



Smoky Lake County
Meeting Agenda
Regular Council Meeting – Department Update Session
May 14th, 2026, – 01:00 p.m.
In Person - Council Chambers
4612 - McDougall Drive, Smoky Lake, Alberta
Please join using this link:
<https://video.businessconnect.telus.com/join/802356159>

1. CALLED TO ORDER
2. ADOPTION OF AGENDA
3. REQUESTS FOR DECISION
 - 3.1. Strategic Plan – Department Work Plans
4. CORRESPONDENCE
 - 4.1 47th Annual Golf Day in Barrhead Invitation from Michael Botros
5. NEXT MEETINGS
 - Thursday, May 28th, 2026, Regular County Council Meeting at 9:00 a.m.
6. IN CAMERA
7. ADJOURNMENT



Request for Decision (RFD)

Meeting Date: May 14th, 2026

Agenda Item: # 3.1

Topic: Smoky Lake County Strategic Plan

Presented By: Chief Administrative Officer

Recommendation:

That Smoky Lake County Council adopt the Smoky Lake County 2026–2028 Strategic Plan as presented.

Background:

With collaboration from Council and Administration, Administration has completed the development of the Smoky Lake County 2026–2028 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 2026–2028 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



Request for Decision (RFD)

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 2026–2028 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



Request for Decision (RFD)

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 2026–2028 Strategic Plan

Signature of the CAO: _____

A handwritten signature in blue ink, appearing to read "C. H. ...", is written over a horizontal line.

Smoky Lake County



Keeping it Rural

2026-2028 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**



Strategic Priorities

Regional Collaboration & Modernization



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graph TD; A[Regional Collaboration & Modernization] --> B[Service Delivery & Community Wellbeing]; B --> C[Asset Management & Infrastructure Sustainability]; C --> D[Economic Development & Financial Sustainability]; D --> E[Workforce Development & Succession Planning];
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Service Delivery & Community Wellbeing



Asset Management & Infrastructure Sustainability

Economic Development & Financial Sustainability

Workforce Development & Succession Planning

OUR STRATEGIC PRIORITIES

Building stronger communities. Planning for a sustainable future.

1	2	3	4	5									
													
REGIONAL COLLABORATION & MODERNIZATION	SERVICE DELIVERY & COMMUNITY WELLBEING	ASSET MANAGEMENT & INFRASTRUCTURE SUSTAINABILITY	ECONOMIC DEVELOPMENT & FINANCIAL SUSTAINABILITY	WORKFORCE DEVELOPMENT & SUCCESSION PLANNING									
<p>Strengthen regional partnerships, modernize governance structures, and improve municipal service delivery.</p>	<p>Ensure all residents have access to healthcare (Doctors, mental health programs & rehab programs), as well as affordable housing throughout the communities.</p>	<p>Ensure long-term sustainability of infrastructure through strategic investment and lifecycle management.</p>	<p>Strengthen and diversify the local economy while ensuring long-term financial sustainability.</p>	<p>Develop a skilled, resilient workforce that supports long-term organizational success.</p>									
 STRONG PARTNERSHIPS	 MODERN GOVERNANCE	 EFFICIENT SERVICE	 HEALTHCARE ACCESS	 MENTAL HEALTH & REHAB	 AFFORDABLE HOUSING	 STRATEGIC PLANNING	 ASSET MANAGEMENT	 SUSTAINABLE INFRASTRUCTURE	 LOCAL ECONOMY DIVERSIFICATION GROWTH	 FINANCIAL SUSTAINABILITY	 SKILLED WORKFORCE	 TRAINING & DEVELOPMENT	 SUCCESSION PLANNING



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



Priority 1: Regional Collaboration & Modernization



STRENGTHEN
REGIONAL
PARTNERSHIPS



MODERNIZE
GOVERNANCE AND
STRUCTURES



IMPROVE
COMMUNICATION
AND TRANSPARENCY



ENHANCE PUBLIC
TRUST

Priority 2: Service Delivery & Community Wellbeing

Deliver

reliable and high-quality services

Support

safety and community health

Improve

access to essential services

Enhance

emergency preparedness



Priority 3: Asset Management & Infrastructure



Plan and maintain infrastructure



Invest strategically for long-term sustainability



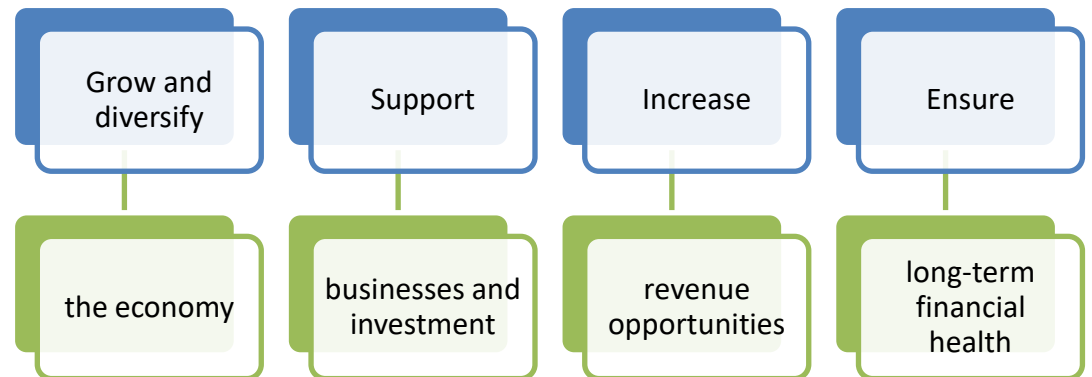
Reduce risk and unexpected costs



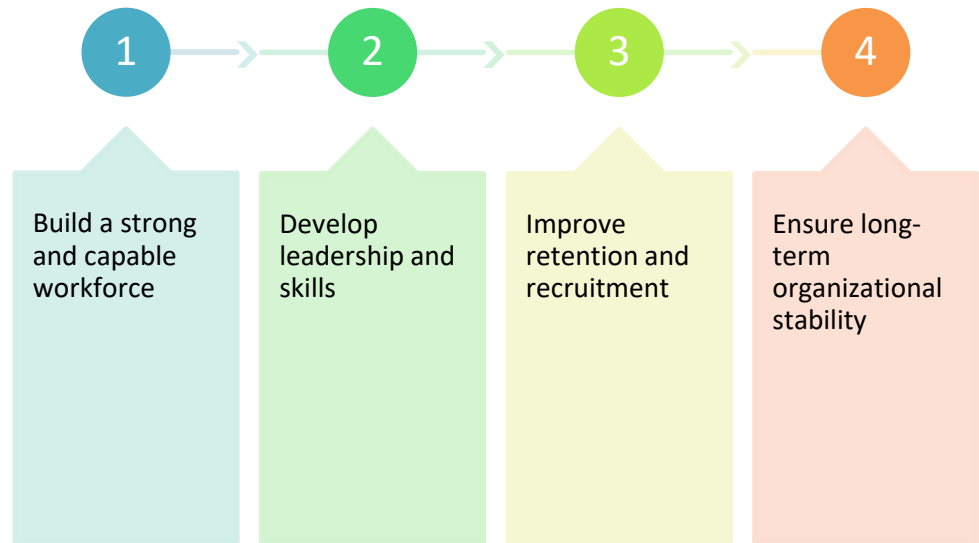
Support future growth



Priority 4: Economic Development & Financial Sustainability



Priority 5: Workforce Development & Succession Planning



DEPARTMENT WORKPLANS

Turning Strategic Priorities into Actionable Results

Department Workplans translate Council's Strategic Priorities into practical actions, measurable outcomes, and accountable timelines to deliver value to our community.



1. ALIGN

Each workplan aligns department initiatives to the 5 Strategic Priorities and organizational goals.



2. PLAN

Identify key initiatives, actions, timelines, resources, and performance measures.



3. EXECUTE

Departments implement initiatives and collaborate across the organization to achieve results.



4. MEASURE

Track progress using KPIs and milestones to ensure accountability and transparency.



5. ACHIEVE

Deliver improved services, stronger infrastructure, and a thriving community for ratepayers.

WHAT IS A WORKPLAN?



A Department Workplan is a 3-year plan that outlines:

- ✓ Initiatives & Actions
- ✓ Timelines
- ✓ Key Performance Indicators (KPIs)
- ✓ Resources Required
- ✓ Council & Admin Roles

WORKPLAN COMPONENTS



INITIATIVE

What we will do



TIMELINE

When it will be done



KPI

How we will measure success



ROLES

Who is responsible



RESOURCES

What is needed

STRATEGIC PRIORITIES



P1 Regional Collaboration & Modernization



P2 Service Delivery & Community Wellbeing



P3 Asset Management & Infrastructure Sustainability



P4 Economic Development & Financial Sustainability



P5 Workforce Development & Succession Planning

OUR COMMITMENT



Through strong workplans, we are accountable to each other and to our community.

- ✓ Focused on Results
- ✓ Transparent & Accountable
- ✓ Building a Better Future Together



ONE PLAN. ONE TEAM. ONE COMMUNITY.



Workplans are reviewed annually to ensure we stay on track and adapt to changing needs.



Implementation Framework



Connecting Strategy to Action

Risks & Mitigation



Staffing
Shortages



Funding
Limitations



Legislative
Changes



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Identify risks that could impact success

Community Engagement



Listening



Consulting



Partnering

Working together for a thriving community

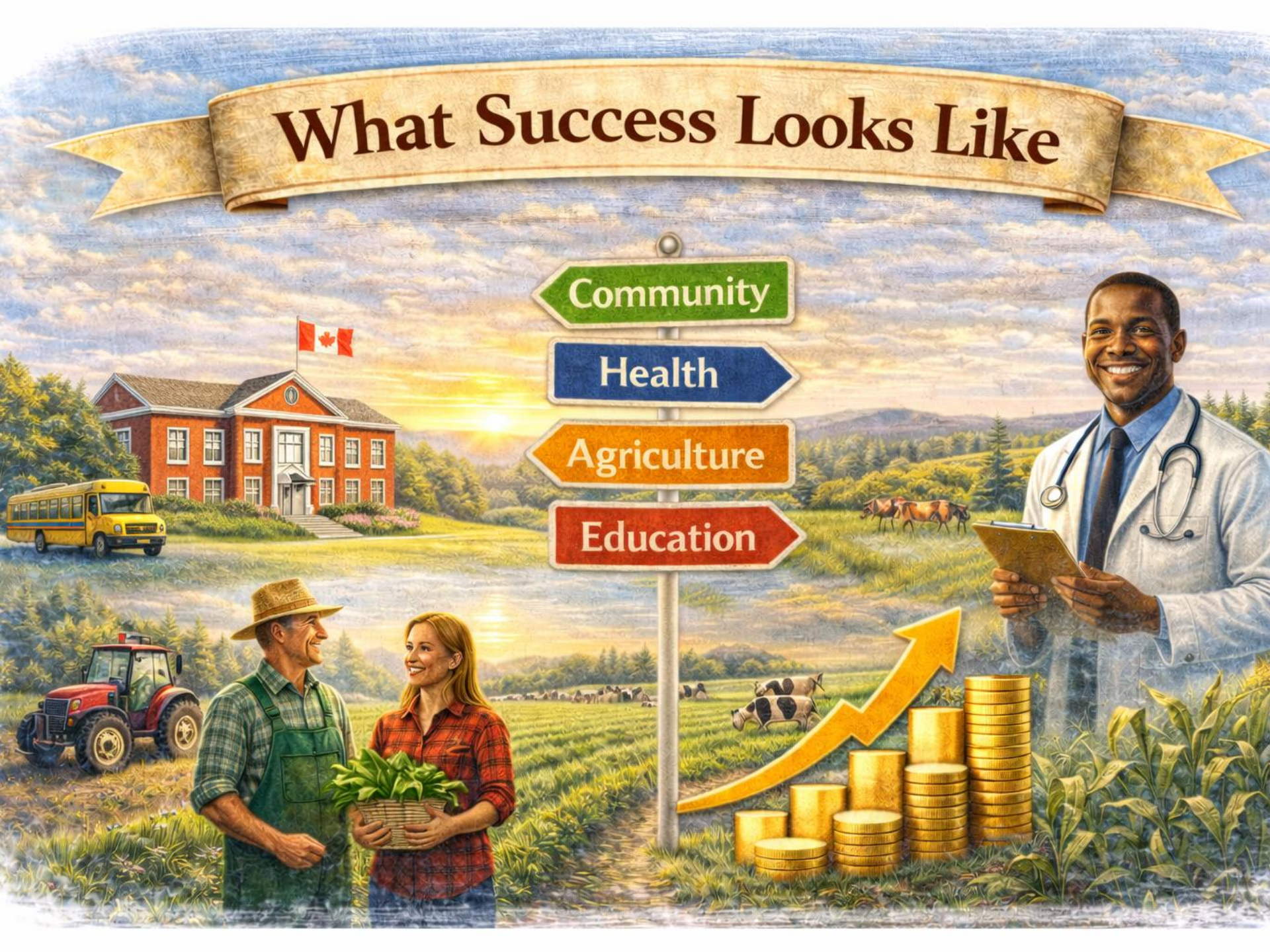
What Success Looks Like

Community

Health

Agriculture

Education





Conclusion

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.

Smoky Lake County's 2026–2028 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.

From: Michael Botros <Michael.Botros@gov.ab.ca>

Sent: April 16, 2026 8:33 AM

Subject: 47th Annual Golf Day in Barrhead

Struggled with the timing to send this out, especially with snow still on the ground, but here goes...

With the Masters in the rearview mirror and sadly snow still on the ground, it is time to think about important things- the **47th Annual** Golf Day in Barrhead!!!

On Friday June 19, 2026 the North Central Region will be hosting the **47th Annual** Golf Day in Barrhead at the beautiful Barrhead Golf Course. The event has seen elected officials, transportation staff, municipal staff, consultants, contractors and many others in attendance.

This is a Texas Scramble format (best ball) with a 9:00am shot gun start. The all-inclusive, *non-refundable*, entry fee of \$190 per golfer includes:

- 18 holes of golf
- Power Cart
- Driving range before tee off
- Golf balls
- Breakfast
- Lunch
- Steak Supper
- Prizes

There is room for 144 golfers and rumor has that it fills up fast!!

Please respond directly to Michael.Botros@gov.ab.ca to register and indicate whether you are registering as a **single** or **group**. We ask that payments be received no later than June 3, 2026 to ensure spots are held. After June 3, 2026, golfers on the waiting list will be contacted.

Cheques can be made out to **NC Region Golf** and mailed to: or E-Transfers can be sent to:

NC Region Golf
C/O Transportation & Economic Corridors
Box 4596
Barrhead AB T7N 1A5

Allen.Rau@gov.ab.ca

Attention: Michael Botros

Michael Botros, P.Eng.

Regional Director

North Central Region

Transportation and Economic Corridors