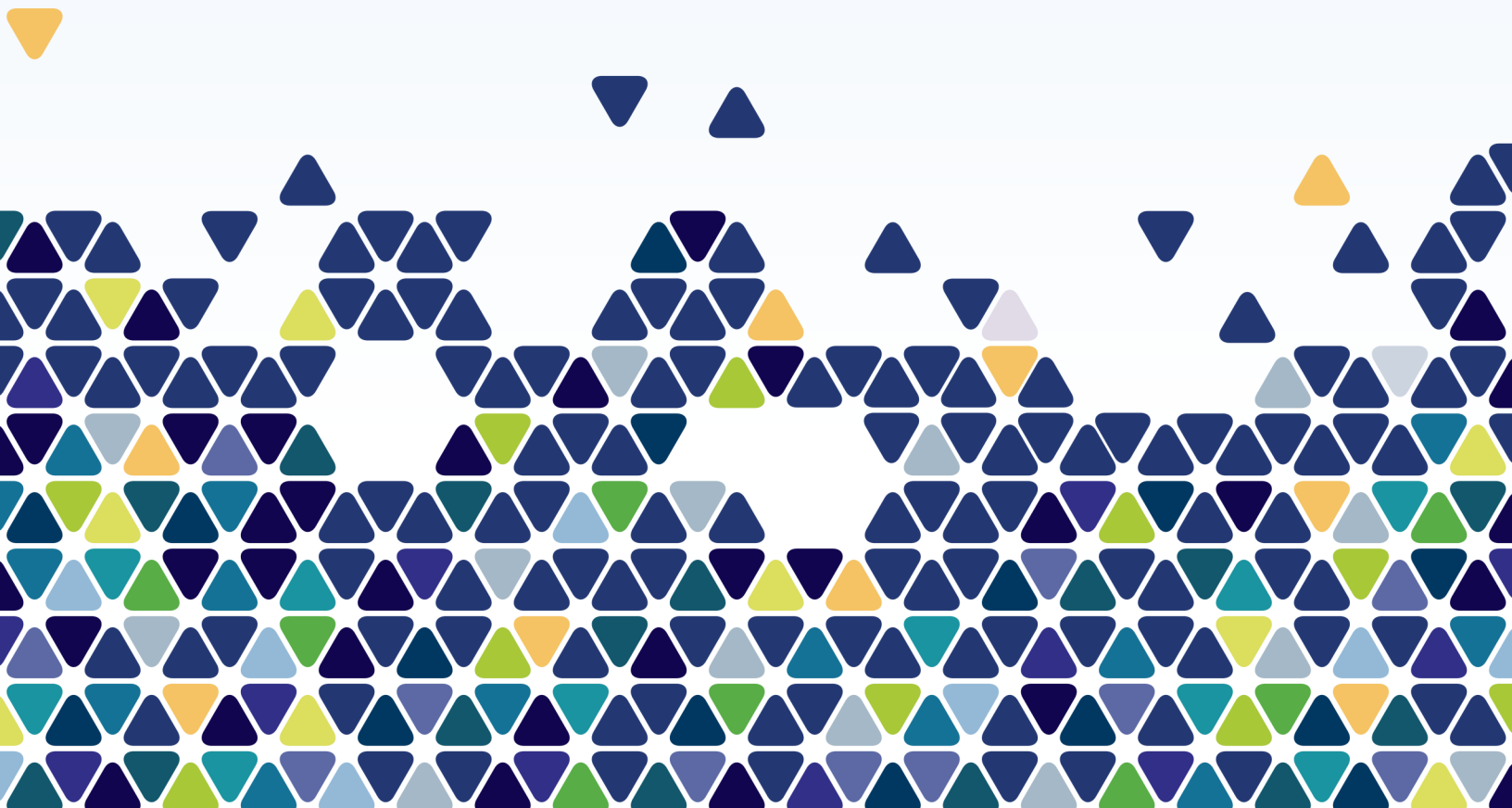




Strategic Plan

2020 - 2030





Lamont County

VISION

We are a resilient community where citizens, agriculture and industry grow together for each others' mutual benefit.

The future of Lamont County will be shaped by the voices of its partners: citizens, community groups, businesses, and neighbours. This Strategic Plan illustrates the power of those relationships and the County's intention to face challenges and celebrate our successes together.

We will be bold about this vision and move forward as open and active listeners. Remaining transparent about our actions and accountable for our results will be the clearest path to a strategic transformation. A new approach and a fresh start will yield big results for our community.

We are starting this 10-year planning period very confident in the County's human resources and foundational planning documents, and in the commitment between Council and Administration. We are beginning in a position of strength and clarity to work toward achieving our prioritized strategic goals.

This plan is a living document; the vision and goals within it will be integrated into Lamont County's corporate plan, department business plans, and other existing organizational structures and policy frameworks. To that end, all of the County's day-to-day operations will be required to demonstrate alignment with the Strategic Plan.

We will be injecting our work in priority goals and results into an effort to understand the programs we deliver and how they drive success. Our departments will be ranking every program and using that data when creating business plans and recommending budgets. Our desire is to support those programs that provide the most value to our community in the most transparent way possible.

Lamont County will look to the community for guidance, to ensure that our actions are shaping a future that is in the community's best interest. We envision that this Strategic Plan will be part of a survey and accountability reporting process, in which we will actively engage in conversation with citizens. You will be informed about our performance, and we will understand your thoughts about how we're progressing.

Through this process we will better understand opportunities, efficiencies, and challenges. Ultimately, we will be able to make decisions that are highly informed, truly engaged, and in genuine cooperation with our community.

Shaping our future

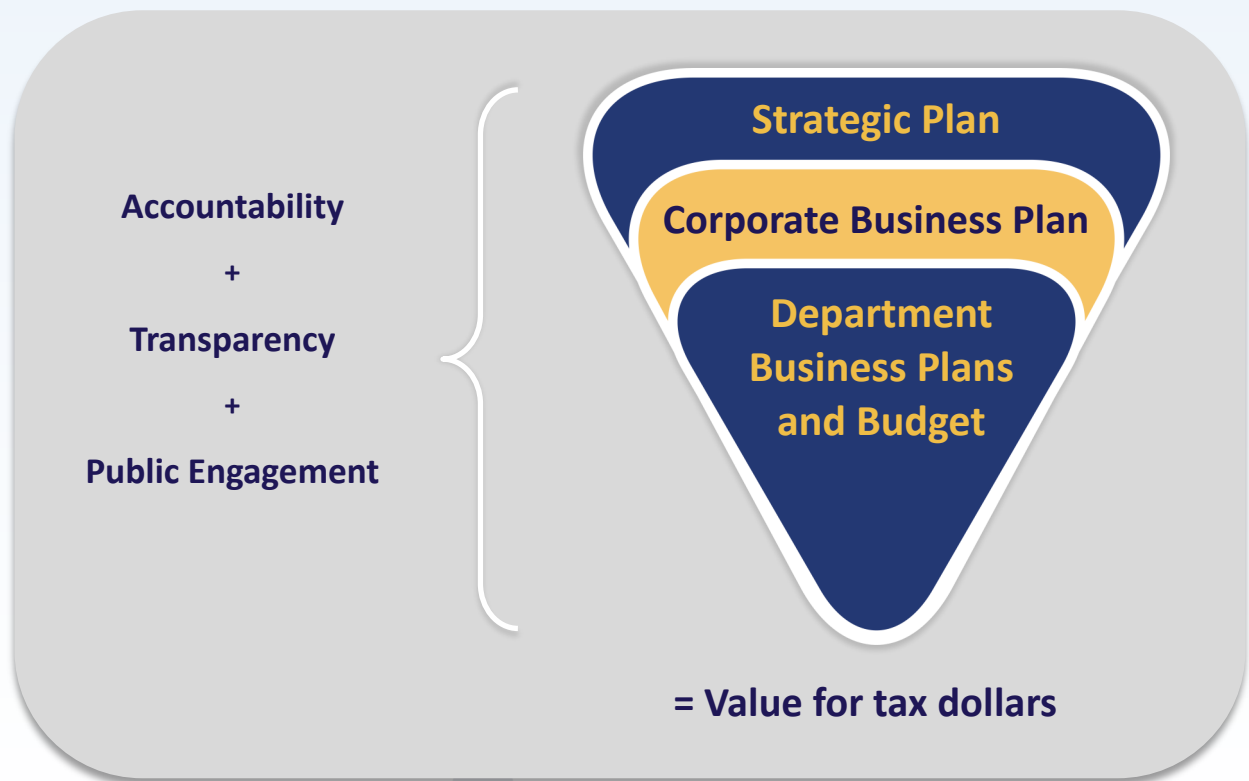
The prioritized strategic goals outlined in this plan will drive the work of Lamont County Council and Administration over the next 10 years. It is our commitment to keep these goals at the forefront of everything we do.

Prioritized Strategic Goals



Maximizing value

The Strategic Plan defines our vision of shaping a prosperous and healthy future for Lamont County. The goals of this plan will be translated through our corporate business plan, department business plans and budgets, to support the work we do in partnership with the community. Progress indicators will keep us accountable to our citizens, and public engagement and clear conversations with stakeholders will enhance both accountability and transparency in our efforts to maximize tax dollar value.





Goal 1:

New businesses are partners in growing our community.

RESULTS

- ▶ We have a large petrochemical business located in Lamont County.
- ▶ We have several tertiary (industry support) businesses located in Lamont County.
- ▶ We have seen growth and diversification in our agricultural business sector.
- ▶ Development in acreage and country residential supports new workers for new business.



Industrial development is a main contributor to the driving forces behind economic growth. Petrochemical, agricultural, and manufacturing industries and their supply chain links will contribute to building Lamont County's vibrant, diversified, and progressive regional economy. Ample land, and an inclusive and entrepreneurial spirit will promote the County as a prime location for industrial expansion within Alberta's Industrial Heartland. Strategic infrastructure investment will support local industry and businesses, benefit local and business traffic, and enable market access.

Innovation in agriculture will flourish in Lamont County. Guided by the Agriculture Master Plan, and with support from the Agriculture Services Board, the adoption of new technologies, practices and niche crops such as hemp, will bring fresh and diverse opportunities to regional producers, and increase the profitability and sustainability of the agriculture sector.

The community will continue to celebrate the County's culture and roots through events, programs and tourism. Strong relationships with the development industry will nurture a variety of rural and urban lifestyle opportunities unique to the region and create attractive places for people to live and thrive.

Throughout the development and growth process, Lamont County will remain committed to minimizing the environmental impacts of internal operations, new development, and partnerships with stakeholders. Awareness of environmental considerations will continue to motivate decision making for a sustainable and prosperous future.



Goal 2:

The community feels safe and is afforded a good quality of life.

RESULTS

- ▶ Transportation master plans have safe/efficient/effective movement of people/goods as a priority.
- ▶ A strong partnership exists with law enforcement and emergency services agencies.
- ▶ The FCSS program in Lamont County is seen as a valuable resource for citizens and businesses alike.
- ▶ There are many sustainable festivals and societies in the community.
- ▶ There exists active and visible support for health and safety community-wide.



Lamont County will prioritize delivering a safe, reliable, and accessible transportation network to meet mobility demands and contribute to the region's economic, social and environmental well-being. Through collaboration with planners and stakeholders to identify and predict transportation system needs, the County will make sound infrastructure decisions to optimize resources, enhance safety and traffic flow, minimize environmental impact, and prepare for efficient development.

A system-level approach to safety in the community will emphasize partnerships with law enforcement and emergency services agencies, and promote preventative strategies. It will also leverage the valuable resources of Family and Community Support Services to help develop healthy families, individuals, and neighbourhoods.

The County will continue to enhance its involvement with stakeholders to be an active partner in building safe, stimulating, and nurturing conditions for citizens to succeed. The County recognizes the unique value that non-profit and other groups bring to the community, and will ensure that these organizations are supported and engaged by building balanced and lasting partnerships based on genuine relationships.



Goal 3:

Council is driven by accountability and transparency to the community.

RESULTS

- ▶ Community is aware of the strategic plan.
- ▶ Community is aware of the prioritized goals.
- ▶ Community feels it is getting good value for their taxes.
- ▶ Community feels they are informed and have had an opportunity to express themselves.
- ▶ Community feels their Council has represented their best interests.



Lamont County is committed to advancing the Strategic Plan as a tool for setting the course for the future. Prioritized strategic goals will drive the actions of Council and Administration, and guide intentional and focused work through the corporate and department business plans.

Striving to lead in a positive direction, Council is dedicated to improving transparency and accountability through enhanced public engagement. Council and Administration will actively solicit input from citizens going forward, to build a genuine relationship with the community and to shape and celebrate our successes together. We will adhere to our vision that considers the welfare of all citizens living in Lamont County today, and those that will live here in the future.

Maximizing the value of every tax dollar will continue to be of the utmost importance. Investing responsibly in what the community deems to be the most critical services will develop a viable and sustainable society, and reflect Council and Administration's diligence toward the future prosperity of Lamont County.



Goal 4:

Community assets achieve their maximum useful life and support growth.

RESULTS

- ▶ We have an asset management master plan that informs infrastructure decisions.
- ▶ We invest in community assets that make our community more attractive to new citizens, businesses, and industry.
- ▶ Our budgets support the achievement of maximum useful life for our assets.
- ▶ Opportunities to use our community assets as a revenue generator have been explored.



Lamont County's capital infrastructure such as land, buildings, roads, utilities, equipment, and vehicles are critical for providing essential services to citizens. Developing an asset management master plan will safeguard these services by improving investment planning and asset management across the County, and maximizing the long-term health of these assets for the benefit of the community.

Responsible asset management will assist the County in defining and purchasing only those assets that are necessary and have the longest possible lifecycle. This will result in a reduction of overall purchasing of material goods to support service delivery, and will lower the County's environmental impact.

Future budgets will continue to support infrastructure capital and maintenance to ensure that all assets will strengthen the quality of life, and are able to deliver important services to the community into the future. This will make Lamont County a desirable place to live and do business.

Council and Administration will explore new ways to generate revenue to support infrastructure maintenance and services, including the possibility of becoming a public utility. Reviewing and prioritizing services will help to optimize financial performance related to asset management.



Goal 5:

We are recognized as a leader for sustainable growth & holistic decision making.

RESULTS

- ▶ We have attracted hydrogen processing businesses.
- ▶ We have innovative long-range master plans in place.
- ▶ Partnerships with the Provincial and Federal governments are in place.



The future includes a low-carbon economy; therefore, it is incumbent upon us, and our partners in Alberta's Industrial Heartland, to actively pursue growth that provides a net positive impact in that economy. Hydrogen processing is an extremely viable solution, and will be part of our strategic efforts moving forward.

Water will continue to be a vital resource during the term of this strategic plan. We will be pursuing a license to provide processed water to our future industrial partners. We will also be leveraging our long-range water management plans to ensure the best use of this resource continues to be paramount.

Lamont County will adopt innovative approaches and decision making that balances growth, enhances quality of life, manages emergencies, and minimizes environmental impacts. Council and Administration will emphasize environmental stewardship when developing agricultural and industrial lands.



Goal 6:

We are committed to genuine relationships.

RESULTS

- ▶ We are influential members of many outside agencies in support of our community.
- ▶ Conversations with Towns and Villages include excellence in governance.
- ▶ We are active contributors to the success of Alberta's Industrial Heartland.
- ▶ We have an ongoing dialogue with strategic government agencies and ministries (Provincial or Federal).



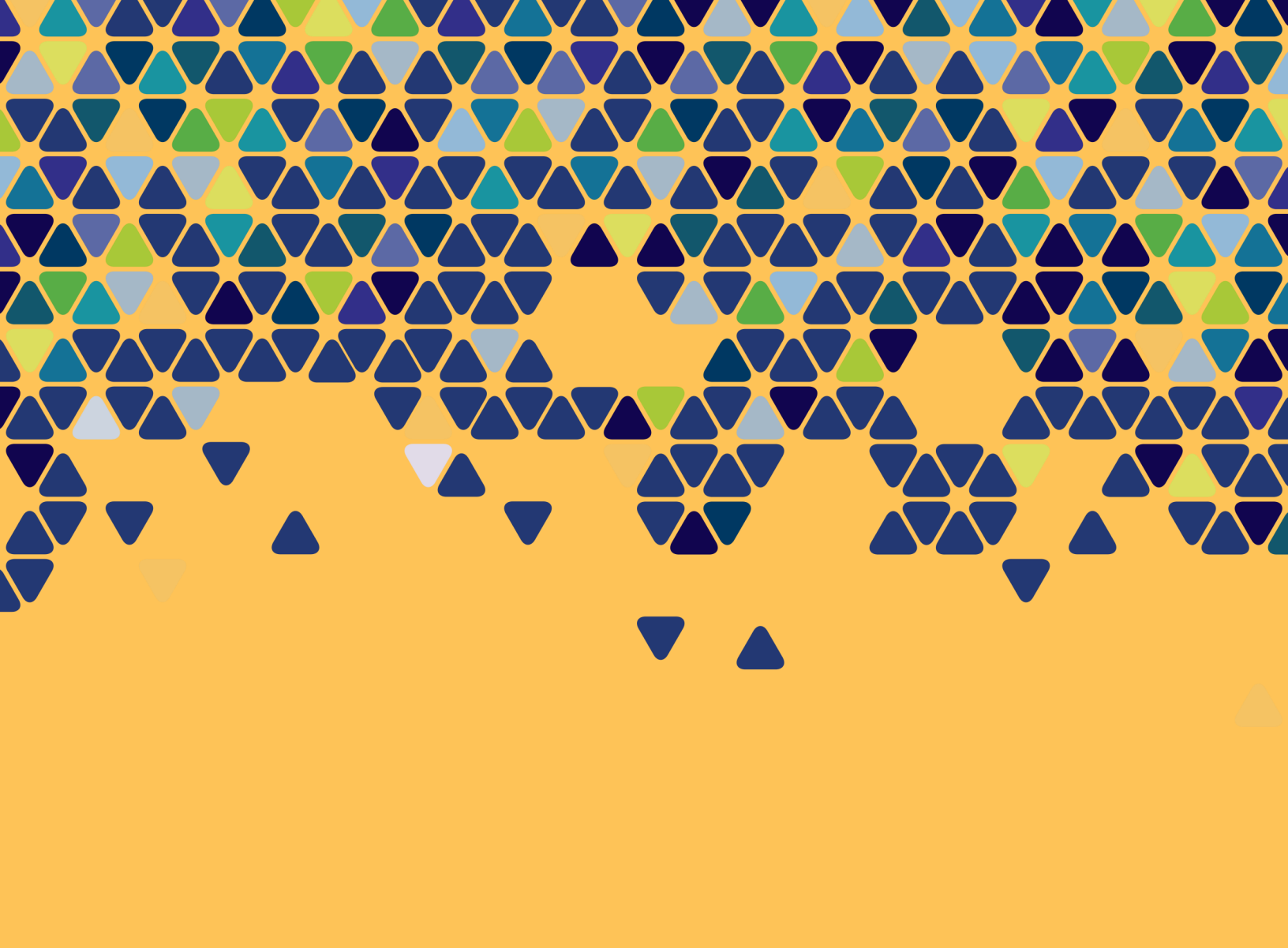
Fostering genuine and mutual relationships with stakeholders is of critical importance to the future of our citizens. Lamont County will move boldly forward to enhance its range of influence in various agencies that have an impact on our community, to explore opportunities, promote partnerships, and advocate for the economic, social, and environmental well-being of the region.

Council and Administration will maintain conversations with the Towns and Villages within the County to ensure there is a clear understanding of resource needs and agreements. This will be key in strengthening sustainability of the Towns and Villages and the overall health of the County.

Engaging with other levels of government in more meaningful ways will support the County in achieving prioritized strategic goals, and will allow the County to approach challenges with closer relationships with key ministries. The County will continue as an active partner of the Alberta Industrial Heartland Association to contribute to the region and leverage the organization's presence and experience for successful development.

Amendments





Shaping tomorrow together