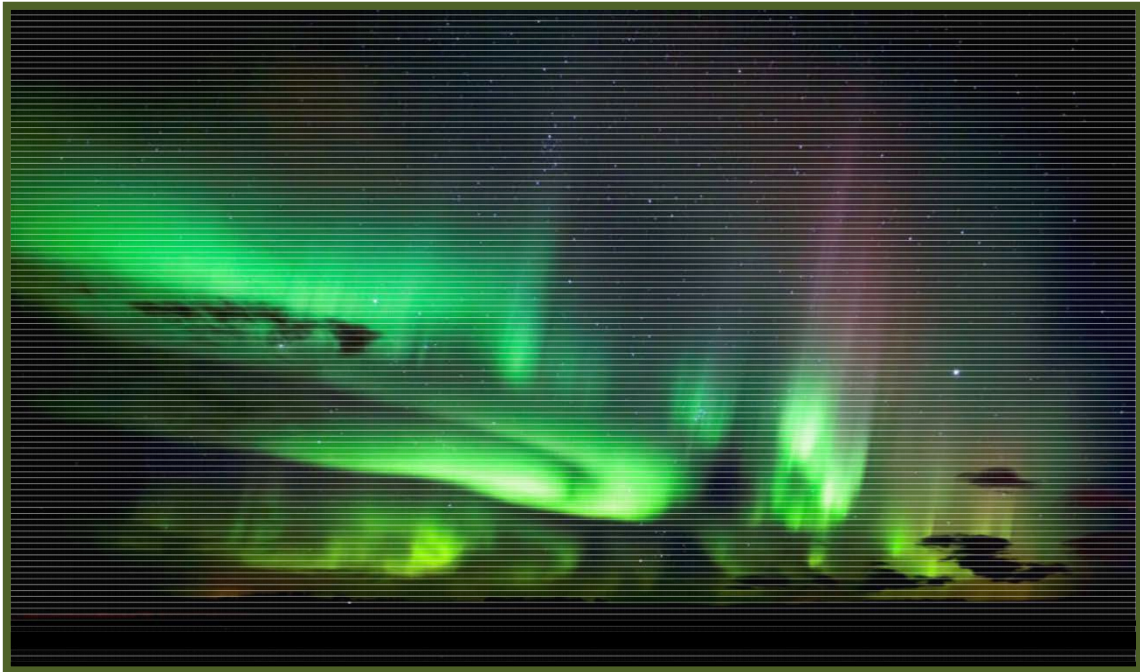


County of Northern Lights

2020 to 2022



Strategic Issues

Updated September 24, 2019
Adopted by Council October 8, 2019
Motion # 492/08/10/19





Strategic Issues – 2020 to 2022

It shall be the **Mission** of the County of Northern Lights to:

- A. Provide good government;
- B. Provide services, facilities, and other things that, in the opinion of Council, are necessary or desirable for all or a part of the County; and
- C. Develop and maintain safe and viable communities.

It is the **Vision** of the Council of the County of Northern Lights to strive for innovative decision-making, proactive planning, and regional cooperation in order to promote our citizens' lifestyles, freedoms, and opportunities. This will be achieved by providing enhanced qualities of life, effective and efficient services, and healthy/sustainable communities.



Strategic Issues – 2020 to 2022

Strategic Issues:

- Downloading of provincial and federal responsibilities onto municipalities (i.e. health care, policing).
- Economic downturn has had an impact on the oil and gas sector, causing some to abandon wells and/or become delinquent on tax accounts (collection difficult)
- Changes to assessment policies by the province has and will cause a reduction in non-residential property assessments, which in turn could require an increase to residential and farmland mill rates to compensate.
- Increased pressures from provincial government for collaboration with urban neighbors, and subsequent demands of some of those urbans for increased sharing of taxes and/or increased contributions to their municipal budgets.
- Immediate lack of a provincial budget and therefore the information required to plan for any decreased grants going forward.
- Tax base dependency: 83% of the assessment base is non-residential. Nearly 50% is related to oil and gas companies.
- Increasing amount of large industrial traffic (including agricultural) on aging road infrastructure.



Strategic Issues – 2020 to 2022

GOAL: SUSTAIN EXISTING ROAD NETWORK

Strategic Initiative	Responsible Party	Target Date	Measurement
➤ Revise Road Standards and Classification of Roads Policy establishing sustainable service levels in all areas (Construction, gravel, grading, mowing, blading).	DPW/Council	November 2019	Adopted by Council
➤ Continue to do in house shoulder pulls and maintain shoulder pull budget at \$500,000	P.W. Supervisors	2020 budget	Provided in Budget
➤ Establish & annually fund bridge reserve for future replacements/major repairs based upon bridge ratings (BIM's).	Director of Finance	November 2019	Proposals provided for budget discussion
➤ Continue discussions with Alberta Transportation regarding the repairs to bridges where “faulty” concrete was utilized. Lobby for funding for these repairs.	CAO/Council	Ongoing	Level of funding from Province
➤ Investigate ways to use GIS system to include Condition ratings on assets as part of an Asset Management Plan.	Public Works	November 2020	New use available on GIS



Strategic Issues – 2020 to 2022

GOAL: PROVISION OF SAFE, POTABLE WATER TO RESIDENTS

Strategic Initiative	Responsible Party	Target Date	Measurement
➤ Review Water Policy and determine continued sustainability and validity. Make necessary modifications to ensure it represents the current budget and assessment situation.	Council	October 2019	Policy adopted by Council
➤ Continue expansion of the rural water distribution system.	Council	Annual	Funds provided in budget
➤ Continue lobbying for ICIP funding for waterline expansion.	Council	Ongoing	Funding received for project



Strategic Issues – 2020 to 2022

GOAL: ENHANCE ECONOMIC DEVELOPMENT EFFORTS TO ENSURE FUTURE SUSTAINABILITY

Strategic Initiative	Responsible Party	Target Date	Measurement
➤ Promote the County through trade shows, new promotional items, to assist with attraction and retention of businesses.	Ec Dev/Comm services	Annual	Host trade show every 2 years (Manning), attend Peace River every year.
➤ Include recognition of the 25 th anniversary since becoming a Municipal District and extend that into promotional items and ratepayers meetings.	Council and staff	April 2020	Purchase items and schedule meetings.
➤ Continue funding of Health Care Attraction and Recruitment Committees to assist in the successful attraction and retention of medical professionals to improve health care services within our region.	Council	Annual	Funds provided in budget
➤ Establish an entrepreneurial kick-start grant program to support new business development.	Finance	2020 Budget and roll-out	Council approves grant program & funds provided in budget



Strategic Issues – 2020 to 2022

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| ➤ Continue membership in and support for Northwest Species at Risk Committee and their work in ensuring our region remains viable by protecting industries within the County. | Council | Ongoing | Funds provided in budget |
| ➤ Explore additional energy industry sources and their viability within our Municipality. | Econ. Dev. Staff | 2021 | Council reviews one project |
| ➤ Enhance business retention efforts and two-way communications between existing businesses and the County. | Econ Dev. Staff | 2020 | Communication from businesses indicate success. |



Strategic Issues – 2020 to 2022

GOAL: ASSIST IN KEEPING THE REGION STRONG BY CONTINUING INTERMUNICIPAL RELATIONSHIPS

Strategic Initiative	Responsible Party	Target Date	Measurement
➤ Work with the Town of Manning to ensure the viability review process is successful in determining the appropriate course of action for both the Town and County	Council	2021	Participation in viability study
➤ Maintain current levels of financial support with Municipal neighbors in order to recognize continued service offerings to County residents.	Council	2020	% of change to inter-municipal funding