

To: Mayor and Council
From: Dr. Gordon McIntosh

Subject: **STRATEGY UPDATE SESSION**

The Strategic Priority Update Session (September) was for Council with the CAO to identify areas for attention in the 2019 & beyond by:

- Identifying STRATEGIC TOPICS for discussion
- Exploring each strategic topic as a STRATEGIC POSSIBILITY
- Determining 2019 STRATEGIC PRIORITIES along with actions for implementation

STRATEGIC TOPICS

Following an update on current priorities it was agreed that the following warranted discussion:

- Road Conditions & Paving
- Viability Checklist
- Transportation Plan
- Capital Priorities
- Asset Management Plan
- Facility Maintenance Report
- 3-year Budget
- Crime Watch
- Economic Development Strategy – Business Outreach
- Jubilee Insurance Review
- Intermunicipal Development Plan
- Intermunicipal Collaboration Framework
- Occupational Health & Safety Program
- Business Outreach
- Website Platform
- Snow Removal Service level
- Preventive Maintenance Program (& Equipment List)
- ATB Loan Status
- Computer System Integration
- Lift Station
- Water Truck Fill
- Policy Review
- Traffic Bylaw
- Equipment List
- Stormwater Management Plan
- Community Group Support Policy
- Tax Assessment Contract
- Utility Rates
- Alberta Transportation Commitment to Hwy. 49/2 Improvements

STRATEGIC POSSIBILITIES

The workshop participants arrived at preferred options to pursue these strategic topics.

| STRATEGIC TOPIC | Notes |
|--|---|
| 1. Road Conditions <i>How to ensure safe roads?</i> | Identify hotspot - April <i>Defer paving in 2019</i> |
| 2. Viability Checklist <i>What remains to complete the recommendations?</i> | Outstanding items now on SPC Submit annual report to Minister |
| 3. Transportation (Roads) Plan <i>How do we prioritize road surfacing needs?</i> | Create road classification map Identify and prioritize needs |
| 4. Capital Priorities <i>What are our priorities & sources of funding?</i> | Capital Plan to meet legislative requirements Include 2018 targets on SPC |
| 5. Asset Management System <i>What is the lifecycle for our capital?</i> | Develop a template to undertake this inventory & assessment |
| 6. Facility Maintenance Report <i>What is the condition of our buildings?</i> | Conduct an assessment |
| 7. 3-Year Operating Budget <i>What is our revenue and expenditure forecasts?</i> | Budget to meet legislative requirements |
| 8. Rural Crime Watch Support <i>Can we assist citizen efforts to prevent crime?</i> | Support Saddle Hills Rural Crime Watch effort |
| 9. Economic Development Strategy <i>How do we diversify our economy?</i> | Review Terms of Reference from PREDA |
| 10. Jubilee Insurance Review | <i>Include in Facility Assessment Report (# 6)</i> |
| 11. Inter-municipal Development Plan <i>How do we want to grow?</i> | Update Municipal Development Plan Complete IMDP |
| 12. Inter-municipal Collaboration Framework <i>How do we proceed with the ICF Process</i> | Attend Municipal District Session Review proposed template |
| 13. Occupational Health & Safety Program <i>How do we ensure a safe workplace?</i> | Conduct a program review |
| 14. Business Outreach | <i>Include in Economic Development Strategy (#9)</i> |
| 15. Website Platform <i>How do we achieve a more effective base?</i> | Budget proposal for 2019 |
| 16. Snow Clearing Service Level <i>Do expectations that match capacity?</i> | Examine and determine service levels |
| 17. Preventive Maintenance Program <i>How to effective ongoing maintenance</i> | Consolidate checklists & address gaps Create an equipment list with lifecycles |
| 18. Website Redesign <i>We need to ensure it is up-to-date?</i> | Update material |
| 19. ATB Loan Status <i>Should we pay off the loan or keep money in reserves?</i> | Seek Council resolution to pay it off |
| 20. Computer System Integration <i>How do we modernize and link our software</i> | Computer System Integration Proposal for 2019 budget consideration |
| 21. Bulk Water Service <i>What are the merits of such a service?</i> | Develop business case for 2019 budget consideration |
| 22. Policy & Bylaw Review <i>Are our policies & bylaws up to date and effective?</i> | Create policy/bylaw chart Identify targets for 2019 |
| 23. Traffic Bylaw | <i>Include in Policy Cart Review (#22)</i> |
| 24. Community Support Policy | <i>Include in Policy Cart Review (#22)</i> |
| 25. Tax Assessment Contract <i>What are the costs for contract renewal?</i> | Review contract |
| 26. Utility Bylaw <i>How do we ensure better and fair cost recovery</i> | Utility rate options report |
| 27. Alberta Transportation: Hwy. 49/2 Improvements | <i>Continue advocacy efforts</i> |

STRATEGIC PRIORITIES

Council applied priority setting criteria to establish NOW (short term) Priorities and NEXT (longer term) Directions as well as ADVOCACY/PARTNER items requiring cooperation with and/or action by another agency. These items are summarized in the Strategic Priorities Chart (attachment 1) for ongoing reference, quarterly updating and annual review.

I trust the forgoing accurately portrays the session outcomes in a manner that facilitates follow-up to the ideas and issues raised. If you have any questions or I can be of any further assistance please do not hesitate to contact me.

Village of RYCROFT STRATEGIC PRIORITIES CHART

September 2018

| COUNCIL PRIORITIES | ADVOCACY |
|---|--|
| <p>NOW</p> <ol style="list-style-type: none"> 1. ECONOMIC DEVELOPMENT STRATEGY: TOR – Oct. 2. 3-YEAR BUDGET: Draft – Nov. 3. UTILITY COST RECOVERY: Model – Dec. 4. MUNICIPAL DEV. PLAN: Public Consultation – Dec. 5. INTERMUNI. DEV. PLAN: Public Consultation - Jan. <p>NEXT</p> <ul style="list-style-type: none"> • ROADS PLAN: Review • LONG TERM FINANCIAL PLAN • TRANSPORTATION PLAN • CAPITAL PLAN • COMMUNITY GROUP SUPPORT POLICY • STORMWATER MANAGEMENT PLAN | <ul style="list-style-type: none"> • <i>Regional Fire Hal Status</i> • <i>SWMP Grant (CPG)</i> • <i>Crime Watch: SHRCW support</i> • <i>Flood Mitigation Assessment (AE)</i> • <i>Highway49/2 intersection (AT)</i> • <i>Youth Need Assessment (FCSS)</i> • <i>High Speed Internet (TELUS)</i> • |
| OPERATIONAL STRATEGIES (CAO/Staff) | |
| <p>CAO (Peter)</p> <ol style="list-style-type: none"> 1. 3-YEAR BUDGET: Draft – Nov. 2. ECONOMIC DEV. STRATEGY: TOR – Oct 3. UTILITY COST RECOVERY: Model – Dec. <ul style="list-style-type: none"> • MUNICIPAL DEV. PLAN: Public Consultation • INTERMUNI. DEV. PLAN: Public Consultation | <p>OPERATIONS (Dolan)</p> <ol style="list-style-type: none"> 1. Facility Maintenance Report – Nov. 2. OH & S Program: Review: Hook-up – Dec. 3. Equipment List - Dec. <ul style="list-style-type: none"> • TRANSPORTATION PLAN |
| <p>ADMINISTRATION (Lisa/Rachelle)</p> <ol style="list-style-type: none"> 1. Website Platform: Proposal – Feb. 2. Asset Management System: Template – Dec 3. Computer System: Proposal - March <ul style="list-style-type: none"> • Bylaw/Policy Chart • Hall Booking Procedure | <p>CAPITAL PROJECTS (Consideration)</p> <ol style="list-style-type: none"> 1. Lift Station: Engineering - Feb. 2. Bulk Water: Feasibility - 3. Ice Surface: Upgrade Proposal • • |