



Smoky Lake County

2026–2029 Strategic

Plan





Vision

To build a strong and sustainable rural community by growing and diversifying the local economy, including agriculture, and working directly with residents and businesses to create long-term opportunity.

Mission



The County is committed to practical leadership, responsible growth, and protecting the rural way of life through effective governance, strong partnerships, and responsive service delivery.

Core Values



Accountability



Transparency



Collaboration



Respect



**Practical
Innovation**



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Strategic Goals



Sustainability



Service Delivery

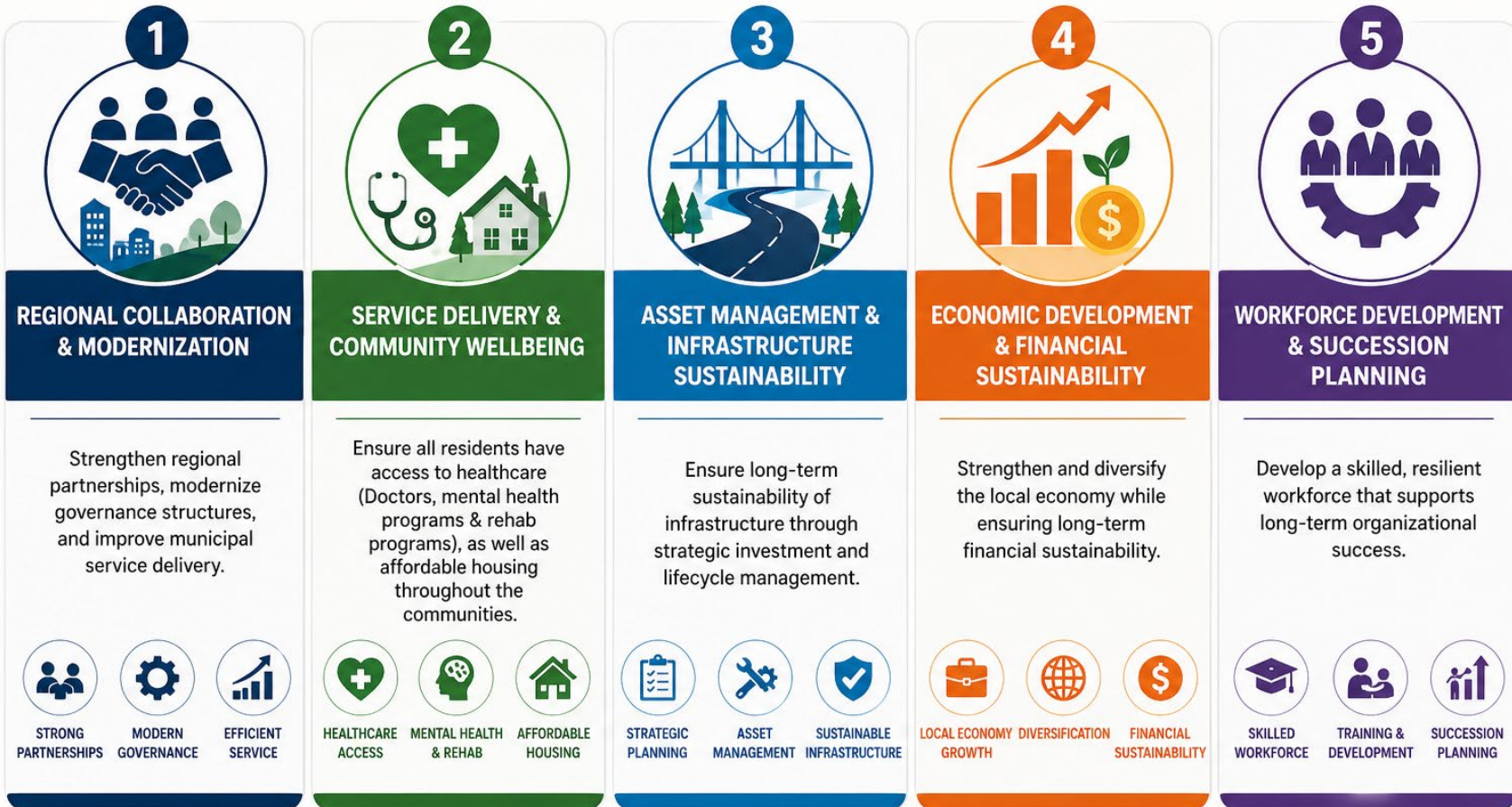


**Responsible
Growth**

Each priority is supported by measurable outcomes focused on **sustainability, service delivery, and responsible growth.**

OUR STRATEGIC PRIORITIES

Building stronger communities. Planning for a sustainable future.



TOGETHER, WE BUILD STRONGER COMMUNITIES TODAY FOR A BETTER TOMORROW. |



Priorities

Priority 1: Regional Collaboration & Modernization

Goal

Strengthen regional partnerships, modernize governance structures, and improve municipal service delivery.

3-Year Objectives

- **Year 1:** Complete governance and committee review; identify regional opportunities
- **Year 2:** Implement governance changes and launch updated branding/website
- **Year 3:** Evaluate regional service agreements and optimize partnerships

Key Actions

- Conduct full review of boards and committees (mandate, composition, value)
- Assess feasibility of shared/regional service delivery (fire, enforcement, admin)
- Develop and launch updated branding, website, and communications strategy
- Review and align municipal fees with regional benchmarks

Key Performance Indicators

- % of boards/committees reviewed and updated (Target: 100% by Year 1)
- Number of regional agreements established or enhanced (Target: +2 by Year 3)

- Website and communications engagement metrics (Target: +30% increase)
- Public satisfaction with communication (Target: measurable annual increase)

Council Role

- Establish regional collaboration vision and priorities
- Approve governance structure and committee changes
- Provide political leadership and advocacy with partners
- Approve branding and communications direction

Administration Role

- Lead governance reviews and present recommendations
- Conduct regional service analysis and feasibility studies
- Implement branding, website, and communications improvements
- Manage relationships with regional partners and stakeholders

Checklist

Key Action	KPI	Year 1	Year 2	Year 3	Council Responsibility	Admin Responsibility
Review Boards & Committees	100% reviewed and recommendations completed	☐			Approve changes	Conduct review & present report
Implement Governance Changes	# of changes adopted		☐		Approve structure	Implement changes
Regional Service Opportunities	# of agreements explored/implemented (Target: 2+)	☐	☐	☐	Set direction & advocate	Conduct analysis & negotiate
Branding & Website Update	Launch new website + engagement ↑ 30%	☐	☐		Approve strategy	Implement & manage
Fee Alignment Review	Completed regional comparison	☐	☐		Approve changes	Conduct analysis

Priority 2: Service Delivery & Community Wellbeing

Goal

Ensure all residents have access to healthcare (Doctors, mental health programs & rehab programs), as well as affordable housing throughout the communities.

3-Year Objectives

- **Year 1:** Identify service gaps and establish baseline service levels
- **Year 2:** Strengthen partnerships and enhance emergency preparedness
- **Year 3:** Improve access and service outcomes across key areas

Key Actions

- Advocate for improved rural healthcare access and services
- Review and strengthen fire, enforcement, and protective services
- Support housing development opportunities and partnerships
- Update and exercise Emergency Management Plans annually

Key Performance Indicators (KPIs)

- Emergency response times (Target: maintain or improve annually)
- Number of emergency exercises completed (Target: minimum 1/year)
- Healthcare advocacy outcomes (meetings, commitments secured)
- Housing units supported or facilitated (Target: measurable increase)

- Public satisfaction with services (annual survey improvement)

Council Role

- Set service levels and community expectations
- Advocate to provincial/federal governments (healthcare, housing)
- Approve funding and service delivery models
- Support regional service initiatives

Administration Role

- Deliver operational services (fire, enforcement, EM)
- Build partnerships (AHS, housing providers, regional agencies)
- Develop and implement emergency plans and training exercises
- Monitor and report on service performance and gaps

Checklist

Key Action	KPI	Year 1	Year 2	Year 3	Council Responsibility	Admin Responsibility
Healthcare Advocacy	# of meetings, commitments secured	☐	☐	☐	Lead advocacy	Support & coordinate
Fire & Emergency Services Review	Response times maintained/improved	☐	☐	☐	Approve service levels	Deliver service improvements
Enforcement Review	Service gaps identified & addressed	☐	☐		Approve model	Conduct review & implement
Housing Support	# of units/projects supported	☐	☐	☐	Advocate & approve incentives	Facilitate partnerships
Emergency Management	1+ exercise/year completed	☐	☐	☐	Support policy & funding	Plan & execute exercises

Priority 3: Asset Management & Infrastructure Sustainability

Goal

Ensure long-term sustainability of infrastructure through strategic investment and lifecycle management.

3-Year Objectives

- **Year 1:** Update asset inventory and condition assessments
- **Year 2:** Align capital plan with asset management strategy
- **Year 3:** Increase funding stability for long-term replacement

Key Actions

- Maintain and update asset management plans
- Prioritize infrastructure replacement based on risk and condition
- Integrate lifecycle costing into all capital decisions
- Align infrastructure planning with growth and financial capacity

Key Performance Indicators (KPIs)

- % of assets with current condition assessments (Target: 100% by Year 2)
- Infrastructure condition rating improvement (annual tracking)
- % of capital projects aligned with asset management plan (Target: 100%)
- Reduction in unplanned maintenance costs (Target: decreasing trend)

Council Role

- Approve asset management strategy and funding levels

- Set infrastructure priorities and acceptable risk levels
- Approve long-term capital plans and budgets

Administration Role

- Maintain asset data and condition assessments
- Develop capital plans and funding strategies
- Deliver maintenance and replacement programs
- Provide lifecycle and risk analysis to Council

Checklist

Key Action	KPI	Year 1	Year 2	Year 3	Council Responsibility	Admin Responsibility
Asset Inventory Update	100% assets assessed	☐	☐		Approve framework	Complete assessments
Capital Plan Alignment	100% projects aligned with AMP		☐	☐	Approve capital budget	Develop plan
Lifecycle Costing Integration	All projects include lifecycle costing	☐	☐	☐	Require in decisions	Implement analysis
Infrastructure Replacement Plan	Priority list developed	☐	☐	☐	Approve priorities	Develop & execute
Reduce Unplanned Maintenance	Decreasing trend annually		☐	☐	Fund appropriately	Manage operations

Priority 4: Economic Development & Financial Sustainability

Goal

Strengthen and diversify the local economy while ensuring long-term financial sustainability.

3-Year Objectives

- **Year 1:** Define EDO role and identify priority sectors
- **Year 2:** Launch targeted economic development initiatives
- **Year 3:** Demonstrate measurable growth in revenue and investment

Key Actions

- Define and strengthen the Economic Development Officer role
- Identify and pursue new revenue streams (grants, partnerships, services)
- Support business retention, expansion, and attraction
- Align economic development efforts with regional opportunities

Key Performance Indicators (KPIs)

- Number of new businesses or expansions supported
- External funding secured (grants, partnerships)
- Growth in non-tax revenue streams
- Assessment growth (annual increase)
- Number of economic development initiatives completed

Council Role

- Set economic development vision and priorities
- Approve incentives, investments, and strategic initiatives
- Advocate for regional and provincial opportunities

Administration Role

- Execute economic development strategies and programs
- Support businesses and investors
- Identify funding opportunities and partnerships
- Monitor and report on economic trends and outcomes

Checklist

Key Action	KPI	Year 1	Year 2	Year 3	Council Responsibility	Admin Responsibility
Define EDO Role	Role approved & implemented	☐			Approve direction	Implement role
New Revenue Streams	# of new revenue sources	☐	☐	☐	Approve strategy	Identify & pursue
Business Retention & Growth	# of businesses supported	☐	☐	☐	Support incentives	Execute programs
External Funding	\$ value of grants secured	☐	☐	☐	Support applications	Apply & manage
Assessment Growth	% annual increase		☐	☐	Set targets	Monitor & report

Priority 5: Workforce Development & Succession Planning

Goal

Develop a skilled, resilient workforce that supports long-term organizational success.

3-Year Objectives

- **Year 1:** Identify key risk positions and begin succession planning
- **Year 2:** Implement leadership development and cross-training programs
- **Year 3:** Achieve improved retention and internal promotion rates

Key Actions

- Develop succession plans for critical roles
- Strengthen recruitment and retention strategies
- Implement cross-training across departments
- Invest in leadership and professional development

Key Performance Indicators (KPIs)

- % of key roles with succession plans (Target: 100% by Year 2)
- Employee retention rate (Target: improvement year-over-year)
- Internal promotions vs. external hires (Target: increasing trend)
- Training hours per employee (Target: minimum annual benchmark)
- Employee engagement/satisfaction scores (annual improvement)

Council Role

- Approve organizational structure and staffing levels
- Support workforce development through policy and budget
- Promote a culture of accountability and professionalism

Administration Role

- Lead recruitment, retention, and training initiatives
- Implement succession planning and cross-training
- Develop leadership capacity within the organization
- Monitor workforce performance and organizational culture

Checklist

Key Action	KPI	Year 1	Year 2	Year 3	Council Responsibility	Admin Responsibility
Succession Planning	100% key roles identified & planned	☐	☐		Approve structure	Develop plans
Recruitment Strategy	Reduced vacancy time	☐	☐	☐	Support funding	Implement hiring strategy
Cross-Training	# of staff cross-trained	☐	☐	☐	Support culture	Deliver program
Leadership Development	Training hours per employee	☐	☐	☐	Approve budget	Implement training
Employee Retention	Improved retention rate		☐	☐	Support environment	Monitor & act

Implementation Framework



Connecting Strategy to Action