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# STRATEGIC PLAN

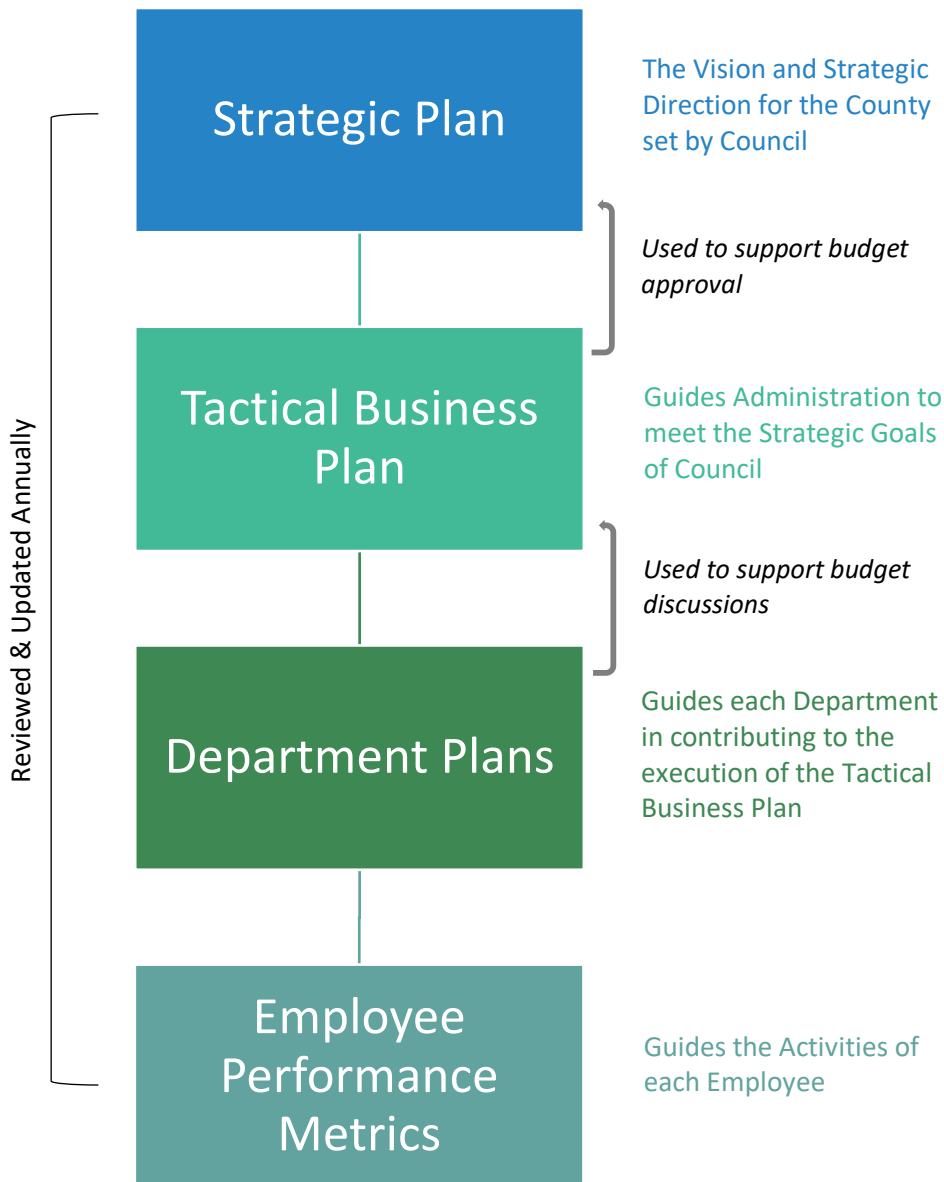
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2019 – 2022

# Woodlands County Strategic Planning

## Strategic Planning Process

Strategic plans allow a Council and Administration to work collaboratively to achieve a vision for their municipality in a focused way. In support of this, Woodlands County has adopted the following strategic planning process in the development of the 2019 – 2022 Strategic Plan.



## STRATEGIC FRAMEWORK

The Strategic Plan is based on the following framework where the Strategic Priorities set by Council are informed by the Mission and Values of Woodlands County.



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### WOODLANDS COUNTY MISSION

*Woodlands County provides quality municipal services and development opportunities in a transparent, sustainable, and fiscally-responsible manner.*

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## Core Values

Our values guide Woodlands County Council and Administration in how we interact with each other, our residents and our neighbours. They inform the priorities and goals we set and guide decision-making.

### ETHICAL

We value decision-making that is based on fairness, respect, and equity.

### COLLABORATION

We promote the quality of life of our residents by building and maintaining strong relationships with all partners that are mutually-respectful and work to benefit the region as a whole.

### TRANSPARENCY

We encourage input from the public and conduct ourselves in an open, honest and respectful manner, ensuring accountability for all actions.

### DIVERSITY

We respect the diverse needs of the different geographic and demographic sectors of our community.

### ENVIRONMENT

We recognize the natural resources and beauty of the Woodlands region and promote well-being by encouraging local residents and visitors to experience the attributes of the region.

### SUSTAINABILITY

We prioritize sustainability in all actions.

# STRATEGIC PRIORITIES

Strategic Priorities are the key areas of focus for Council and Administration over the term of this Strategic Plan. Council's Strategic Goals and Administration's Tactical Business Plan will align with the Priority Areas identified.



## FINANCIAL LEADERSHIP

We demonstrate financial leadership through sustainable and responsible revenue and expenditure planning.



## INFRASTRUCTURE & ASSET MANAGEMENT

We establish asset management, lifecycle and capital plans to enhance the long-term viability of the municipality.



## REGIONAL COLLABORATION

We build and maintain respectful and equitable relationships with partners to achieve mutual benefit and enhanced quality of life for all through a collaborative approach to cost-sharing and the provision of services.



## STRATEGIC ECONOMIC DEVELOPMENT

We support the local economy and businesses, and continue to pursue new opportunities for diversified and sustainable growth.



## ORGANIZATIONAL EXCELLENCE

We promote resilience and organizational excellence within the County by providing sound governance, building organizational capacity, and planning for succession.

PRIORITY AREA 1:

# FINANCIAL LEADERSHIP

*We demonstrate financial leadership through sustainable and responsible revenue and expenditure planning.*

## STRATEGIC GOALS:

1. Develop a long-term financial strategy that addresses sustainability.
2. Create a strategy for variable revenue streams.
3. Identify new revenue sources.



*We establish asset management, lifecycle and capital plans to enhance the long-term viability of the municipality.*

STRATEGIC GOALS:

1. Develop a long-term asset management and lifecycle plan that is reviewed and updated annually.

Priority Area 2:

# INFRASTRUCTURE & ASSET MANAGEMENT



PRIORITY AREA 3:

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# REGIONAL COLLABORATION

*We build and maintain respectful and equitable relationships with partners to achieve mutual benefit and enhanced quality of life for all through a collaborative approach to cost sharing and the provision of services.*

## STRATEGIC GOALS:

1. Complete Intermunicipal Collaboration Frameworks (ICFs) and Intermunicipal Development Plans (IDPs) with adjacent and neighbouring municipalities.
2. Prioritize discussions with the Town of Whitecourt regarding regional partnership.





*We support the local economy and businesses, and continue to pursue new opportunities for diversified and sustainable growth.*

STRATEGIC GOALS:

1. Partner with local business associations and regional neighbours to identify and pursue new economic opportunities for the region.
2. Build relationship with industry in strategic sectors to understand development opportunities.
3. Work with post-secondary institutions to ensure region is employment-ready.
4. Develop a business retention strategy.

Priority Area 4:

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# STRATEGIC ECONOMIC DEVELOPMENT



PRIORITY AREA 5:

# ORGANIZATIONAL EXCELLENCE

*We promote resilience and organizational excellence within the County by providing sound governance, building organizational capacity, and planning for succession.*

## STRATEGIC GOALS:

1. Develop a corporate planning framework/policy and tactical implementation plan that is reviewed and updated annually.
2. Develop and implement a comprehensive Bylaw/Policy/Procedure review process.
3. Develop and implement Project Management Process.
4. Enhance HR support capacity.





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