



Smoky Lake County
Meeting Agenda
Regular Council Meeting – Department Update Session
June 10, 2026, – 09:00 a.m.
In Person - Council Chambers
4612 - McDougall Drive, Smoky Lake, Alberta
Please join using this link:
<https://video.businessconnect.telus.com/join/643887943>

1. CALLED TO ORDER
2. ADOPTION OF AGENDA
3. REQUESTS
4. FOR DECISION
 - 4.1. Strategic Plan – Department Work Plans
 - 4.2. Policy 01-54 – Signing Authority
 - 4.3. Policy 03-56 - Approval of Grader Storage and Availability Policy
 - 4.4. Electoral Boundaries
5. CORRESPONDENCE
 - 5.1 ASBPC - June Grading Package & Strategic Planning Survey -AAAF
6. NEXT MEETINGS
 - Thursday, June 25th, 2026, Regular County Council Meeting at 9:00 a.m.
7. IN CAMERA
8. ADJOURNMENT



Request for Decision (RFD)

Meeting Date: June 10th, 2026

Agenda Item: #4.1

Topic: Smoky Lake County Strategic Plan

Presented By: Chief Administrative Officer

Recommendation:

That Smoky Lake County Council adopt the Smoky Lake County 2026–2029 Strategic Plan as presented.

Background:

With collaboration from Council and Administration, Administration has completed the development of the Smoky Lake County 2026–2029 Strategic Plan. The Strategic Plan establishes Council’s long-term vision, priorities, objectives, and organizational direction for the next three years. The Plan was developed to align departmental operations, budgeting, asset management, workforce planning, and regional collaboration initiatives with Council’s strategic priorities.

The Strategic Plan includes the following five core strategic priorities:

1. Regional Collaboration & Modernization
2. Service Delivery & Community Wellbeing
3. Asset Management & Infrastructure Sustainability
4. Economic Development & Financial Sustainability
5. Workforce Development & Succession Planning

The Plan also incorporates:

- Departmental workplans aligned to Council priorities
- Key Performance Indicators (KPIs) and measurable outcomes
- Asset management and infrastructure planning objectives
- Workforce development and succession planning initiatives
- Risk management and mitigation strategies
- Community engagement objectives and accountability measures
- Reporting and implementation frameworks for ongoing monitoring and evaluation

The Strategic Plan is intended to serve as the organizational framework guiding Council decision-making, budget development, operational priorities, and service delivery improvements over the 2026–2029 planning period.

Benefits:

1. Establishes clear organizational direction and priorities
2. Aligns departmental workplans and budgeting with Council objectives
3. Improves accountability through measurable KPIs and reporting requirements
4. Supports long-term infrastructure sustainability and lifecycle planning
5. Enhances regional collaboration and service delivery opportunities
6. Strengthens workforce development and succession planning efforts
7. Provides transparency and consistency for Council, Administration, and the public



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Disadvantages:

- Implementation will require ongoing staff time, monitoring, and reporting
- Some initiatives may require future budget allocations and resource adjustments
- Organizational changes and process improvements may require transition periods for implementation

Alternatives

1. Recommended Option
That Council adopt the Smoky Lake County 2026–2029 Strategic Plan as presented.
2. Alternative Option
That Council direct Administration to make revisions to the Strategic Plan prior to adoption.
3. Status Quo
That Council not adopt a Strategic Plan at this time.

Financial Implications:

The Strategic Plan itself does not create an immediate direct financial obligation; however, individual initiatives identified within departmental workplans may require future operational or capital budget allocations. Financial impacts will be brought forward through annual budget deliberations and Requests for Decision as required.

The Strategic Plan will also support improved long-term financial sustainability through asset management planning, lifecycle costing, grant opportunities, operational efficiencies, and workforce planning initiatives.

Legislation:

- Municipal Government Act (MGA)
- Occupational Health and Safety Act
- Emergency Management Act
- Protection of Privacy Act
- Access to Information Act

Intergovernmental:

The Strategic Plan supports continued collaboration with:

- Regional municipalities
- Provincial ministries and agencies
- Alberta Emergency Management Agency (AEMA)
- Healthcare and housing stakeholders
- Regional service providers and commissions



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The Plan also promotes regional service delivery reviews, shared service opportunities, and collaborative planning initiatives.

Strategic Alignment:

The adoption of the Strategic Plan directly supports all five Council Strategic Priorities:

- Priority 1: Regional Collaboration & Modernization
- Priority 2: Service Delivery & Community Wellbeing
- Priority 3: Asset Management & Infrastructure Sustainability
- Priority 4: Economic Development & Financial Sustainability
- Priority 5: Workforce Development & Succession Planning

Enclosure(s):

1. Smoky Lake County 2026–2029 Strategic Plan

Signature of the CAO: _____





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.

				
REGIONAL COLLABORATION & MODERNIZATION	SERVICE DELIVERY & COMMUNITY WELLBEING	ASSET MANAGEMENT & INFRASTRUCTURE SUSTAINABILITY	ECONOMIC DEVELOPMENT & FINANCIAL SUSTAINABILITY	WORKFORCE DEVELOPMENT & SUCCESSION PLANNING
Strengthen regional partnerships, modernize governance structures, and improve municipal service delivery.	Ensure all residents have access to healthcare (Doctors, mental health programs & rehab programs), as well as affordable housing throughout the communities.	Ensure long-term sustainability of infrastructure through strategic investment and lifecycle management.	Strengthen and diversify the local economy while ensuring long-term financial sustainability.	Develop a skilled, resilient workforce that supports long-term organizational success.
 STRONG PARTNERSHIPS  MODERN GOVERNANCE  EFFICIENT SERVICE	 HEALTHCARE ACCESS  MENTAL HEALTH & REHAB  AFFORDABLE HOUSING	 STRATEGIC PLANNING  ASSET MANAGEMENT  SUSTAINABLE INFRASTRUCTURE	 LOCAL ECONOMY GROWTH  DIVERSIFICATION  FINANCIAL SUSTAINABILITY	 SKILLED WORKFORCE  TRAINING & DEVELOPMENT  SUCCESSION PLANNING

 **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	<input type="checkbox"/>			Approve changes	Conduct review & present report
Implement Governance Changes	# of changes adopted		<input type="checkbox"/>		Approve structure	Implement changes
Regional Service Opportunities	# of agreements explored/implemented (Target: 2+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Set direction & advocate	Conduct analysis & negotiate
Branding & Website Update	Launch new website + engagement ↑ 30%	<input type="checkbox"/>	<input type="checkbox"/>		Approve strategy	Implement & manage
Fee Alignment Review	Completed regional comparison	<input type="checkbox"/>	<input type="checkbox"/>		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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Lead advocacy	Support & coordinate
Fire & Emergency Services Review	Response times maintained/improved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Approve service levels	Deliver service improvements
Enforcement Review	Service gaps identified & addressed	<input type="checkbox"/>	<input type="checkbox"/>		Approve model	Conduct review & implement
Housing Support	# of units/projects supported	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Advocate & approve incentives	Facilitate partnerships
Emergency Management	1+ exercise/year completed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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	<input type="checkbox"/>	<input type="checkbox"/>		Approve framework	Complete assessments
Capital Plan Alignment	100% projects aligned with AMP		<input type="checkbox"/>	<input type="checkbox"/>	Approve capital budget	Develop plan
Lifecycle Costing Integration	All projects include lifecycle costing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Require in decisions	Implement analysis
Infrastructure Replacement Plan	Priority list developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Approve priorities	Develop & execute
Reduce Unplanned Maintenance	Decreasing trend annually		<input type="checkbox"/>	<input type="checkbox"/>	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	<input type="checkbox"/>			Approve direction	Implement role
New Revenue Streams	# of new revenue sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Approve strategy	Identify & pursue
Business Retention & Growth	# of businesses supported	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Support incentives	Execute programs
External Funding	\$ value of grants secured	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Support applications	Apply & manage
Assessment Growth	% annual increase		<input type="checkbox"/>	<input type="checkbox"/>	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	<input type="checkbox"/>	<input type="checkbox"/>		Approve structure	Develop plans
Recruitment Strategy	Reduced vacancy time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Support funding	Implement hiring strategy
Cross-Training	# of staff cross-trained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Support culture	Deliver program
Leadership Development	Training hours per employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Approve budget	Implement training
Employee Retention	Improved retention rate		<input type="checkbox"/>	<input type="checkbox"/>	Support environment	Monitor & act

Implementation Framework



Connecting Strategy to Action

Department Workplans



Risks & Mitigation



**Staffing
Shortages**



**Funding
Limitations**



**Legislative
Changes**



...

Identify risks that could impact success

Overview

Smoky Lake County recognizes that achieving its Strategic Priorities requires proactive identification and management of risks. The following outlines key organizational, financial, and external risks, along with mitigation strategies to reduce impact and ensure continued progress.

Workforce Capacity & Recruitment Risk

Risk:

Challenges in recruiting and retaining qualified staff, particularly in specialized or rural roles, may impact service delivery and organizational continuity.

Impact:

- Reduced service levels
- Increased workload on existing staff
- Delays in project implementation

Mitigation Strategies:

- Develop and implement succession planning across all departments
- Strengthen recruitment strategies (regional advertising, partnerships, internships)
- Increase cross-training to ensure operational continuity
- Invest in leadership development and employee retention programs
- Monitor workforce capacity through regular reporting

Financial Sustainability Risk

Risk:

Rising operational costs, limited revenue growth, and reliance on grants or external funding may impact the County's ability to deliver services and maintain infrastructure.

Impact:

- Budget pressures
- Deferred maintenance
- Reduced service levels

Mitigation Strategies:

- Align all strategic initiatives with long-term financial planning
- Diversify revenue streams (economic development, user fees, partnerships)
- Strengthen budget forecasting and financial monitoring
- Prioritize capital investments based on risk and lifecycle analysis
- Maintain appropriate reserve levels

Infrastructure & Asset Risk

Risk:

Aging infrastructure and increasing replacement costs may lead to service disruptions and higher long-term financial burdens.

Impact:

- Service interruptions
- Increased emergency repairs
- Higher lifecycle costs

Mitigation Strategies:

- Maintain and update asset management plans annually
- Prioritize infrastructure based on condition and risk
- Implement preventative maintenance programs
- Integrate lifecycle costing into all capital decisions
- Seek external funding opportunities where available

Service Delivery & External Dependency Risk

Risk:

Dependence on external agencies (e.g., healthcare providers, provincial services) may limit the County's ability to fully control service outcomes.

Impact:

- Gaps in service (healthcare, housing, emergency response)
- Community dissatisfaction
- Limited ability to respond quickly

Mitigation Strategies:

- Strengthen regional partnerships and collaboration
- Advocate actively with provincial and federal governments
- Explore regional service delivery models
- Develop contingency plans where feasible
- Monitor service gaps and report to Council regularly

Regulatory & Legislative Risk

Risk:

Changes in legislation, regulations, or compliance requirements (MGA, ATIA, POPA, OHS, etc.) may impact operations and require rapid adjustments.

Impact:

- Compliance risks
- Increased administrative burden
- Potential legal or financial consequences

Mitigation Strategies:

- Maintain regular legal and legislative review processes
- Provide ongoing staff training on regulatory requirements
- Engage legal counsel when required
- Update policies and procedures proactively
- Monitor provincial updates and guidance

Economic & Market Risk

Risk:

Fluctuations in the regional or broader economy may impact local businesses, tax revenues, and growth opportunities.

Impact:

- Reduced municipal revenues
- Slower economic development
- Increased demand for support services

Mitigation Strategies:

- Diversify the local economy (agriculture, small business, tourism, industry)
- Support business retention and expansion initiatives
- Strengthen the Economic Development Officer role
- Monitor economic trends and adjust strategies accordingly

Organizational Alignment & Change Management Risk

Risk:

Resistance to change or lack of alignment between strategic priorities and departmental operations may limit the effectiveness of the Strategic Plan.

Impact:

- Inconsistent implementation
- Reduced accountability
- Missed strategic outcomes

Mitigation Strategies:

- Implement clear department work plans aligned to priorities
- Provide leadership training and tools for managers
- Establish regular reporting and accountability frameworks
- Communicate expectations clearly across the organization
- Conduct periodic internal reviews and adjustments

Risk:

Natural disasters, extreme weather events, or environmental incidents may disrupt operations and impact community safety.

Impact:

- Emergency response demands
- Infrastructure damage
- Risk to public safety

Mitigation Strategies:

- Maintain and regularly update Emergency Management Plans
- Conduct training exercises and simulations
- Ensure adequate emergency resources and partnerships
- Integrate climate and environmental considerations into planning
- Strengthen public awareness and preparedness initiatives

Smoky Lake County is committed to proactively identifying and managing risks to ensure the successful implementation of this Strategic Plan. Through strong leadership, sound planning, and ongoing monitoring, the County will adapt to challenges while maintaining a focus on long-term sustainability and service excellence.

Community Engagement



Listening



Consulting



Partnering

Working together for a thriving community

Overview

Smoky Lake County recognizes that strong, transparent, and consistent engagement with residents, businesses, and stakeholders is essential to effective governance and long-term success. Community engagement ensures that the decisions were based on current information, stakeholder engagement, and relative to local needs.

The County is committed to meaningful engagement that goes beyond information sharing and supports active participation in shaping the future of the community.

Objectives

- Increase transparency and public understanding of County decisions
- Strengthen relationships with residents, businesses, and regional partners
- Encourage participation in planning, policy development, and service delivery
- Considered feedback in decision-making processes
- Build trust through consistent and open communication

Principles of Engagement

The County will apply the following principles to all engagement activities:

- **Transparency:** Provide clear, timely, and accessible information
- **Accountability:** Demonstrate how public input influences decisions
- **Inclusiveness:** Ensure opportunities for all residents to participate
- **Respect:** Value diverse perspectives and experiences
- **Consistency:** Maintain regular and predictable communication

Levels of Engagement

The County will utilize a range of engagement approaches depending on the decision or initiative:

1. Inform

Provide residents with accurate and timely information.

- Website updates
- Social media posts
- Public notices
- Newsletters

2. Consult

Seek feedback and input from the community.

- Surveys and questionnaires
- Public meetings or open houses
- Online feedback tools

3. Involve

Work directly with stakeholders throughout the process.

- Workshops
- Focus groups
- Advisory committees

4. Collaborate

Partner with community members and organizations in decision-making.

- Regional partnerships
- Joint initiatives
- Stakeholder working groups

Key Actions (2026–2029)

- Develop and implement a **formal Community Engagement Strategy**
- Enhance the County’s **website and social media presence** for accessibility and clarity
- Standardize **public communication processes** across all departments
- Increase use of **digital engagement tools** (online surveys, engagement platforms)
- Provide **clear summaries of Council decisions** in plain language
- Strengthen engagement with **local businesses, agricultural producers, and community groups**
- Ensure **early engagement** on major projects and policy changes
- Establish consistent **public reporting on progress of the Strategic Plan**

Roles & Responsibilities

Council Role

- Set expectations for transparency and public engagement
- Approve engagement strategies and major initiatives
- Participate in community events and represent the County
- Consider public input in decision-making

Administration Role

- Develop and implement engagement strategies and tools
- Lead communication efforts and public outreach
- Coordinate engagement activities across departments
- Collect, analyze, and report on community feedback
- Ensure consistency and professionalism in messaging

Key Performance Indicators (KPIs)

- Increased public participation in surveys, meetings, and engagement activities
- Improved website traffic and engagement metrics
- Growth in social media reach and interaction
- Timeliness of public communication following Council decisions
- Resident satisfaction with communication and engagement (survey-based)
- Number of engagement initiatives completed annually

Communication Channels

The County will use a variety of tools to reach residents effectively:

- County website
- Social media platforms
- Email/newsletters
- Public meetings and open houses
- Local media and community boards
- Direct outreach to stakeholder groups

Monitoring & Continuous Improvement

The County will review community engagement efforts regularly to ensure effectiveness and responsiveness. Feedback will assist the County to refine approaches and improve communication strategies over time.

Smoky Lake County is committed to building strong relationships with its community through open, honest, and meaningful engagement. By actively listening and responding to residents, the County will ensure that its decisions reflect the needs and priorities of those it serves while strengthening trust and collaboration.

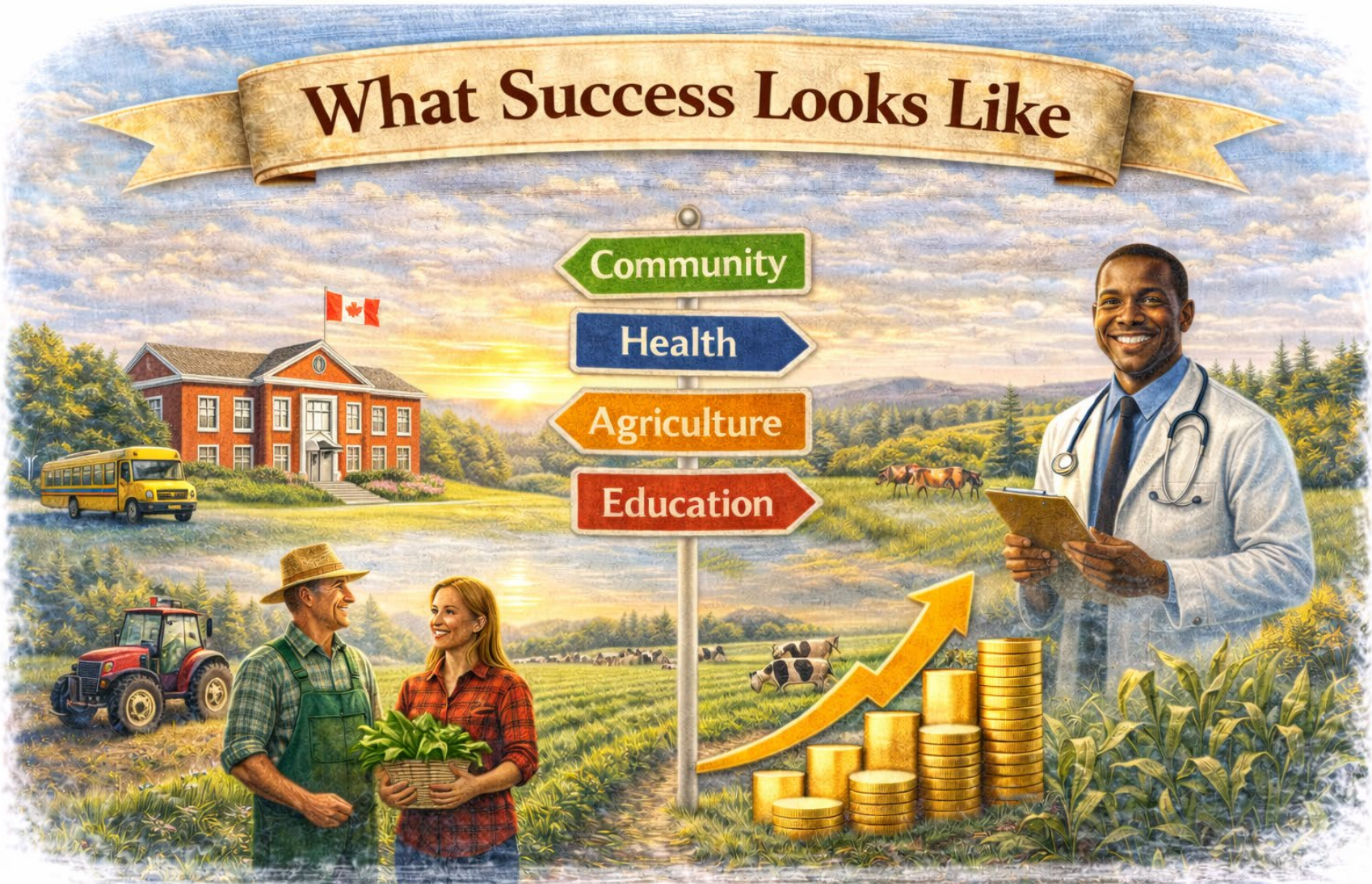
What Success Looks Like

Community

Health

Agriculture

Education



Overview

Success for Smoky Lake County means achieving a strong, sustainable, and resilient rural community where residents feel supported, services are dependable, infrastructure remains well-maintained, and economic opportunities continue to grow. This vision reflects the County's commitment to practical leadership, responsible growth, and protecting the rural way of life.

Success will be measured not only through financial performance and infrastructure improvements, but also through community satisfaction, workforce strength, and the County's ability to adapt to future challenges.

Community & Quality of Life

- Residents feel safe, supported, and connected to their community
- Better access to essential services such as healthcare, emergency response, and housing
- Strong participation in community events, programs, and engagement opportunities
- Higher levels of resident satisfaction with County services

Service Delivery Excellence

- Municipal services are reliable, responsive, and aligned with community needs
- Fire, enforcement, and emergency management services are well-coordinated and effective
- Clear established service levels are met consistently
- Issues and concerns are addressed in a timely and professional manner

Infrastructure & Asset Sustainability

- Infrastructure is well-maintained at a sustainable level
- Reduced reliance on reactive/emergency repairs
- Strategic Capital investments are prioritized, and aligned with long-term needs
- Asset management practices guide all infrastructure decisions

Workforce Strength & Organizational Health

- The County has a stable, skilled, and engaged workforce
- Leadership capacity is strong across all departments
- Succession plans are in place for key roles
- Employees are supported through training, development, and clear expectations
- A positive, accountable, and collaborative workplace culture is evident

Economic Growth & Financial Sustainability

- A diversified local economy supports long-term growth
- Support local businesses, and new investment is encouraged
- The County identifies and develops new revenue opportunities
- Financial decisions are sustainable, transparent, and aligned with strategic priorities
- Reserves and financial planning support long-term stability

Regional Collaboration & Leadership

- Strong, productive relationships exist with neighboring municipalities and partners
- Beneficial regional service delivery opportunities are implemented
- The County becomes recognized as a collaborative and forward-thinking regional partner
- Advocacy efforts result in improved support from provincial and federal governments

Governance & Accountability

- Governance and administrative roles are clearly defined, understood, and respected
- Decision-making is transparent, consistent, and aligned with strategic priorities
- Regular reporting provides clear insight into progress and performance
- Relevant Strategic Plan that guides the decision-making process

Community Engagement & Trust

- Residents feel informed and engaged in County decisions
- Communication is clear, consistent, and accessible
- Public input is meaningfully incorporated into decision-making and reflected in resulting outcomes
- Trust in municipal leadership is strong and continues to grow

Resilience & Future Readiness

- The County is prepared to respond to emergencies and changing conditions
- Risks are identified early and managed proactively
- The organization is adaptable and responsive to new challenges
- Long-term planning supports sustainability for future generations

Success for Smoky Lake County is a community that is thriving today while being prepared for tomorrow. Through strong leadership, sound planning, and collaboration with residents and partners, the County will continue to build a resilient, sustainable future that reflects the values and priorities of its community.



Conclusion

Smoky Lake County's 2026–2029 Strategic Plan sets a clear and purposeful direction for the future, one grounded in strong leadership, responsible growth, and a commitment to the people we serve.

As we move forward, four key principles will be the pillars of our success:

- **Focusing on outcomes, not just tasks**
- **Aligning all work with our strategic priorities**
- **Measuring success through clear, meaningful results**
- **Working together to achieve long-term sustainability**

This plan is not just a roadmap, it is a commitment. A commitment to delivering reliable services, strengthening our communities, investing in our people, and building a resilient and sustainable future.

Through collaboration between Council, Administration, and our residents, Smoky Lake County will continue to grow and adapt, while remaining firmly rooted in the values that define our rural way of life.

Together, we are building more than a plan.

We are building a future that is strong, sustainable, and proudly rural.



Request for Decision (RFD)

Meeting Date: June 10, 2025

Agenda Item: # 4.2

Topic: Appointment of Additional Signing Authority for Administrative Matters

Presented By:

Recommendation

That Council appoint Jordan Ruegg, Director of County Services and Assistant Chief Administrative Officer (Assistant CAO), as an authorized signing authority for administrative matters on behalf of Smoky Lake County, effective immediately.

Background:

As part of ongoing efforts to strengthen business continuity and ensure efficient administrative operations, Administration has reviewed current signing authority requirements. The Chief Administrative Officer is responsible for numerous agreements, correspondence, approvals, permits, applications, and other administrative documents that require timely execution. During periods of absence, vacation, training, conferences, emergencies, or other operational demands, delays may occur if only one administrative signing authority is available. Jordan Ruegg currently serves as the Director of County Services and has been appointed as the Assistant Chief Administrative Officer. As part of these responsibilities, Mr. Ruegg regularly oversees County operations and acts on behalf of the CAO when required. Designating Mr. Ruegg as an additional signing authority will improve operational efficiency, support business continuity, and ensure administrative matters continue to be addressed in a timely manner.

Benefits:

- Provides administrative continuity during CAO absences.
- Reduces delays in executing routine administrative documents.
- Supports timely service delivery to residents, businesses, contractors, and partners.
- Aligns signing authority with the Assistant CAO's delegated responsibilities.
- Strengthens organizational resilience and succession planning.

Disadvantages: N/A

Alternatives :N/A

Financial Implications: N/A

Legislation:

This recommendation is consistent with the authority granted to the Chief Administrative Officer under the Municipal Government Act and supports administrative continuity and effective governance practices.



Request for Decision (RFD)

Any financial signing authorities established through banking resolutions, bylaws, or policies remain subject to existing Council approvals and controls.

Intergovernmental:

Strategic Alignment:

Priority 5 – Workforce Development and Succession Planning

This recommendation supports organizational resilience, succession planning, and continuity of operations by ensuring critical administrative functions can continue uninterrupted.

Enclosure(s):

- 1. Policy 01-54 – Signing Authority (Current)**
- 2. Policy 01-54 – Signing Authority (Proposed)**

Signature of the CAO: _____



Smoky Lake County Policy

Title: Signing Authority	<u>Policy #</u> 01-54	<u>Version</u> 02
Category: Financial Services (FIN)		

LEGISLATIVE REFERENCE:

- Municipal Government Act, RSA 2000, c. M-26, Sections 213 and 270
- Chief Administrative Officer Bylaw 1452-23

PURPOSE:

The purpose of this policy is to clarify who in the organization may sign or authorize which municipal documents.

OBJECTIVE:

To designate signing authorities that support efficient municipal operations, maintain appropriate internal controls, provide continuity during employee absences, and ensure municipal documents are executed by authorized individuals.

DEFINITION:

“**Agreement**” is a document initiated by a financial institution or other party that requires signatures by the designated signatories.

“**CAO** means Chief Administrative Officer

“**County**” means Smoky Lake County.

“**Director of County Services (Assistant CAO)**” means the employee appointed by Council or the CAO to serve as Director of County Services and Assistant Chief Administrative Officer.

“**EFT**” means Electronic Funds Transfer payments (digital money transfer to or from bank accounts belonging to another entity)

“**Finance Manager**” means the employee appointed by the County as the Manager of Finance and responsible for the administration, oversight, and management of the County's financial operations, accounting functions, budgeting processes, financial reporting, and related statutory requirements.

STATEMENT:

The Municipal Government Act provides authority for the Chief Elected Official or another person authorized by Council to sign cheques and other negotiable instruments on behalf of the municipality.

Authority is delegated as follows to sign or authorize the following:

1. Bank accounts and investments
 - a) Authority for signing service agreements that open or close financial accounts shall be:
 - I. First signature – Reeve or Deputy Reeve
 - II. Second signature – CAO, if in the absence of CAO, the Finance Manager or Director of County Services
 - b) Authority to transfer funds between County bank accounts shall be:



- I. Either the CAO, if in the absence of CAO, the Finance Manager or the Director of County Services
 - II. The Payroll Clerk may transfer funds between the County General Chequing account and Payroll account.
2. Cheques and EFTs
- a) Authority for signing cheques as well as authorizations for EFT payments shall be:
 - I. First signature – Reeve or Deputy Reeve
 - II. Second signature – CAO, if in the absence of CAO, the Finance Manager or the Director of County Services
3. Agreements for budgeted expenditures are delegated under Purchasing Guidelines Policy 08-16
4. Other Agreements and negotiable instruments
- b) Authority for signing other agreements and negotiable instruments shall be:
 - I. First signature – Reeve or Deputy Reeve
 - II. Second signature – CAO, if in the absence of CAO, the Finance Manager or the Director of County Services
5. Minutes of Council Meetings shall be signed in accordance with the Municipal Government Act Section 213(1):
- I. the person presiding the meeting
 - II. and the CAO
6. Bylaws shall be signed in accordance with the Municipal Government Act Section 213(3):
- I. The Reeve or Deputy Reeve
 - II. and the CAO

	<u>Date</u>	<u>Council Resolution #</u>	<u>Version</u>
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Amended			
Reviewed			



Title: Signing Authority		Policy No.: 54-01	
Section: 01	Code: P-A	Page No.: 1 of 2	E

Legislation Reference:	Municipal Government Act Sections 213 and 270. And Chief Administrative Officer Bylaw 1452-23
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Purpose:	This policy clarifies which positions in the organization may sign or authorized which municipal documents to support accountability for both financial and non-financial transactions.
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Policy Statement and Guidelines:

1. **STATEMENT:**
The Municipal Government Act gives authority to the Chief elected official or another person authorized by council to sign cheques and other negotiable instruments.
2. **OBJECTIVE:**
This policy designates general legal signing authority to improve the efficiency of business operations while maintaining effective internal controls and approval processes.
3. **DEFINITION:**
 - 3.1 **“Agreement”** is a document initiated by a financial institution or other party that requires signatures by the designated signatories.
 - 3.2 **“CAO** means Chief Administrative Officer
 - 3.3 **“County”** means Smoky Lake County.
 - 3.4 **“EFT”** means Electronic Funds Transfer payments (digital money transfer to or from bank accounts belonging to another entity)
4. **GUIDELINES:**
Authority is delegated as follows to sign or authorize the following:
 - 4.1 Bank accounts and investments
 - 4.1.1 Authority for signing service agreements that open or close financial accounts shall be:
 - i) First signature – Reeve or Deputy Reeve
 - ii) Second signature – CAO or Finance Manager
 - 4.1.2 Authority to transfer funds between County bank accounts shall be:
 - i) Either the CAO or Finance Manager
 - ii) The Payroll Clerk may transfer funds between the County General Chequing account and Payroll account.
 - 4.2 Cheques and EFTs
 - 4.2.1 Authority for signing cheques as well as authorizations for EFT payments shall be:
 - i) First signature – Reeve or Deputy Reeve
 - ii) Second signature – CAO or Manager of Finance
 - 4.3 Agreements for budgeted expenditures are delegated under Purchasing Guidelines Policy 08-16



Title: Signing Authority		Policy No.: 54-01	
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4.4 Other Agreements and negotiable instruments

4.4.1 Authority for signing other agreements and negotiable instruments shall be:

- i) First signature – Reeve or Deputy Reeve
- ii) Second signature – CAO or Finance Manager

4.5 Minutes of Council Meetings shall be signed in accordance with the Municipal Government Act Section 213(1) - the person presiding the meeting and the CAO

4.6 Bylaws shall be signed in accordance with the Municipal Government Act Section 213(3) – The Reeve or Deputy Reeve and the CAO

5. RESPONSIBILITIES:

5.1 Council Responsibilities:

5.1.1 Approve the Signing Authority Policy

5.2 CAO Responsibilities

- 5.2.1 Ensure that the management team are aware of and understand the implications of this policy
- 5.2.2 Implement and monitor the policy
- 5.2.3 Direct administration to develop the necessary administrative procedures to implement this policy
- 5.2.4 Regularly review and make necessary amendments to the policy

5.3 Management Team

5.3.1 Ensure that employees are aware of and abide by the policy

5.4 Authority delegated to a position extends to any person acting in the position.

5.5 Only employees who have been delegated signing authority through the policy, or through further delegation permitted by this policy, may sign municipal documents referenced here.

5.6 Employees who have been delegated signing authority are responsible for:

- 5.6.1 ensuring documents are signed in accordance with this policy; and
- 5.6.2 ensuring the accuracy of the document being signed
- 5.6.3 being aware of and complying with all relevant bylaws, policies, procedures, as well as external legislative requirements when exercising delegations

	Date	Resolution Number
Approved	March 27, 2025	373-25 – Page # 15904
Amended		
Amended		
Amended		



Request for Decision (RFD)

Meeting Date: June 10, 2025

Agenda Item: #4.3

Topic: Policy 03-56 - Approval of Grader Storage and Availability

Presented By: Interim Public Works Manager – Kyle Winterbottom

Recommendation

That Smoky Lake County Council approve the Policy 03-56 - Grader Storage and Availability Policy as presented.

Background:

Smoky Lake County permits certain grader operators to store County-owned graders at or near their residence to improve operational efficiency, reduce travel time, and support timely service delivery to residents.

While this practice provides operational benefits, the County currently does not have a formal policy establishing employee responsibilities regarding access to County-owned equipment during periods of vacation, illness, leave, or other absences.

As graders are significant municipal assets and are critical to maintaining roads and service levels throughout the County, Administration has developed a policy to ensure equipment remains available for operational use and business continuity regardless of employee availability.

The proposed policy clarifies employee responsibilities, establishes the County's authority to access and reassign equipment when required, and ensures continuity of operations during planned and unplanned absences.

Benefits:

- Protects County-owned assets through clearly defined responsibilities.
- Ensures operational continuity during employee absences.
- Reduces service disruptions and delays in road maintenance activities.
- Clarifies employee and management expectations.
- Supports efficient deployment of equipment during emergencies and operational requirements.
- Provides a consistent framework for managing County-owned graders stored at employee residences.

Disadvantages:

- May require additional coordination between supervisors and operators when employees are absent.
- Some employees may perceive the policy as reducing autonomy regarding equipment stored at their residence.
- Additional administrative oversight may be required to ensure compliance.

Alternatives



Request for Decision (RFD)

Option 1 – Approve the Policy (Recommended)

Approve the Grader Storage and Availability Policy as presented.

Advantages

- Provides clear direction and expectations.
- Supports business continuity.
- Protects County assets and operational capacity.

Disadvantages

- Requires implementation and communication to affected employees.

Option 2 – Approve the Policy with Amendments

Council may direct Administration to make specific changes prior to implementation.

Advantages

- Allows Council to address specific concerns or operational requirements.

Disadvantages

- May delay implementation.

Option 3 – Maintain Status Quo

Do not approve the policy and continue existing practices.

Advantages

- No changes to current operations.

Disadvantages

- Lack of formal expectations regarding equipment accessibility.
- Increased risk of service disruptions during employee absences.
- Potential inconsistency in how equipment access is managed across departments.

Financial Implications:

There are no direct financial implications associated with the adoption of this policy.

The policy is intended to maximize the operational availability and utilization of existing County-owned assets and may reduce the risk of service disruptions or operational inefficiencies resulting from equipment accessibility issues.

Legislation: N/A

Intergovernmental: N/A

Strategic Alignment:

Priority 3 – Asset Management and Infrastructure Sustainability

The policy supports the responsible management, protection, and utilization of County-owned infrastructure and equipment.

Priority 5 – Workforce Development and Succession Planning



Request for Decision (RFD)

The policy supports operational resilience and continuity by ensuring equipment remains available to authorized personnel during employee absences.

Enclosure(s):

- 1. Policy 03-56 -- Approval of Grader Storage and Availability (Proposed)**

Signature of the CAO: _____



Smoky Lake County Policy

Title: **Grader Storage and Availability Policy**

Category: Public Works Services (PW)

<u>Policy #</u>	<u>Version</u>
03-56	01

LEGISLATIVE REFERENCE:

- Municipal Government Act, RSA 2000, c. M-26
- Occupational Health and Safety Act, RSA 2000, c. O-2.1
- Smoky Lake County Human Resources Policies

PURPOSE:

To establish requirements for the storage, security, and operational availability of County-owned graders assigned to operators and stored at or near an employee's residence.

OBJECTIVE:

To ensure County-owned graders are properly secured, maintained, and readily available to support operational requirements and business continuity during employee absences.

DEFINITION:

1.1 County

Means Smoky Lake County.

1.2 Grader Operator

Means an employee authorized by the County to operate and care for a County-owned grader.

1.3 County Asset

Means any vehicle, equipment, machinery, tool, or property owned, leased, or controlled by Smoky Lake County.

1.4 Authorized Employee

Means an employee approved by the Director of County Services, Public Works Manager, or designate to operate County equipment.

STATEMENT:

Smoky Lake County permits designated grader operators to store County-owned graders at or near their residence to improve operational efficiency, reduce travel time, and support service delivery. As these graders remain County assets, they must remain available for County operations at all times and be accessible to authorized personnel when required.

GRADER STORAGE

1. The County may authorize a grader operator to store a County-owned grader at or near their residence for operational purposes.
2. The grader remains the property of Smoky Lake County at all times.
3. Employees shall take reasonable precautions to protect County equipment from theft, vandalism, misuse, or damage.
4. The County reserves the right to relocate, reassign, or direct the use of any grader at any time to meet operational requirements.



BUSINESS CONTINUITY REQUIREMENTS

1. Grader operators are responsible for ensuring their assigned grader remains accessible for County operations during any absence from work.
2. Prior to any planned absence, including vacation, leave of absence, training, or other approved leave, the grader operator shall:
 - 2.1. Ensure the grader is available for use by authorized County personnel;
 - 2.2. Advise their supervisor of the grader's location;
 - 2.3. Provide any necessary information regarding equipment access, operating concerns, maintenance issues, or special instructions;
 - 2.4. Ensure all County keys, access devices, and equipment required to operate the grader are available to the County.
3. In the event of an unplanned absence, including illness, injury, emergency leave, or any circumstance preventing the employee from reporting to work, the employee shall make reasonable efforts to notify their supervisor of the grader's location and any access requirements as soon as practicable.
4. Where an employee is unable to provide such information due to the nature of the absence, the County may take any reasonable measures necessary to access, retrieve, relocate, or operate the grader to maintain service levels and business continuity.

COUNTY ACCESS

1. The County shall have the right to access, retrieve, relocate, or assign the grader to another authorized employee whenever operational requirements necessitate its use.
2. No employee shall withhold access to County-owned equipment or interfere with the County's ability to utilize its assets.
3. Failure to provide access to County equipment may result in disciplinary action in accordance with County policies.

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Adopted	Month, day, year	Motion #	01
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May 29, 2026

ASBPC 2026 Strategic Planning Survey Open June 1-15

The Agricultural Service Board Provincial Committee is beginning a strategic planning process in 2026 and is seeking input from ASB members, municipal councillors, Agricultural Fieldmen/AAAF members, GOA ASB Program staff, RMA, and related stakeholders.

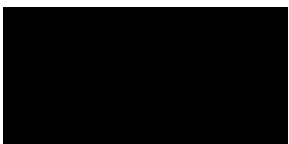
The survey is intended to gather individual perspectives on the role of ASBs, the role of ASBPC, ASB and municipal council alignment, communication, and opportunities to strengthen collaboration across Alberta's ASB system.

The survey is not a vote and is not intended to create formal municipal or ASB positions. Results will be summarized for ASBPC by June 30 and will help inform an in-person strategic planning session planned for July or August 2026.

Survey link: [ASBPC 2026 Strategic Planning Survey – Fill out form](#)



On behalf of the Committee,



Linda Hunt, PAg.

ASBPC Executive Assistant

ASBPC 2026 Strategic Planning Survey

