

A Community that Cares

STRATEGIC BUSINESS PLAN (SUMMARY VERSION)

2018-2022



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COUNTY OF VERMILION RIVER

The unique landscape, diverse natural elements and bountiful lands make the County of Vermilion River (CVR) an attractive place for country and rural living. CVR is in the heart of a prosperous agricultural region and thriving energy sector built on an innovative entrepreneurial spirit. Home to 8,267 residents, 7 unincorporated hamlets, 4 villages and 1 town, CVR is a community of opportunity, a community that cares.

The Strategic Business Plan is a living document that will flex, adjust and evolve as the needs of our citizens and community change.

PURPOSE

Improve the
experience of living
and working in CVR

CVR's PURPOSE highlights the change we want to bring about. This is the ultimate purpose for our day to day operations, as well as our long term planning - why we do what we do.

WAYS

The three key WAYS outline the unique ways we will make our PURPOSE come to be. They highlight what is the driving force behind our decisions, plans and actions.



Efficient resource management and effective strategies to provide quality services to meet the needs of our community



The heart of our community are the people – newcomers, alongside those who have deep roots. Working together has built a community that is safe and a lifestyle that is valued. The environment is treasured and resources are shared.

Communities that are connected, engaged, active and inclusive will thrive and prosper.



Encourage creative, regional collaboration and diversification based on planned growth, relationship building and engagement.

IMPACT

Being mindful of our rural culture, respectful of our natural environment, and grateful for our people will nurture a community that cares. When people care, great things can happen.

CVR's IMPACT STATEMENT reflects how our efforts will make a long term impact on our community and ultimately improve the lives of those in CVR. This is our vision of how CVR can look like in the future.



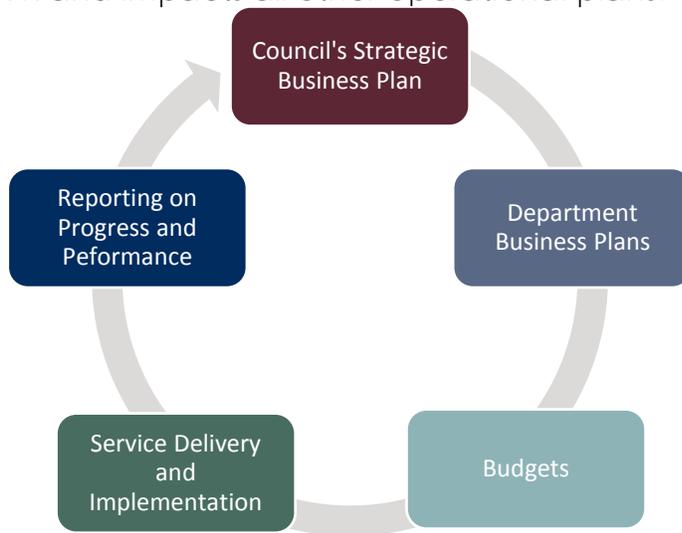
Photo by Bill Fall



THE STRATEGIC BUSINESS PLAN

The process for this plan included working sessions led by an external moderator with Council, Directors, as well as a joint session.

The Strategic Business Plan is the overall guide for CVR and impacts all other operational plans.



Vision:

A Sustainable, Vibrant and Diversified Community with Opportunities for All

Mission:

To strive to provide quality services in a competent, safe, fiscally and environmentally responsible manner to all residents and businesses

Values:

Continuous Improvement and Foster a Proactive Approach; Value our Work; Really Great Relationships

CVR consists of a great community of individuals, businesses, organizations, and partners. We all share common goals for growth, development, and ensuring a strong, innovative region that is safe, healthy and vibrant. The following stakeholders were kept top of mind when this Plan was developed:

- Residents and Ratepayers
- Municipalities – within our boundaries, and adjacent to
- Businesses and Partners
- Community Organizations, Groups and Associations
- CVR Employees
- Other levels of government

THE ROLE OF COUNCIL:

To set direction, assign priorities and provide resources to meet our overall PURPOSE. Council is responsible for the prioritization of resources and is accountable to the ratepayers of CVR.

THE ROLE OF ADMINISTRATION:

To carry out Council's Strategic Business Plan and determine the most effective and efficient methods of doing so (as outlined in budgets, service levels, and business plans).

ENVIRONMENT



PARTNERSHIPS



ECONOMY



STRATEGIC
PRIORITIES

INFRASTRUCTURE



ORGANIZATION



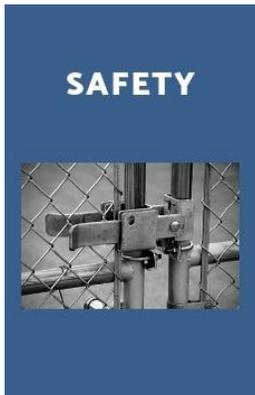
SAFETY



2018-2022 PRIORITIES

Council has identified 6 key Priorities that will be the focus of efforts over the next three years. The Priorities align with one or more of our Ways: Vibrant Community; Operational Excellence; or Sparkplug for Innovation.

1.



We live in a County where people feel safe in their homes and in the community, and employees are key contributors to overall safety.

GOAL: Take action to promote rural and community safety.

ACTION: Develop a Rural Crime Strategy

GOAL: Maintain a safe work environment for all employees and make public safety a key priority

ACTION: COR Safety standards and Internal Public Safety awareness

2.



We will be a multi-faceted environmental leader by reducing the impact of our environmental footprint and protecting natural spaces through balanced management practices.

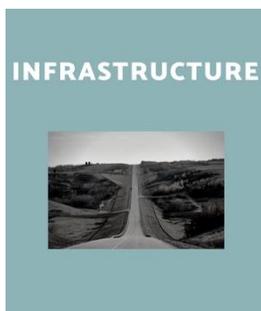
GOAL: Ensure that the County of Vermilion River continues to recognize its commitment to protecting and managing our natural environment.

ACTION: Develop our Infrastructure to maximize our ability to accept local excess gas

ACTION: Wetlands Management

ACTION: Develop and implement an environmental management plan for CVR properties

3.



We strive to manage the County's Infrastructure sustainably into the future for the next generations.

*GOAL: Effectively managing and maintaining all municipal assets for future generations, **while being mindful of today's** needs.*

ACTION: Gravel Strategy

ACTION: Innovation / Pilot Projects for Road Maintenance

ACTION: Develop a County Wide Asset Management Plan

ACTION: Master Transportation Plan Review

ACTION: Bridge Strategy

ACTION: Pursue Innovative uses for Natural Gas, including working with the energy sector

4.



We have well-understood partnerships that are thoughtful, understanding of other's situations, and built on shared trust.

GOAL: Continue to build strong and meaningful partnerships with key relationships.

ACTION: Business, Economic and Community Partners

ACTION: Neighbouring Counties, RM's, MD's, and First Nations

ACTION: Villages and Towns

ACTION: City of Lloydminster

ACTION: Government of Alberta & other Provincial Partners

ACTION: Government of Canada & other Federal Partners

5.



We support and attract a more diversified economy with increased assessment outside of the oil and gas sector.

GOAL: Develop long-term strategies for economic diversity and growth.

ACTION: Industrial and Commercial Development

ACTION: Economic Growth and Development

ACTION: Healthy Agriculture Industry

6.



We are a high performing local government organization. We know what the community expects, we deliver services as defined, and we deliver outstanding customer satisfaction. We ensure that the County operates in a fiscally sound manner now and into the future.

GOAL: Measurably Improve Citizen Satisfaction by 2020.

ACTION: Citizen Satisfaction survey

ACTION: Improve citizen-facing resources

ACTION: Invest in Staff Training

GOAL: Ensure that CVR is a High Performing Organization -with highly engaged staff, informed Council, strong recruitment, retention and succession plans, effective Records Management and IT systems, and contemporary and functional workspaces.

ACTION: Innovative, Responsive & Service-Focused Team

ACTION: Effective Human Resource Continuum Program

ACTION: Effective Records Management

ACTION: Effective Information Technology Systems and Processes

ACTION: Administration Building construction and transition

GOAL: Council adopts a sustainable long-term finance and service strategy by 2020.

ACTION: Training on Finance & Service Strategies

ACTION: Develop 3 Year Operational Plans

ACTION: Develop Long Term Financial Plan