










**STRATEGIC** 2023-  
**PLAN** 2026



-  Sherri Provencal  
Division 1
-  Jared Stitsen  
Division 2
-  Ray Marquette  
Division 3
-  Francis Cloutier  
Division 4
-  Isaac Skuban  
Division 5
-  Stuart Fox-Robinson  
Division 6
-  Christine Wiese  
Division 7



# Westlock County



L to R: Christine Wiese (Reeve), Ray Marquette (Deputy Reeve), Sherri Provencal, Jared Stitsen, Francis Cloutier, Isaac Skuban, Stuart Fox-Robinson

## Message from Council

The Strategic Plan is a guiding document outlining priorities and the expressed goals for the County. It identifies the areas of focus for Council over the course of our term and establishes the direction and actions needed to realize our Vision. The priorities were identified through our conversations with the County's residents, businesses, and other community stakeholders.

In collaboration with senior managers, County Council set out to determine how best to meet the needs of those who live and work in Westlock County. Together, we identified a number of goals and outcomes we want to achieve

over the course of the plan; these will be realized by deploying specific tactics, or action steps. The strategic plan provides the County with direction to build its own future over the years of this Council and beyond.

We live and operate in an everchanging environment, often influenced by forces and events outside of our control, and know that there will be instances where this plan may have to be adjusted. Westlock County Council will be flexible and adapt along the way making necessary adjustments to this framework so we can realize success today and into the future.

# Vision, Mission, and Values

Westlock County is undergoing an important transition, moving forward during a time of both opportunity and challenges. Council is united in our approach to manage and adapt to change. This approach is informed by our Vision, Mission, and Values.

## VISION:

The vision presents the County's aspirations for the future. It serves as the guiding statement for continuous organizational improvement and adaptability, all while maintaining excellence in our core work.

**WESTLOCK COUNTY: A PROUD AGRICULTURAL COMMUNITY OF COMMUNITIES, RICH IN HISTORY, CULTURE, AND GROWTH OPPORTUNITIES.**

## MISSION:

The mission statement communicates what Westlock County does and who the County serves.

**THROUGH RURAL ROOTS AND CULTURAL CONNECTIONS, WESTLOCK COUNTY PROVIDES A SAFE, VIBRANT COMMUNITY FOR EVERYONE.**

## VALUES:

The values are the guiding principles that determine how the County makes decisions, both internally and externally.

VALUE	WHAT IT MEANS
<b>INCLUSIVENESS</b>	We work to make our County the best possible place for everyone to live, work, and play, regardless of individual circumstances.
<b>ACCOUNTABILITY</b>	We hold ourselves to the highest possible standard while operating as responsible stewards of our community's assets and resources.
<b>COMMITMENT</b>	We understand our job, we hear what citizens want, and we will do what we say we will do.
<b>CREATIVITY</b>	We are imaginative when it comes to creating the best potential future for Westlock County.
<b>INTEGRITY</b>	We are honest, forthcoming, and transparent with each other, with residents, visitors, and everyone in Westlock County.

# Pillars, Goals, and Strategies

The strategic plan outlines organizational priorities for Westlock County from 2023–2026. These priorities are represented through a system of Pillars, Goals, and Strategies.

## PILLAR:

Area of major concentration for Westlock County Council over the term of this strategic plan.

## GOAL:

An identified outcome Council plans to achieve.

## STRATEGY:

Action plan in support of the Goal. This becomes the answer to the question “how will Council achieve the goal?” These strategies will be supported by tactics and actionable items to be detailed in Administration’s Corporate Plan.



# Economic Strength and Viability

Capitalizing on opportunities in our agriculture and business sectors, and advancing economic diversity and growth will provide the foundation for our communities to flourish.

## GOALS:

### DEVELOP A STRONG BUSINESS ECOSYSTEM

#### STRATEGIES:

- Create a business-friendly and responsive municipal environment
- Develop and implement a business retention and attraction program
- Implement County-wide high speed broadband
- Support and diversify the agricultural sector
- Establish Westlock Regional Airport as an economic driver

### BUILD STRONG AND VIBRANT HAMLETS

#### STRATEGIES:

- Maintain, enhance and develop infrastructure and services that support businesses and aspiring entrepreneurs
- Ensure effective bylaws and policies to strengthen the economy and elevate quality of life

### INCREASE COLLABORATION WITH REGIONAL STAKEHOLDERS

#### STRATEGIES:

- Further regional economic development efforts with municipal partners
- Develop a regional plan to ensure effective land use planning and infrastructure development that supports cost effective economic development
- Create a Memorandum of Understanding with Indigenous Partners focused on economic development strategies

## HOW WE KNOW WHEN WE ARE SUCCESSFUL

**GOAL 1** We realize a diversified economy, increased employment opportunities, and a growth in our non-residential assessment.

**GOAL 2** Hamlets show signs of vibrancy and vitality resulting in population growth and increased resident satisfaction.

**GOAL 3** An increase in regional collaboration, more efficient and effective service delivery, and a meaningful and mutually beneficial partnership is forged with the Indigenous community.

# Investing in our Built and Natural Environments

We respect the natural environment and recognize development must occur in a responsible and sustainable manner.

## GOALS:

### ENSURE FUTURE ENVIRONMENTAL AND INFRASTRUCTURE SUSTAINABILITY

#### STRATEGIES:

- Develop and implement a process to prioritize infrastructure and guide operations and maintenance
- Establish bylaws and policies that result in effective and efficient land use plans that minimize our environmental footprint
- Create a framework that supports energy transition and creates economic diversification opportunities
- Support our agricultural community

### DEVELOP AND MAINTAIN OUTDOOR RECREATION FACILITIES

#### STRATEGIES:

- Ensure existing outdoor recreation spaces within the County remain attractive, well maintained, and environmentally sound
- Provide outdoor recreational opportunities that serve diverse needs and interests
- Develop and pursue recreation tourism opportunities that attract visitors and offset operational costs





---

## ENVIRONMENTAL STEWARDSHIP

### STRATEGIES:

- Update the County's Environmental Master Plan
- Create a policy framework to protect environmentally sensitive areas and agricultural lands
- Initiate partnerships with industry and others to drive emissions reductions

### HOW WE KNOW WHEN WE ARE SUCCESSFUL

- 
- GOAL 1** Westlock County's Asset Management Plan results in better fiscal and environmental outcomes.
- 
- GOAL 2** Users enjoy easy access to beautiful and well-maintained recreation facilities in the County.
- 
- GOAL 3** Westlock County is viewed as a leader in rural environmental stewardship.



# Welcoming Community for All

Westlock County strives to be a safe, thriving, and welcoming community. Through community programming, thoughtful development, and a focus on safety, we aim to produce healthy and happy communities for both current and prospective residents.

## GOALS:

---

### ENSURE THAT COUNTY HAMLETS ARE BEAUTIFUL, SAFE, AND SUSTAINABLE

#### STRATEGIES:

- Provide infrastructure that protects and keeps our residents and their property safe
- Deliver well-managed, effective, and efficient services that contribute to quality of life improvements for residents
- Ensure emergency and protective services are adequately funded

### SUPPORT AND GROW COMMUNITY HUBS

#### STRATEGIES:

- Collaborate with, and support organizations and volunteers that deliver programs and services to County residents
- Enable residents to identify priority services, initiatives, and investments

### CREATE A SENSE OF BELONGING, WELL-BEING, AND INCLUSION

#### STRATEGIES:

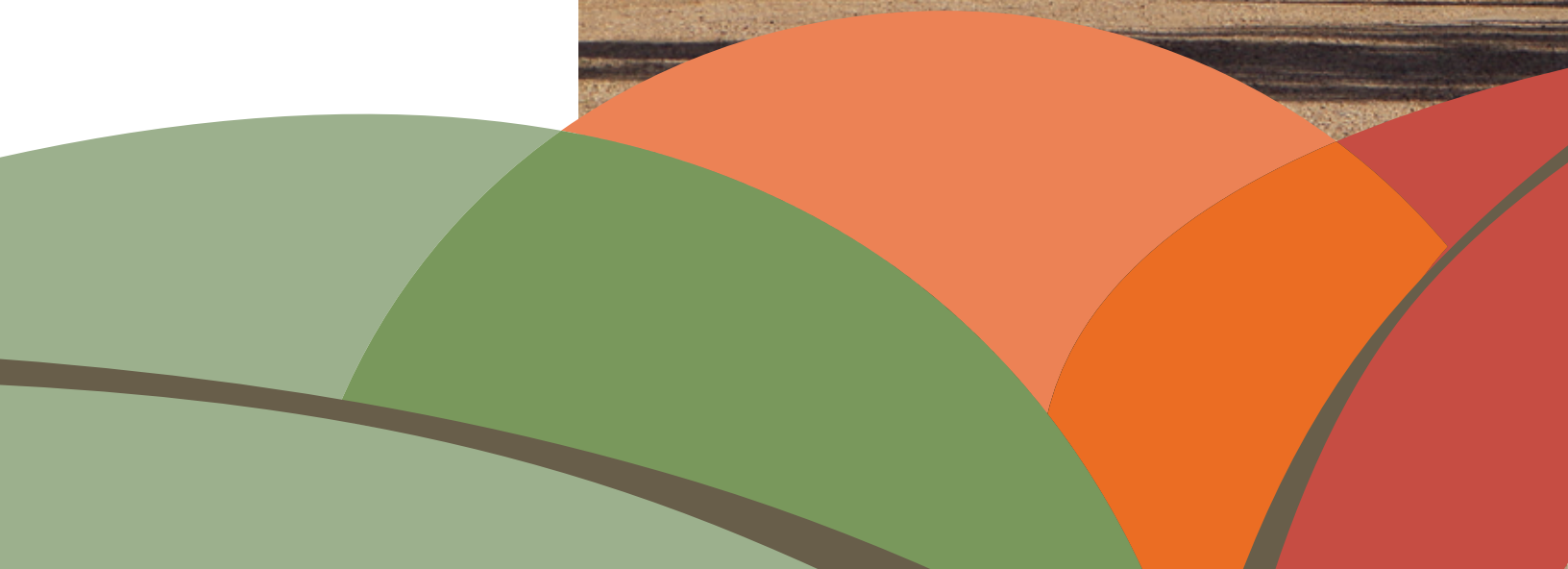
- Collaborate with neighbouring municipalities to establish and co-sponsor rotating, regional events
- Create diverse, inclusive, and accessible communities for everyone
- Improve Indigenous relations that advance reconciliation

## HOW WE KNOW WHEN WE ARE SUCCESSFUL

**GOAL 1** Residents in the County's hamlets feel safer, socially connected, and have a greater sense of community pride.

**GOAL 2** The County's cultural facilities and community halls provide more programs and have greater uptake in facility use resulting in elevated user satisfaction.

**GOAL 3** There is an increased number of County and regional initiatives which are attended by a diverse group of individuals and groups.



# Organizational Excellence

Westlock County Council is future-focused and will continuously seek out, develop, and implement best practices that delivery responsible and effective program delivery and service excellence.

## GOALS:

### EFFECTIVE MUNICIPAL OPERATIONS

#### STRATEGIES:

- Ensure a sound and effective legislative framework is established and maintained
- Create an organizational structure and culture that results in customer service excellence
- Incorporate information and communication technologies that support and enable innovation
- Establish effective communication protocols with external stakeholders

### RESPONSIVE AND ACCOUNTABLE LEADERSHIP

#### STRATEGIES:

- Council will govern in an open, transparent, impartial, and responsive manner
- Create and deploy a Communications Plan that provides effective and timely information to residents
- Hold town hall meetings throughout the County to provide two way information sharing with residents
- Maintain the County website and provide a user-friendly experience that allows residents and other stakeholders to easily access relevant municipal information

### STRENGTHEN RELATIONSHIPS WITH INDIGENOUS GOVERNMENTS AND ORGANIZATIONS

#### STRATEGIES:

- Advance opportunities to collaborate with Indigenous groups and organizations on economic, social, and cultural opportunities
- Work with regional Indigenous communities and organizations to ensure they are included in the life of the County
- Work with Tri-Council partners in building deeper Indigenous relationships

## HOW WE KNOW WHEN WE ARE SUCCESSFUL

- GOAL 1** Efficient and effective service delivery results in greater resident satisfaction.
- 
- GOAL 2** Effective and meaningful communication and engagement opportunities are provided to County residents and businesses.
- 
- GOAL 3** Indigenous communities, peoples, and organizations feel welcomed and become contributing partners to the well-being of the County and the region.



# Conclusion

Westlock County's 2023–2026 Strategic Plan provides a roadmap that was developed by Council members and senior Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the external environment in which the County operates will shift. In response, this strategic plan also may have to shift to remain relevant. As with any plan, regular reviews and updates will be important.

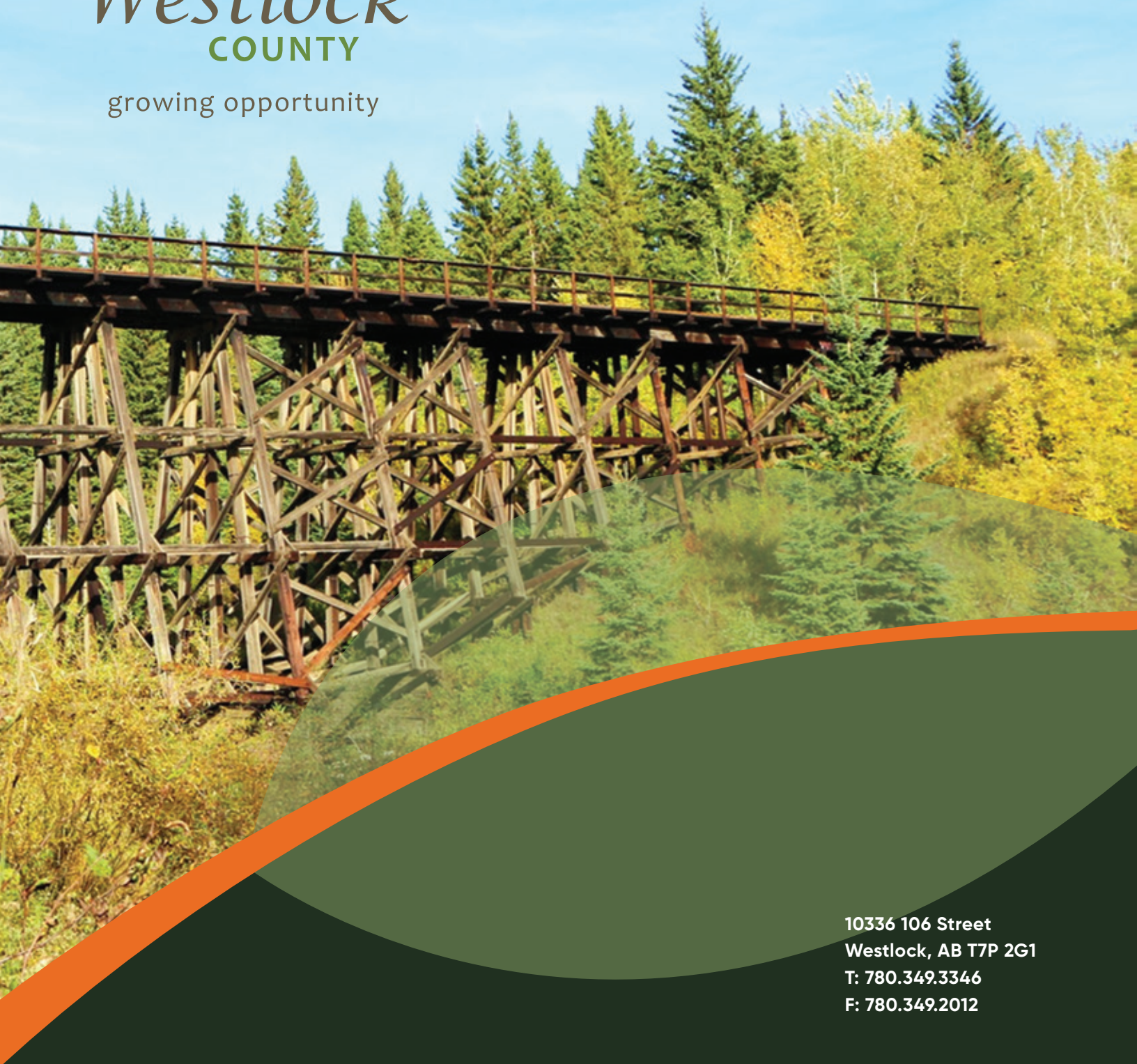






# Westlock COUNTY

growing opportunity



10336 106 Street  
Westlock, AB T7P 2G1  
T: 780.349.3346  
F: 780.349.2012