



Council Strategic Plan

2020-2023

Prepared and facilitated by Transitional Solutions Inc.



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Mission

To develop, maintain and enhance a safe and prosperous municipality through the effective provision of services for its public.

Vision

The Municipal District of Bonnyville will be a leader and innovator in local municipal governance, services and economic prosperity.

Guiding Principles

- We believe everyone has the right to be heard
- We believe in the good stewardship of public funds
- We believe in the enhancement of quality of life
- We believe there should be openness in decision making
- We believe in the equality of service
- We value the safety of the public and our staff
- We value the contributions, skills, and abilities of all members of the organization
- We value and respect people and property

2020 Strategic Priorities

- Goal 1: Building a Prosperous and Sustainable Community
- Goal 2: Enhance Safety in the Community
- Goal 3: Sustainable Infrastructure that Meets the Needs of the Community
- Goal 4: Enhance Livability of the Community

Strategic Priorities Tactical Plan

Goal 1: Building a Prosperous and Sustainable Community

OBJECTIVE: Continue work that has been done on clarifying area structure plans

Recommended Action Plan:

1. Clarify the Area Structure Plans (3-4 year plans, thirteen have already been developed and approved by Council).
2. Establish list of variances from the current ASPs to be reviewed regularly so that adjustments (if required) can be made.

OBJECTIVE: Develop an economic development strategy inclusive of business attraction, retention and expansion

Recommended Action Plan:

1. Phase 1: Recruit for an Economic Development Officer so that this person can explore what potential opportunities might be available.
2. Phase 2: Determine Future State
 - a. Specific detail for determining the future state will be on hold until the Economic Development Officer position has been filled. No clear direction now, however, the expectations are that this person will provide direction
 - b. Determine what restrictions may exist that will prevent development if an opportunity exists (i.e. Land use bylaw may deter some people)
 - c. Develop process for attracting development to the region
 - d. Survey the current business community to determine what enhancements can be made to attract growth

OBJECTIVE: Investigate inter-municipal collaboration possibilities to ensure adequate and efficient service levels for the region

Recommended Action Plan:

1. Review current services for appropriate inter-municipal collaboration opportunities (includes tourism, recreation, waste management, economic development)
2. Start discussions with inter-municipal partners to discuss how these could be achieved

Goal 2: Enhance Safety in the Community

OBJECTIVE: Complete a needs analysis for the expansion of fire services

Recommended Action Plan:

1. Phase 1: Determine Current State:
 - a. Review service levels and determine if they meet the 'protection of people, places and the environment' needs of the municipality
 - b. Review existing services and what future options could be
2. Phase 2: Determine Future State:
 - a. Engage a consultant to develop criteria for level of service requirements
 - b. Determine need for expansion of services which includes potential future locations for fire halls
 - c. Explore joint agreements (ICF, interprovincial) for certain areas

OBJECTIVE: Lobby the Government of Alberta for increased authority and jurisdiction of Peace Officers

Recommended Action Plan:

1. Phase 1: Determine current state:
 - a. Explore the full breadth of authority Peace Officers currently possess
 - b. Review current procedures to ensure they are aligned with appropriate authority level of the officers. If required, enhance procedures to ensure awareness and alignment of Peace Officers
 - c. Explore potential areas where local Peace Officers could potentially assist with the RCMP's current administrative burden
2. Phase 2: Advocate to appropriate level of government
 - a. Lobby province for expanded authority and jurisdiction of Peace Officers

OBJECTIVE: Explore opportunities to increase police presence in rural areas

Recommended Action Plan:

1. 24-hour patrols should be evaluated which could include a night shift for responding to emergencies and patrolling the areas.
2. Prioritize patrol area "hot spots"
3. Add a "meet and greet" and "educational traffic stops" component in addition to ticketing
4. Evaluate current SRO program and determine if resources could be allocated to higher priority areas

OBJECTIVE: Develop performance measures to monitor levels of service for policing services

Recommended Action Plan:

1. Phase 1: Collect current data to benchmark:
 - a. Determine current state of response times

- b. Determine where the current hot spots are located
 - c. Collect benchmark information from comparable jurisdictions
- 2. Phase 2: Develop performance measures
 - a. Determine which performance measures should be tracked and reported
 - b. Develop appropriate targets for each measure
 - c. Develop reports and maintenance schedules (quarterly/semi-annual) and determine who is responsible for maintenance

OBJECTIVE: Investigate the creation of a formal rural crime watch program

Recommended Action Plan:

- 1. Contact the Alberta Provincial Rural Crime Watch Association to investigate available resources

Goal 3: Sustainable Infrastructure that Meets the Needs of the Community

OBJECTIVE: Development of a long-term plan to offer water to all properties

Recommended Action Plan:

1. Phase 1: Review existing lines and determine what can currently be serviced with water
 - a. Engage a consultant/s to conduct a feasibility study which explores options with cost estimates for providing water services which includes the following:
 - i. Confirm the current state of the existing lines and what options are available
 - ii. Review past issues and determine what can be done to provide any quick wins for residents
 - iii. Identify best location for reservoir to supply water for a low-pressure trickle system
 - iv. Identify the routes and subdivisions that allow for maximum use of waterlines for servicing
 - v. Explore options regarding the development of a plan to offer Cold Lake water to subdivisions around Cold Lake, Moose Lake and other areas adjacent to the regional waterline.
 - vi. Evaluate current state and options for water distribution, as well as explore the condition of the existing pump house to determine necessary upgrades to facilitate a bulk water station
 - vii. Determine criteria for which level of water servicing could be made available which could include distance from existing lines, cost, property type
2. Phase 2: Research needs and available options.
 - a. Public engagement to determine what property owners want for water distribution in the short and long-term. This includes conducting an open house meeting with residents to present possible options, estimated costs of the project and service delivery rates
 - b. Reach out to other municipalities that have already created low pressure trickle systems to look at cost estimates, pros and cons of systems and challenges faced
 - c. Prepare report which provides options and eligibility criteria for the water servicing and distribution network which includes cost estimates
 - d. Bring report to Council for discussion and decision, including a decision on where they want the 10" line to be tied into the 24" line
3. Phase 3: Longer term discussion on what Council desires for servicing options for all properties in the MD.
 - a. Offering water servicing to all properties and estimating costs to both the MD and property owners.
 - b. Investigate how ICFs can be used to support the distribution of water and a plan for the provision of those services

OBJECTIVE: Determination of where sewer (complete systems, lagoons and dumping sites) could currently be provided

Recommended Action Plan:

1. Phase 1: Definition of the current state
 - a. Determination of where sewer (complete systems, lagoons and dumping sites) can currently be provided
 - i. Analysis of current system capacity including identification of issues with current system overloads, as well as tracking of current use (number of trucks dumping into current systems and where they are coming from)
 - ii. Availability of future locations based on the design of the land and location
 - iii. Analysis of options should include current state of commercial haulers and overall investigation for where it makes sense to haul sewage
2. Phase 2: Definition of the future state and what will meet the future needs of the MD
 - a. Comparison of costs for septic fields for residents compared to servicing costs
 - b. Investigate if selling services (i.e. HVAC) could provide an additional revenue source
 - c. Provide Council with potential sewer servicing options to prioritize areas and services

OBJECTIVE: Guidelines to be established for sewage systems in different areas (i.e. development by lakes) and communicated to property owners and developers

Recommended Action Plan:

1. Establish guidelines for sewage systems for different areas (i.e. development by lakes)
2. Communicate new guidelines to property owners and developers to emphasize the importance moving forward when developing

OBJECTIVE: Establish quality control guidelines for sewage systems and process implemented to monitor compliance

Recommended Action Plan:

1. Establish quality control guidelines
2. Communicate guidelines to users
3. Develop a process to monitor compliance with quality control guidelines

OBJECTIVE: Development of 10-20-30 year road construction and maintenance plans

Recommended Action Plan:

1. Complete 10-20-30 year Road Priority Plan
 - a. Develop road prioritization and scoring criteria based on traffic counts, condition of road, class of the road, connectivity of the road to the network, safety concerns, maintenance cost, etc
 - b. Explore a more comprehensive traffic count study

- c. Engage industry to increase awareness with regard to where their work is planned so that increased use of roads can be incorporated into the road construction and maintenance plan
 - d. Host open houses throughout municipality to get feedback from area residents
 - e. Determine criteria for when patch work should be done on a road versus replacement/major repairs. This criterion should be transparent to the public
 - f. Determine criteria for what types of roads will be prioritized for repair based on frequency of use
 - g. Prepare report which provides criteria and prioritized list of road projects
2. Completion of Hwy 657 running East and West
 - a. Negotiate a shared cost approach with Province to redesign and pave
 - b. Follow-up with First Nation Reserve to determine if there is Federal money for the roads that can be shared

OBJECTIVE: Develop a business plan to bring in a Bio-mass (waste) system in collaboration with City of Cold Lake and Town of Bonnyville

Recommended Action Plan:

1. Council to advocate for changes from the Province to allow for a suitable location within the municipality
2. Investigate the potential for future use by St. Paul and Lac La Biche by determining if there could be a return on the investment

OBJECTIVE: Lobby Alberta Government for adequate gas accessibility and supply required for future growth

Recommended Action Plan:

1. The government and the municipality must put pressure on the Federation to provide opportunity for the MD of Bonnyville to access adequate gas access/supply required for growth
 - a. MD should review, investigate and consider creating a business plan for the purchase or formation of gas co-op (company)
 - b. Council to lobby the Alberta Government to consider legislative change to the administrative functions and authority of the Gas Co-ops
 - c. Administration to seek an opinion from solicitors to provide options for residents to gain gas service access

OBJECTIVE: Identification and creation of short-term plans to correct and mitigate priority flooded areas

Recommended Action Plan:

2. Phase 1: Definition of the current state

- a. Update flood area maps
 - i. Gain access to historical flood maps to identify higher risk areas
 - ii. Council to identify any flood areas that are missing and adopt the flood area map
 - iii. Create a catalogue of culverts
 - iv. Create a catalogue of drainage ditches
 - v. Determine (personal property and level of government) has control of these items and who is responsible
3. Phase 2: Develop plan to correct and mitigate short term priority areas
 - a. Identify the residential properties that require work in the next couple of months
 - b. Estimate the costs to mitigate/correct
4. Determine process for where future drainage problems are dealt with. (i.e. Council, drainage committee, separate organization)

OBJECTIVE: Create a five-year plan to correct and mitigate prioritized flooded areas based on agreed upon criteria

Recommended Action Plan:

1. Investigate possibility of forming a drainage district
2. Solicit feedback from property owners
3. Create a maintenance plan for going forward to mitigate future issues
4. Create a plan to control the beaver population by investigating those processes that have brought success in other jurisdictions
5. Determine the criteria for prioritizing correction and mitigation for non-critical areas which considers the joint responsibility that should exist from property owners
6. Develop a 5-year plan prioritized according to agreed upon criteria
7. Provide Council with options in order to decide which area and type of flooding issues to prioritise
8. Communicate water management plan to property owners which includes instructions and education on flood mitigation for property owners

Goal 4: Enhance Livability of the Community

OBJECTIVE: Development of a Recreation Master Plan

Recommended Action Plan:

1. Finalize the year-round Kinosoo Ridge Adventure Park plan brought back to Council including phasing process and continuity
 - a. Phase 1: Develop a Recreation Master Plan
 - i. Provide or assist in the identification of recreation opportunities in communities and equitably develop opportunities for the residents to enjoy those facilities locally
 - ii. Investigate inter-municipal collaboration with all municipalities to ensure complete service delivery without surplus inventory
 - iii. Present Recreation Master Plan to Council for adoption
 - iv. Investigate possibility for future sponsorship opportunities to share cost of projects
 - b. Phase 2: Determine if there is a benefit to creating separate plans for the individual Hamlets due to the differences between them.

OBJECTIVE: Review current tourism and branding strategy to ensure that it aligns with long-term strategy

Recommended Action Plan:

1. Review current tourism and branding strategy to ensure that it aligns with long-term strategy

2020 Emergent Issues to be considered in the Tactical Plan

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| 1. Review and update Policies and Procedures | 4. Finalize Kinosoo Adventure Park Plan |
| 2. Review and monitor the current concept of 24-hour police patrolling | 5. Enhanced communication within and between municipal departments |
| 3. Completion of Highway 657 (East/West) | 6. Recruit for an Economic Development Officer |