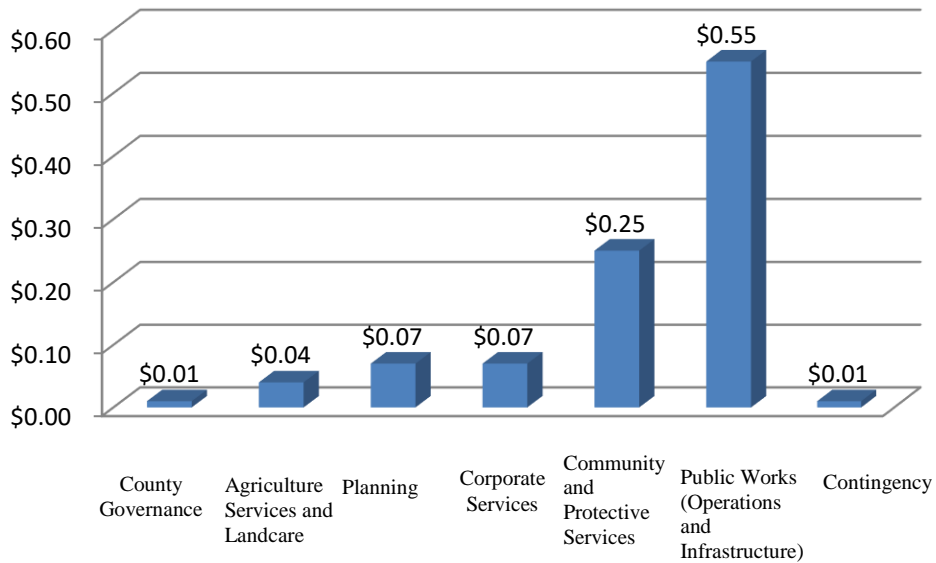


Provincial and federal grant dollars have tapered off over the years, with municipal taxes now making up the bulk of the municipality's revenue. Non-residential and machinery and equipment categories (i.e. industry) makes up close to 90% of the County's total revenue.

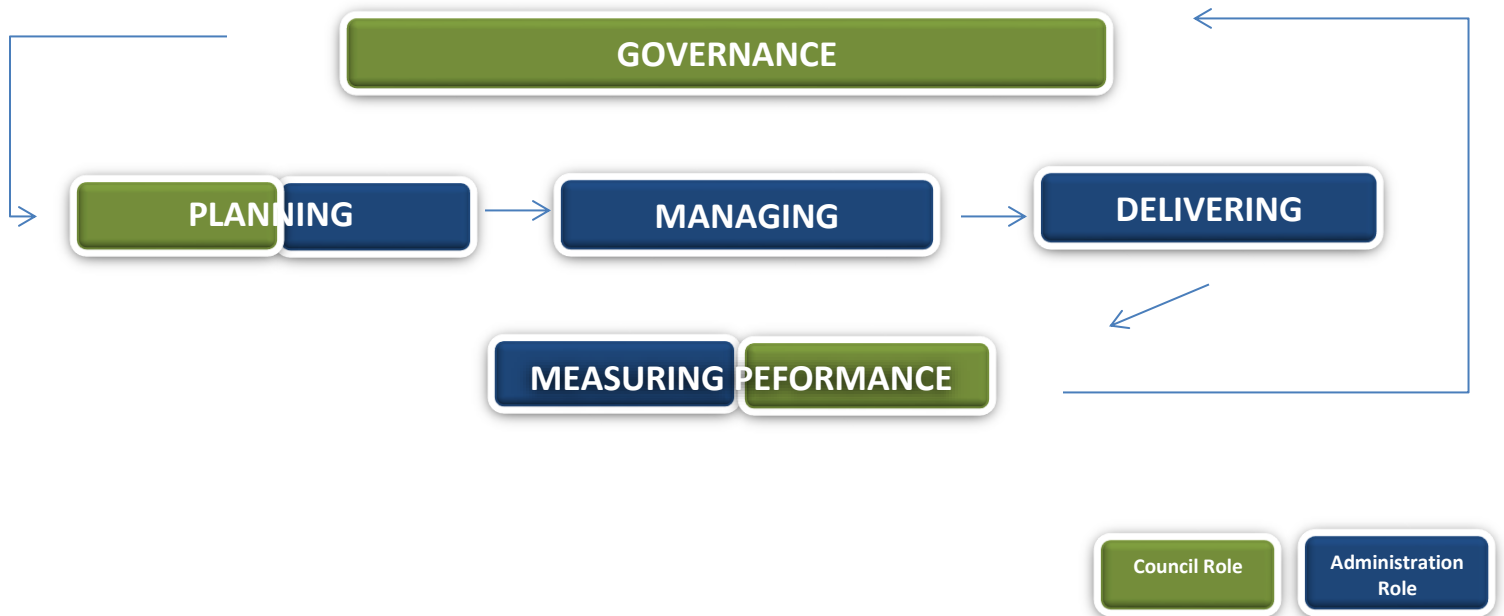
## Municipal Component Revenue and Percentage (2015)



The diagram below provides a snapshot of how \$1 of revenue is allocated (based on the 2014 operating and capital budgets which totaled \$53,166,946.00).



## Roles and Responsibilities



### *Council's Role*

Clearwater County Council must make important decisions regarding service delivery and service levels on behalf of the municipality in order to balance the needs and wants of County residents in a financially responsible manner.

By implementing the strategic plan, Council will:

- Articulate a long term vision for the County;
- Establish medium (3-5 year) and short term (1-2 year) goals;
- Establish a context for Council's plans in relation to its views on community sustainability, community development, and Council's understanding of the needs and expectations of its citizenry, business and industry;
- Define Council's "best practices" relating to community participation and citizen engagement; and,
- Identify strategies or processes by which Council will review programs or service performance in relation to Council's goals and priorities.

## ***Administration's Role***

Clearwater County Administration must understand and, to an extent predict, program demands and to advise Council of changes and challenges to ensure sufficient capacity to deliver municipal services as established by Council.

By implementing the strategic plan, Administration will:

- Implement and maintain service level/standards as set out by Council.
- Develop and maintain supporting plans and budgets that reflect the strategic plan.
- Provide Council the necessary information to meet their role and responsibilities set out in the Municipal Government Act and the strategic plan.

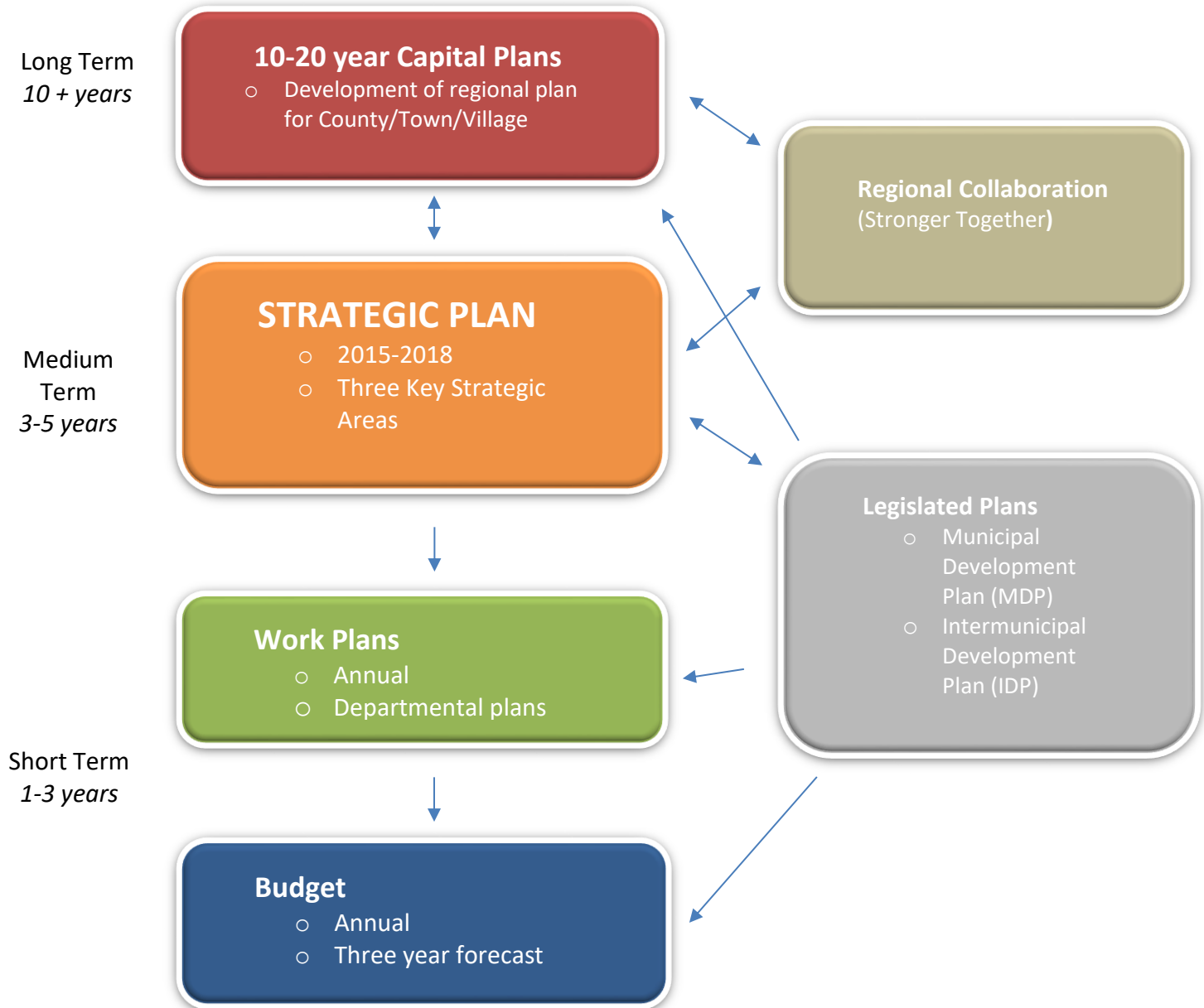
## ***Strategic Planning Process***

A strategic plan provides a glimpse of what the municipality's future will look like, and ensures that through its implementation that the County can achieve the objectives set out in the plan.

Along with their regular civic engagements and interactions with residents and industry, Council relies on the feedback of approximately 50 boards and committees to help shape its community vision and to provide advice in terms of delivery of programs and services. Council also looks to engage its citizenry through open house meetings, as well as by providing opportunity for input into its strategic plan (May/June 2015).

Council undertakes an informal review of its strategic plan annually, and completes a formal review or revised plan every four years. In 2014, Council reviewed and significantly revised the County's vision, mission and values, as well as the areas of strategic focus.

## Plan Timeframe



# Vision, Values and Themes

## Vision

Clearwater County will be the most desired place to live, work and play in Alberta.

## Mission

Clearwater County, through innovation and leadership, will provide high quality local government services. We will be a balanced, well-planned, safe, environmentally responsible and vibrant municipality.

## Core Values

Clearwater County has four values that underlie the development of this strategic plan.

<b>Integrity</b>
<ul style="list-style-type: none"><li>○ County business will be conducted in an open, honest and respectful manner.</li></ul>
<ul style="list-style-type: none"><li>○ A high degree of integrity and approachability is expected of all County officials and staff.</li></ul>
<ul style="list-style-type: none"><li>○ All County officials and staff are accountable for their actions and decisions.</li></ul>
<ul style="list-style-type: none"><li>○ Councillors are accountable to the electors, and staff is accountable through the Chief Administrative Officer to Council.</li></ul>
<ul style="list-style-type: none"><li>○ All decisions are expected to be made in the best long term interests of the municipality as a whole.</li></ul>
<b>Community</b>
<ul style="list-style-type: none"><li>○ Volunteerism and recognition for long term commitments to the Clearwater County area are essential.</li></ul>
<ul style="list-style-type: none"><li>○ Engaging citizens and businesses at various levels is important.</li></ul>
<ul style="list-style-type: none"><li>○ Residents should be informed and educated with regards to philosophies within the Clearwater County Code.</li></ul>
<b>Collaboration</b>
<ul style="list-style-type: none"><li>○ Collaboration and relationship building are key to a sustainable community.</li></ul>
<ul style="list-style-type: none"><li>○ The County recognizes and supports the Town of Rocky Mountain House, the Village of Caroline and the Summer Village of Burnstick Lake as independent local governments and will strive for regional collaboration that benefits the community as a whole.</li></ul>
<ul style="list-style-type: none"><li>○ The County recognizes the three First Nations governments (Sunchild, O’Chiese and Bighorn) and the importance of fostering ongoing relationships.</li></ul>
<b>Sustainability</b>
<ul style="list-style-type: none"><li>○ The financial well-being of the County is of principal importance, and will be monitored and protected.</li></ul>
<ul style="list-style-type: none"><li>○ A high regard will be paid to environmental education and stewardship.</li></ul>

Several themes emerged that directed the overall direction of the 2015-2018 Strategic Plan. Council articulated these directions in three themes:

### **Managing our Growth**

In order to manage current and projected growth and to respond to the various trends, impacts and demands, a balanced strategic approach to growth is needed. Growth includes several functional areas within the County including infrastructure, economic development, and planning.

### **A Well Governed and Leading Organization**

In order to support Council's relationship with its residents, neighboring municipal councils, federal and provincial officials and key stakeholders communication and collaboration are essential. Council's governance involves decision making relating to policy development, long and short term planning, and service and program evaluation.

### **Community Wellbeing**

In order to develop and maintain programs that enhance the quality of life and encourage an active, safe and healthy community, continuous evaluation of service levels and community need is key. Advocacy for health related services is also important.



# Theme One: Managing our Growth

**Strategic Outcome: A clear vision to develop a sustainable and connected community.**

<b>Priority Area</b>	<b>Objective</b>
Planning	1.1 Plan for a well designed and built community.
Assets	1.2 Build a sense of community through an engaging range of facilities and shared open spaces.
Local Economy	1.3 Generate an innovative local economy that stimulates opportunities for investment, business and training.
Natural Environment	1.4 Value and protect the natural environment for future generations.
Transportation	1.5 Support a transportation network that connects and moves residents and industry.

## Objective 1.1 Plan for a well designed and built community.

<u>#</u>	<u>Strategies</u>
1.1.1	Ensure appropriate land use planning for public infrastructure, rural subdivisions, hamlets and commercial and industrial lands.
1.1.2	Prepare statutory plans and design guidelines that supports the creation of sustainable residential, commercial and industrial development while balancing the need for protection of agricultural lands and environmentally significant areas.
1.1.3	Develop planning guidelines and collaborate with the Town of Rocky Mountain House and Village of Caroline to encourage economic growth.
1.1.4	Partner with stakeholders to help sustain the natural beauty and environmental attributes through conservation, protection and enhancement.

## Objective 1.1

## Plan for a well designed and built community.

Supporting Plans	Service Delivery
<ul style="list-style-type: none"> <li>• Municipal Development Plan (2016)</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and Development                             <ul style="list-style-type: none"> <li>○ Permits</li> <li>○ Appeals</li> <li>○ Subdivision Process</li> <li>○ Re-Zoning</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Intermunicipal Development Plan - Rocky Mountain House (2015)</li> <li>• Area Structure Plans (ASP)</li> </ul>	
<ul style="list-style-type: none"> <li>• Transportation Plan (2015)</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure: roads; bridges; culverts                             <ul style="list-style-type: none"> <li>○ Maintenance and upgrade of paved roads, gravel roads and bridges</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Maintenance Plan (2015)</li> </ul>	
<ul style="list-style-type: none"> <li>• Environmental Stewardship Plan (by 2018)</li> </ul>	<ul style="list-style-type: none"> <li>• Hamlets maintenance – Alhambra, Condor, Leslieville, Withrow and Nordegg                             <ul style="list-style-type: none"> <li>○ Nordegg Design Plan and development</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Water/Wastewater Plan (2015)</li> </ul>	
<ul style="list-style-type: none"> <li>• Regional Economic Development Strategy (2015)</li> </ul>	<ul style="list-style-type: none"> <li>• Intermunicipal Collaboration Committee                             <ul style="list-style-type: none"> <li>○ Regional Economic Development programs</li> <li>○ Future (partnered) development</li> <li>○ Revenue sharing agreements</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Nordegg Development Plan &amp; Design Guidelines</li> </ul>	
Provincial Policy	
<ul style="list-style-type: none"> <li>• Municipal Government Act (MGA)</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with Town of RMH on operation of Town Wastewater facility</li> </ul>
<ul style="list-style-type: none"> <li>• North Saskatchewan Regional Advisory Committee (RAC) Regional Plan</li> </ul>	
<ul style="list-style-type: none"> <li>• Water Act – Alberta’s Wetland Policy</li> </ul>	

## Objective 1.2

Build a sense of community through an engaging range of facilities and shared open spaces.

- | #     | Strategies  |
|-------|---|
| 1.2.1 | Prepare comprehensive feasibility studies, management plans and infrastructure plans to ensure the future provision of assets are in line with community needs, and, organizational capacity to deliver and manage.                                     |
| 1.2.2 | Collaborate with the Town of Rocky Mountain House and Village of Caroline in the delivery of recreational, cultural, leisure and education services that support or enhance the sense of community (i.e. Caroline Community HUB, SE Rec Grounds, RABC). |
| 1.2.3 | Respond to asset needs through capital works programs, planning, design, marketing, operation and maintenance of activity centres and community hubs aligned to meet Council's strategic goals and objectives.  |
| 1.2.4 | Support community hall and community outdoor areas' sustainability with administrative assistance for grant applications and provision of capital grants for community halls, as a funder of last resort.   |

Supporting Plans
<ul style="list-style-type: none"> <li>• RMH Recreation Master Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Regional 10 Year Capital Plan (Town, Village and County)</li> </ul>
<ul style="list-style-type: none"> <li>• Caroline Athletic and Agriculture Society Service Level Review (Date TBD)</li> </ul>
<ul style="list-style-type: none"> <li>• North Saskatchewan River Park plan &amp; operational review (2016)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Recreation Services</li> </ul>
<ul style="list-style-type: none"> <li>• David Thompson (DT) Rec Board programs</li> </ul>
<ul style="list-style-type: none"> <li>• Capital Grants for Community Halls</li> </ul>
<ul style="list-style-type: none"> <li>• Regional Infrastructure Plan</li> </ul>
<ul style="list-style-type: none"> <li>• North Saskatchewan River Park (NSRP) agreement</li> </ul>

## Objective 1.3

Generate an innovative local economy that stimulates opportunities for investment and commercial and industrial expansion.

<u>No.</u>	<u>Strategies</u>
1.3.1	Collaborate with the Town of Rocky Mountain House to identify growth areas adjacent to the Town with the intent of addressing the lack of serviced residential, commercial and industrial properties.
1.3.2	Collaborate with the Village of Caroline to identify growth areas within or adjacent to the Village with the intent of addressing the lack of serviced residential, commercial and industrial properties.
1.3.3	Advance the findings of the Reeves Economic Summit by partnering with local Chambers of Commerce, businesses or other stakeholders to initiate or support marketing programs that will generate economic activity.
1.3.4	Initiate programs, which may include installation of communication towers and/or fiber optic cable, to support “Final Mile” connectivity for residents, business, and industry within Clearwater County.
1.3.5	Monitor current and projected growth of businesses and population, and, to respond to the various trends, impacts and demands affecting land development or the economy within Clearwater County.
1.3.6	Develop and market the community of Nordegg, as financial resources permit and in accordance with the Nordegg Development Plan and Design Guidelines.

### Objective 1.3

Generate an innovative local economy that stimulates opportunities for investment and commercial and industrial expansion.

#### Supporting Plans

- Reeves Economic Summit Studies (2013)
- Regional Economic Development Plan (2015)
- Clearwater “Final Mile” Internet studies (2015)
- IDP Review - Town

#### Service Delivery Activities

- Tourist Information Centre Grant
- Membership Central Alberta Economic Partnership
- Agricultural Services and Landcare extension programs
- Community Futures board membership
- Rural Alberta Business Centre (RABC) support
- On Farm Demonstration and Research

## Objective 1.4 Value and protect the natural environment for future generations.

<u>No.</u>	<u>Strategies</u>
1.4.1	Pursue innovative and environmentally sensitive design and construction of County assets.
1.4.2	Cost effective waste management through reduction, reuse and recycling of waste products.
1.4.3	Educate local and broader community of value of our natural environment and the benefits of adopting sustainable practices in their daily lives.
1.4.4	Support the development and provision of innovative and environmentally sensitive programs or services for landowners, agricultural producers, and, business and industry.
1.4.5	Engage agricultural and acreage landowners to improve land stewardship practices in order to continue to enhance environmental sustainability within Clearwater County.
1.4.6	Support the activities and programs of the Agricultural Services Board (ASB) and Clear Water Landcare board as administered and implemented by the Agricultural Services and Landcare department particularly with respect to weed and pest control, riparian and wetland management, and land stewardship.
1.4.7	Continue to monitor the impacts of recreational uses within the West County and advocate for programs that support the sustainability of public lands/eastern slopes areas.
1.4.8	Continue to encourage Alberta Environment and Parks and Alberta Agriculture and Forestry to develop trail and recreation areas to reduce the levels of random recreation and environmental damage occurring within the West Country.

## Objective 1.4

Value and protect the natural environment for future generations.

Supporting Plans	Service Delivery Activities
<ul style="list-style-type: none"><li>• North Saskatchewan Regional Advisory Committee (RAC) Regional Plan (draft pending)</li></ul>	<ul style="list-style-type: none"><li>• Sasquatch and Partners program</li></ul>
<ul style="list-style-type: none"><li>• Federal and provincial legislation (i.e. wetlands policy and water act)</li></ul>	<ul style="list-style-type: none"><li>• Bighorn Backcountry Standing Committee</li></ul>
	<ul style="list-style-type: none"><li>• Weed Extension Programs</li></ul>
	<ul style="list-style-type: none"><li>• Clearwater Land Care</li></ul>
	<ul style="list-style-type: none"><li>• Custom Spraying</li></ul>
	<ul style="list-style-type: none"><li>• Membership Rocky Regional Waste Authority</li></ul>
	<ul style="list-style-type: none"><li>• Partnerships:<ul style="list-style-type: none"><li>○ Parkland Airshed Management Zone (PAMZ)</li><li>○ Red Deer Watershed</li><li>○ North Sask Watershed</li><li>○ Red Deer Municipal Users Group</li></ul></li></ul>
	<ul style="list-style-type: none"><li>• South East Slopes Taskforce Member</li></ul>
	<ul style="list-style-type: none"><li>• Support Clearwater Trails Initiative</li></ul>



## Objective 1.5

Support a transportation network that connects and moves residents and industry.

#	Strategies
1.5.1	Asphalt overlay will be scheduled at an average rate of 23 kilometers per year (15 year cycle).
1.5.2	Existing surfaced roads will be overlaid to achieve a 90% ban free standard by 2017.
1.5.3	No new road surfaces will be paved, unless additional funding resources become available (i.e. Provincial Resource Road funding, Federal Building Canada Fund or other partners). All new paved roads will be built to a 100% ban free structure.
1.5.4	Bridge repair or replacement scheduled at an average of 2-3 bridges per year (50-60 year cycle).
1.5.6	Own, or have access to, strategically located aggregate supply with minimum 100 year gravel supply by 2018.

Supporting Plans
<ul style="list-style-type: none"> <li>• Bridge Inventory/Replacement (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• 15 year Paved Road forecast</li> </ul>
<ul style="list-style-type: none"> <li>• Gravel Exploration Program and Pit Management Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Federal and provincial legislation (i.e. Wetlands Policy, Fisheries Act, Navigation Protection Act, Migratory Birds Convention Act, Species at Risk Act)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Paved road maintenance program</li> </ul>
<ul style="list-style-type: none"> <li>• Bridge maintenance program</li> </ul>
<ul style="list-style-type: none"> <li>• Gravel road maintenance program</li> </ul>
<ul style="list-style-type: none"> <li>• Dust control program</li> </ul>

## Theme Two: Well Governed and Leading Organization

Strategic Outcome: **Operating with innovation, transparency, accountability and sustainability.**

Priority Area	Objective
Strategic Management	2.1. Build community trust through socially responsible governance for long term sustainability.
Service Levels	2.2. Provide levels of service that balance community needs with organizational capacity.
Engagement	2.3. Facilitate community engagement in planning and decision making.
Workforce	2.4. Invest in, and support, a skilled, motivated and performing workforce.
Advocacy	2.5. Advocate in the best interests of our community and region.
Compliance	2.6. Ensure timely compliance with statutory and regulatory obligations.
Growth	2.7. Development of a regional economic development plan.

## Objective 2.1

Build community confidence through socially responsible governance for long term sustainability.

#	<u>Strategies</u>
2.1.1	Proactive policy development and evaluation of municipal programs and services.
2.1.2	Fiscal management and reserve management strategy.
2.1.3	Complete an inventory of all County assets and liabilities, developing an operational plan to manage these resources, and assessing the value and need of all land holdings.

Supporting Plans
<ul style="list-style-type: none"><li>• Reserve Capital Plan</li></ul>
<ul style="list-style-type: none"><li>• Tangible Capital Asset Plan</li></ul>
<ul style="list-style-type: none"><li>• Business Continuity Plan (2015/16)</li></ul>
<ul style="list-style-type: none"><li>• 10 Year Regional Infrastructure Plan County/Town/Village (2015)</li></ul>

Service Delivery Activities
<ul style="list-style-type: none"><li>• Asset Management Plans (e.g. Fire Equipment, Paved Road)</li></ul>
<ul style="list-style-type: none"><li>• Reserve Investment strategy</li></ul>
<ul style="list-style-type: none"><li>• Geographic Information System Program</li></ul>
<ul style="list-style-type: none"><li>• Risk Management Program (Jubilee Insurance requirement)</li></ul>

**Objective 2.2** Provide service levels that balance the community needs with organizational capacity.

- | <u>#</u> | <u>Strategies</u>  |
|----------|--|
| 2.2.1    | Undertake reviews to determine types and levels of service and assets provided by Council, aligned with community need, to evaluate service quality.   |
| 2.2.2    | Implement a strategic evidence based approach for the provision, management and maintenance of civic and community assets to ensure sustainable Council operations and equitable community access. |
| 2.2.3    | Provide facilities and services in an effective and cost-efficient manner through a range of public, private and not-for profit alliances.   |
| 2.2.4    | Engage with land developers in the design of open spaces and infrastructure that ensure the delivery of an accepted standard of asset.   |

Supporting Plans
<ul style="list-style-type: none"> <li>• Three Year Budget Forecast</li> </ul>
<ul style="list-style-type: none"> <li>• Asset Management Plans</li> </ul>
<ul style="list-style-type: none"> <li>• Recreation and Family and Community Support Services (FCSS) Agreements – Town of RMH and Village of Caroline</li> </ul>
<ul style="list-style-type: none"> <li>• Caroline Complex/HUB Agreement – Village, County, Caroline Ag. Society</li> </ul>
<ul style="list-style-type: none"> <li>• David Thompson Recreation Board Agreement</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Annual Budget</li> </ul>
<ul style="list-style-type: none"> <li>• Community Engagement Programs</li> </ul>
<ul style="list-style-type: none"> <li>• Council Appointments to Boards and Committees</li> </ul>
<ul style="list-style-type: none"> <li>• Planning Services</li> </ul>

## Objective 2.3 Facilitate community engagement in planning and decision-making.

#	<u>Strategies</u>
2.3.1	Inform and educate the community regarding Council’s key priorities, projects and programs.
2.3.2	Review the input received from various committees and boards, from industry and business stakeholders, and from County residents.
2.3.3	Participate on industry stakeholder groups (e.g. Sunde Petroleum Operators Group (SPOG), West Central Stakeholder, West Fraser, Weyerhaeuser) to remain aware of industry issues and concerns.

Supporting Plans
<ul style="list-style-type: none"> <li>• 2016 Budget Process Timetable</li> </ul>
<ul style="list-style-type: none"> <li>• Communications and Citizen Engagement Plan (2016)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Publish budget timeline on website</li> </ul>
<ul style="list-style-type: none"> <li>• 4 year Committee reporting schedule (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• <i>County Highlights</i> newsletter (4 times annually)</li> </ul>
<ul style="list-style-type: none"> <li>• Regular website and social media updates</li> </ul>
<ul style="list-style-type: none"> <li>• Annual open house meetings</li> </ul>

## Objective 2.4 Invest in, and support, a skilled, motivated and performing workforce.

#	Strategies
2.4.1	Develop the skills and knowledge of Councillors and Administration to grow capacity and organizational performance.
2.4.2	Through the leadership of Council and management, drive accountability of strategic and operational commitments.
2.4.3	Be an “employer of choice” and generate a culture of learning and development that attracts and retains quality employees and delivers recognition programs to support innovation and motivate high performance.
2.4.4	Empower and support our people to realize and achieve their potential through a talent management framework.
2.4.5	Develop feedback mechanisms for Employer to Employee as well as Employee to Employer.
2.4.6	Recognize and support the Health & Safety Committee comprised of membership from all departments and members of the Regional Waste and Regional Fire departments.

Supporting Plans
<ul style="list-style-type: none"> <li>External compensation study (every three years)</li> </ul>
<ul style="list-style-type: none"> <li>Health &amp; Safety Plan and Statement of Commitment</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>Health &amp; Safety Administrative program</li> </ul>
<ul style="list-style-type: none"> <li>Leadership development Program (2015)</li> </ul>
<ul style="list-style-type: none"> <li>Professional Development &amp; Training</li> </ul>
<ul style="list-style-type: none"> <li>Modified Work program(s)</li> </ul>
<ul style="list-style-type: none"> <li>Succession planning</li> </ul>

**Objective 2.5**

**Advocate in the best interests of our community and region.**

#	<u>Strategies</u>
2.5.1	Actively seek opportunities to enhance relationships with the Town of Rocky Mountain House and the Village of Caroline.
2.5.2	Foster partnerships and discuss issues of mutual concern with adjacent municipalities and First Nations communities. <ul style="list-style-type: none"><li>• Council will endeavor to meet at least once per term with the Councils of:<ul style="list-style-type: none"><li>○ Brazeau County</li><li>○ Wetaskiwin County</li><li>○ Ponoka County</li><li>○ Lacombe County</li><li>○ Red Deer County</li><li>○ Mountain View County</li><li>○ M.D. of Bighorn</li><li>○ Summer Village of Burnstick Lake</li></ul></li><li>• Council or the Reeve will endeavor to meet at least once per term with the Chief or Council of the Sunchild, O’Chiese and Bighorn First Nations.</li></ul>
2.5.3	The Reeve and Deputy Reeve will attend the Central Alberta Reeves and Mayors meetings to remain aware of regional urban and rural issues within central Alberta and to present Clearwater County’s perspectives or concerns on matter of regional or provincial significance. <ul style="list-style-type: none"><li>• Council supports Councilors’ affiliation on provincial committees such as Alberta Association of Municipal Districts and Counties (AAMDC), North Saskatchewan Watershed Alliance (NSWA) and North Saskatchewan Regional Advisory Committee (RAC).</li><li>• Council supports Administration’s affiliation on provincial committees, such as Alberta Rural Municipal Administrator’s Association (ARMAA), Alberta Municipal Supervisors Association (AMSA), and Association of Alberta Agricultural Fieldmen (AAAF).</li></ul>
2.5.4	Promote a collaborative regional services philosophy and enhance provision of regional services to the greatest extent possible. <ul style="list-style-type: none"><li>• Council will continue to support regional service delivery (e.g. recreation, fire, FCSS, Assessment Review Board) and will continue to investigate opportunities to develop further regional partnerships with the Town of Rocky Mountain House and the Village of Caroline or other municipal governments or</li></ul>

with the Wildrose School Division, adjacent municipalities (e.g. Red Deer County) or other non-government agencies (e.g. Rocky Rural Electrical Assoc.)

- 2.5.5 Foster and enhance relationships with local MLA and MPs to promote Clearwater County goals and objectives.
- 2.5.6 Meet, at least annually, with the two Members of Parliament for Wildrose and Wetaskiwin representing Clearwater County to discuss issues concerning federal legislation, programs or initiatives.
- 2.5.7 Meet, at least twice annually, with the Member of Legislative Assembly (Rimbey-Rocky Mountain House – Sundre) representing Clearwater County to discuss issues concerning provincial legislation, programs or initiatives.
- 2.5.8 Actively pursue opportunities to discuss with the Premier, Cabinet Members, and Deputy Ministers issues concerning provincial legislation, programs or initiatives.

Supporting Plans
<ul style="list-style-type: none"> <li>• Stronger Together Agreement</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• AAMDC events and conferences</li> </ul>
<ul style="list-style-type: none"> <li>• Central AAMDC events and conferences</li> </ul>
<ul style="list-style-type: none"> <li>• Central AB Mayor’s &amp; Reeves meetings</li> </ul>
<ul style="list-style-type: none"> <li>• Intermunicipal Collaboration Committee meetings</li> </ul>
<ul style="list-style-type: none"> <li>• Tri-Council meetings</li> </ul>
<ul style="list-style-type: none"> <li>• AUMA conferences</li> </ul>
<ul style="list-style-type: none"> <li>• FCM conferences</li> </ul>



## Objective 2.6 Ensure timely compliance with statutory and regulatory obligations.

#	Strategies
2.6.1	Monitor provincial and federal legislation and initiatives, to ensure Strategic Plan and policies remain current and relevant in relation to changes in Provincial or Federal policy or direction(s).
2.6.2	Ensure that County operates effective and efficient water and wastewater systems that meet or exceed Provincial requirements.
2.6.3	Evaluate the Condor and Leslieville wastewater systems and develop engineering and cost estimates to meet new environmental standard for both systems.
2.6.4	Assume responsibility for new multi-lot subdivision water & wastewater systems following commissioning by applicable provincial departments and completion of applicable warranty period.
2.6.5	Ensure that County's emergency management, operated by Clearwater Regional Emergency Management Agency (CREMA) meet or exceed Provincial requirements.

Supporting Plans
<ul style="list-style-type: none"> <li>• Withrow wastewater study (2014)</li> </ul>
<ul style="list-style-type: none"> <li>• Water/wastewater fee review (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Leslieville &amp; Condor wastewater system assessment study (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Condor Lagoon engineer (2015) and expansion (2016)</li> </ul>
<ul style="list-style-type: none"> <li>• CREMA Emergency Response Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Gravel Reclamation Plan</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Certified Staff Water/waste water</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater Regional Emergency Management Agency</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater Regional Fire Services</li> </ul>
<ul style="list-style-type: none"> <li>• Reclamation Reserve funding</li> </ul>

## Objective 2.7 Develop a regional economic development plan.

#	<u>Strategies</u>
2.7.1	<p>Develop a regional economic development plan which supports and promotes industry, business and agri-business and tourism.</p> <ul style="list-style-type: none"> <li>• Through the ICC, partner with the Town of Rocky Mountain House, the Rocky Chamber of Commerce, the Caroline Chamber of Commerce and the Nordegg Chamber of Commerce or with project specific partners on initiatives aimed at improving the economic climate within Clearwater County.</li> </ul>
2.7.2	<p>Explore and develop options and partnerships to aid in the development of the Rocky/Nordegg Trail.</p>
2.7.3	<p>Work with Alberta Economic Development Authority (AEDA) and Alberta Environment and Parks to encourage development in the David Thompson Nodes.</p>

Supporting Plans
<ul style="list-style-type: none"> <li>• Stronger Together Agreement (2013)</li> </ul>
<ul style="list-style-type: none"> <li>• Rocky/Nordegg Trail study (2009)</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater Trails Initiative plan (2014)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Regional Economic Development Program</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater “Final Mile” Internet studies (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Central Alberta Economic Partnership (CAEP)</li> </ul>
<ul style="list-style-type: none"> <li>• Community Futures</li> </ul>

## Theme Three: Community Well-Being

Strategic Outcome: An active, safe and healthy community.

Priority Area	Objective
Services	3.1 Sustain the recreation, cultural and quality of life needs of the community.
Safety	3.2 Create a safer community through building a sense of belonging and community pride.
Community Development	3.3 Ensure our established, as well as, new communities are well connected and supported.
Health	3.4 Advocate for a dependable, modern and accessible health service system.

## Objective 3.1 Sustain the recreation, cultural and quality of life needs of the community.

#	<u>Strategies</u>
3.1.2	<p>Facilitate active life styles through provision of range of services.</p> <ul style="list-style-type: none"><li>• Continue to evaluate, plan and support the recreation, cultural and leisure needs within the Rocky/Caroline/ Clearwater community.</li></ul>
3.1.3	<p>Continue to participate on the Rocky Mountain Regional Solid Waste Authority (the “Authority”) to ensure that the County continues to have cost effective solid waste management.</p> <ul style="list-style-type: none"><li>• Council will request, annually, a report identifying the short and long term objectives of the Authority concerning such areas as operations, increasing financial stability, increasing waste diversion and enhancing services and communications with the general public.</li></ul>
3.1.4	<p>Continue to participate on the Rocky Airport Authority committee to ensure that the infrastructure meets the economic development needs of the community.</p> <ul style="list-style-type: none"><li>• Council will support upgrades to the airport terminal and runways.</li></ul>
3.1.5	<p>Continue to appoint members to the Rocky Mountain House and DT Recreation Boards, Caroline Ag Society and the Rocky Mountain House and Caroline library boards and will rely on these groups as the principle organizations overseeing and governing the development, provision and evaluation of recreation, cultural and leisure programming and facility development within the County.</p>
3.1.6	<p>Continue to rely on volunteers, profit and not-for-profit organizations for the provision of recreation, culture or leisure programs not organized or offered by the local Recreation Boards.</p>
3.1.7	<p>Continue to evaluate the future development of the SE Rec Grounds and other indoor and outdoor community areas.</p>

**Objective 3.1** Sustain the recreation, cultural and quality of life needs of the community.

Supporting Plans
<ul style="list-style-type: none"> <li>• RCMP policing study (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Recreation Agreement with Village of Caroline (100% funding of operating for Arena and HUB)</li> </ul>
<ul style="list-style-type: none"> <li>• Recreation Agreement with Town of Rocky Mountain House (50% funding of operating for pool, arena and fields)</li> </ul>
<ul style="list-style-type: none"> <li>• Airport Development Plan (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Ag Rec Centre Feasibility Study (2014)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Recreation funding (RMH and Caroline)</li> </ul>
<ul style="list-style-type: none"> <li>• SE Rec Grounds</li> </ul>
<ul style="list-style-type: none"> <li>• Family and Community Support Services (FCSS)</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater County Heritage Board</li> </ul>
<ul style="list-style-type: none"> <li>• Support PowWow events</li> </ul>
<ul style="list-style-type: none"> <li>• Active, Creative, Engaged (ACE) Communities</li> </ul>
<ul style="list-style-type: none"> <li>• Capital Grants for Community Halls program</li> </ul>
<ul style="list-style-type: none"> <li>• Rec Board committee membership</li> </ul>

## Objective 3.2 Create a safer community through building a sense of belonging and community pride.

#	Strategies
3.2.1	Evaluate and plan the current public safety and emergency services needs within the broader Rocky/Caroline/Clearwater community.
3.2.2	Continue to support the Clearwater Regional Fire Rescue Services in fulfilling the County's legislated responsibilities in regard to fire prevention, suppression and training and will rely principally on volunteer firefighters for the provision of fire department related emergency services.
3.2.3	Continue to support the Clearwater Regional Emergency Management Agency (CREMA) in meeting Council's legislated responsibilities with regard to emergency and disaster response, preparedness and recovery.
3.2.4	Continue to support the County Community Peace Officer (CPO) program and support partnership(s) with the RCMP, and other agencies, with respect to infrastructure protection and safety of the travelling public.
3.2.5	Continue, through partnerships with the Town of Rocky Mountain House and the Wildrose School Division, to support the School Resource Officer (SRO) program and the proactive child, adult and community education services provided through this program.

Supporting Plans
<ul style="list-style-type: none"> <li>SRO Agreement with Town &amp; Schools</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>CREMA</li> </ul>
<ul style="list-style-type: none"> <li>CPO Program</li> </ul>
<ul style="list-style-type: none"> <li>Clearwater Regional Fire Rescue Services</li> </ul>
<ul style="list-style-type: none"> <li>SRO services</li> </ul>
<ul style="list-style-type: none"> <li>Clearwater Community Police Advisory Committee (CCPAC)</li> </ul>

## Objective 3.3 Ensure our established and new communities are well-connected and supported.

- | <u>#</u> | <u>Strategies</u>   |
|----------|---|
| 3.3.1    | <p>Broader high speed Internet availability throughout most of Clearwater County.</p> <ul style="list-style-type: none"> <li>• Council will continue to research opportunities to further advocate and support high speed infrastructure development in Clearwater County.</li> </ul> |
| 3.3.2    | <p>Continue to support the work of the Agricultural Services Board (ASB) in the provision of agricultural and landcare extension services.</p>  |

Supporting Plans
<ul style="list-style-type: none"> <li>• Clearwater “Final Mile” study (2015)</li> </ul>
<ul style="list-style-type: none"> <li>• Ag Services and Landcare annual report</li> </ul>
<ul style="list-style-type: none"> <li>• Clearwater County Code</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>• Development of Internet Reserve</li> </ul>
<ul style="list-style-type: none"> <li>• ASB workshops</li> </ul>
<ul style="list-style-type: none"> <li>• Ag News</li> </ul>
<ul style="list-style-type: none"> <li>• FCSS</li> </ul>
<ul style="list-style-type: none"> <li>• Priority Area Weed Control (PAWC) support</li> </ul>
<ul style="list-style-type: none"> <li>• Caroline Community HUB</li> </ul>

## Objective 3.4 Advocate for a dependable, modern and accessible health services.

#	Strategies
3.4.1	Support and lobby for the future healthcare needs of community and aging population.
3.4.2	Continue to actively participate on and support the Physician Attraction and Retention Committee and New Hospital Committee.
3.4.3	Meet annually with Alberta Health Services regarding the levels of Emergency Medical Services provided within the Clearwater community.
3.4.4	Monitor health service delivery and community risk through partnerships with Alberta Health Services (AHS), Rocky hospital and health care practitioners.

Supporting Plans
<ul style="list-style-type: none"> <li>Physician Recruitment and Retention Guide</li> </ul>
<ul style="list-style-type: none"> <li>Hospital Lobby (document)</li> </ul>

Service Delivery Activities
<ul style="list-style-type: none"> <li>Physician recruitment program</li> </ul>
<ul style="list-style-type: none"> <li>Support Caroline Health &amp; Wellness Centre</li> </ul>
<ul style="list-style-type: none"> <li>Advocate for no degradation in ambulance services</li> </ul>
<ul style="list-style-type: none"> <li>Advocate for increased EMS services in Nordegg</li> </ul>
<ul style="list-style-type: none"> <li>Joint Ownership of RMH Medical Clinic</li> </ul>



## Moving Ahead

This Strategic Plan is a roadmap to the future and sets the direction for Administration to build work plans with the ultimate intention of reaching the vision for the Clearwater County community.

Council's Plan sets the values, priorities and direction for the municipality, and balances the needs associated with community growth, service provision and infrastructure requirements.

The success of this Plan will be measured through review of supporting plans, such as the transportation plan and regional economic development plan, the execution of associated departmental work plans, and budgetary expenditures.

Council's formal adoption of this plan; along with the three year budgeting process; 10 -20 year capital plans; and, the desire to grow regionally, positions Clearwater County to remain competitive and sustainable in the future.