

PATH TO SUCCESS



2015-2017 STRATEGIC PLAN



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VISION STATEMENT:

A Sustainable, Vibrant and Diversified Community with Opportunities for All

BREAKING DOWN THE VISION STATEMENT



SUSTAINABILITY is a broad goal for CVR and touches nearly all aspects of our operations, systems and processes. Being Sustainable means:

- A. Managing and improving our financial stability
- B. Balancing development needs for economic, community and social growth along with the benefit to our residents/businesses over both the short and long term
- C. Monitoring and reducing our impact on the environment while preserving and protecting where we can



Being a **VIBRANT** community means we consciously strive to showcase our advantages, to be actively involved, and to think creatively. This can also be described as being:

Active progressive **ENERGETIC**
Growing Spirited



As a **DIVERSIFIED** community our priorities need to focus on:

- A. Nurturing opportunity
- B. Embracing change
- C. Being welcoming to ideas, challenges, inputs
- D. Facilitating growth



Watch for our vision symbols in this report that identify specific objectives to lead us to reaching our vision.



PURPOSE OF THE PLANNING PROCESS

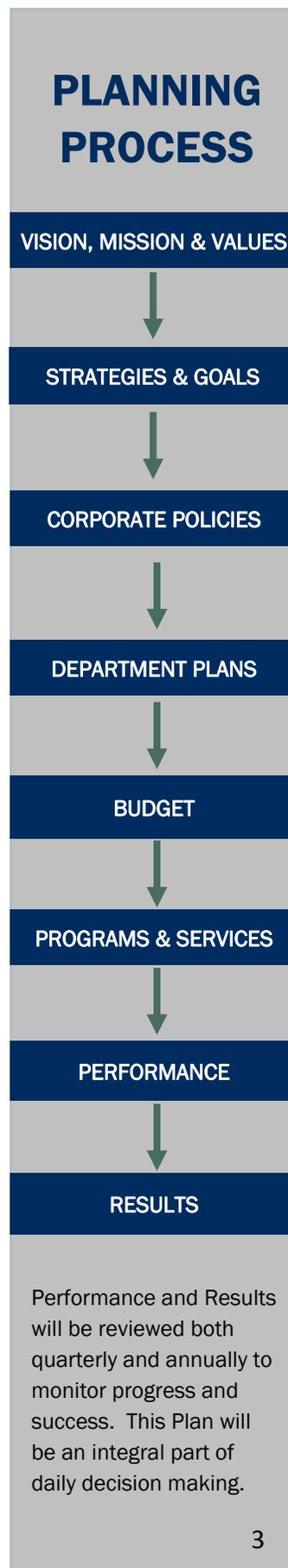
Having a Strategic Plan ensures that:

- A. There is alignment between the goals and strategies of both CVR and the community
- B. There is a framework for accountability to monitor and then report to the community our progress on the Plan
- C. There are clear connections between the day-to-day operations, budgets, policies and department plans to the overall Strategic Plan
- D. There is continual effort to meet goals and achieve our vision, mission and values



CORE VALUES:

CORE VALUE	BEHAVIOUR	MEANING
C ontinuous Improvement	Be Curious Be Willing Be Attentive Be Objective	*Encourage innovation and a proactive approach to operations *Using appropriate progressive technology and ideas *Dedication to quality of work, and consistent decision making *Commitment to hard work, competence and willingness to learn
V alue Our Work	Be Informed Be Aware Be Accountable Be Committed	*Share our work, goals, operations with residents through effective communications *Attention to safety of staff and community *Ensure cost effective operations *Protect and enhance the environment
R eally Great Relationships	Be Open Be Authentic Be Respectful Be Approachable	*Trust between council & staff *All opinions are heard *Honesty *Everyone can be an effective leader *Share a positive attitude *Focus on excellent customer service





PUBLIC WORKS & INFRASTRUCTURE

OBJECTIVES & PROJECTED COMPLETION DATES

SUSTAINABILITY



UPGRADE CAPACITY OF LAGOON AT BLACKFOOT

Q3 2015

DEVELOP A 10 YEAR GRAVEL SUPPLY PLAN

2015-2017

REVIEW TRANSPORTATION BYLAW

Q4 2014

DEVELOP BRIDGE REPAIR PRIORITY LIST

Q4 2015

COMMITTEE TO MANAGE SURFACE DRAINAGE ISSUES

2015-2017

PLANS FOR HAMLET INFRASTRUCTURE UPGRADES

2016-2017

DEVELOP A FACILITY LIFECYCLE PLAN

2015

LONG TERM CAPITAL IMPROVEMENT PLAN FOR WATER & SEWER

2015

UPDATE MASTER TRANSPORTATION PLAN

2015-2016

INCREASE ROAD CONSTRUCTION & MAINTENANCE LEVELS

2015 - 2017

GRAVEL PRESERVATION STRATEGIES

2016

DIVERSITY



CONTINUAL RESEARCH OF NEW TECHNOLOGIES & PROCESSES

2015-2017

ADMINISTRATION FACILITY DEVELOPMENT

2015-2017

CVR maintains 5,250 km of roads (excludes Provincial Highways) and 4,300 km of natural gas utility pipelines.



NATURAL GAS UTILITY

OBJECTIVES & PROJECTED COMPLETION DATES



SUSTAINABILITY



IDENTIFY & SECURE NEW NATURAL GAS SUPPLY SOURCES

2015-2016

DEVELOP A MASTER DISTRIBUTION PLAN FOR EXPANSION

2015-2017

INTERNAL EFFICIENCIES IN OPERATIONS

2016

DIVERSITY



EXPAND FRANCHISE OPPORTUNITIES

2016

SEEK OPPORTUNITIES TO INCREASE SERVICES

2015

GROWTH & COOPERATION WITH INDUSTRY

2016-2017

VIBRANCY



INVESTIGATE PILOT PROJECT FOR NATURAL GAS POWERED VEHICLE FLEET

Q3 2015

INCREASE PROMOTIONS OF UTILITY AND OUR ADVANTAGES

Q3 2015

PROMOTE CAPTURE OF VENT GAS

Q4 2015



150 highly trained part time volunteer firefighters protect and assist at nearly 400 emergency calls each year

EMERGENCY & PROTECTIVE SERVICES

OBJECTIVES & PROJECTED COMPLETION DATES



WORK TO DEVELOP FIRE PLAN & REGIONAL STRATEGY 2015-2017

DEVELOP A FIRE PLAN FOR INDUSTRIAL & MULTI LOT SUBDIVISIONS 2015

EMERGENCY MANAGEMENT AGENCY REVIEW Q4 2015



ASSESS COMMUNITY PEACE OFFICER PROGRAM 2016

Lindsay A. Evans Park



CVR is home to impressive landscapes and waterways

COMMUNITY SERVICES & RECREATION, PARKS, CULTURE

OBJECTIVES & PROJECTED COMPLETION DATES



ENGAGE WITH INDUSTRY TO ADDRESS SOCIAL IMPACTS OF DEVELOPMENT 2015

IDENTIFY MANDATE ON SOCIAL ISSUES 2015

PARTICIPATE IN REGIONAL PHYSICIAN RECRUITMENT 2015-2017



DEVELOP A STRATEGY FOR DEVELOPMENT OF PARKS, RECREATION AND OPEN SPACES 2015

DEVELOP PROCESS & POLICIES FOR RECREATION & CULTURE OPPORTUNITIES 2015

ECONOMIC DEVELOPMENT

OBJECTIVES & PROJECTED COMPLETION DATES

SUSTAINABILITY



ENHANCE PARTNERSHIPS WITH INDUSTRY
2015-2017

DEVELOP A PLAN FOR ECONOMIC DEVELOPMENT Q4 2015

STRATEGIZE FOR ECONOMICALLY SUSTAINABLE HAMLETS 2016

DIVERSITY



IMPLEMENT BUSINESS REGISTRATION PROGRAM Q2 2015

MANAGE ECONOMIC DEVELOPMENT & GROWTH OPPORTUNITIES 2016-2017

PLANNING & DEVELOPMENT

OBJECTIVES & PROJECTED COMPLETION DATES

SUSTAINABILITY



DEVELOP MASTER PLAN FOR HAMLETS 2016

REVIEW VERMILION IDP AND THE NORTH & SOUTH ASP 2016

EXPLORE RURAL ADDRESSING & GPS Q3 2015

REVIEW ZONING ALONG RAILROAD TRACKS Q4 2015

DIVERSITY



REVIEW ECONOMIC DEVELOPMENT WITHIN MDP Q3 2015

STRATEGIZE FOR DEVELOPMENT IN URBAN FRINGE AREAS 2016

VIBRANCY



ANNEXATION PROCESSES 2015-2017

CVR is home to 1,029 farms covering 1,363,640 acres



AGRICULTURE & ENVIRONMENT

OBJECTIVES & PROJECTED COMPLETION DATES

SUSTAINABILITY



REVIEW HERBICIDE APPLICATION PROGRAM Q3 2015

AG RECYCLING PROGRAM 2016

DIVERSITY



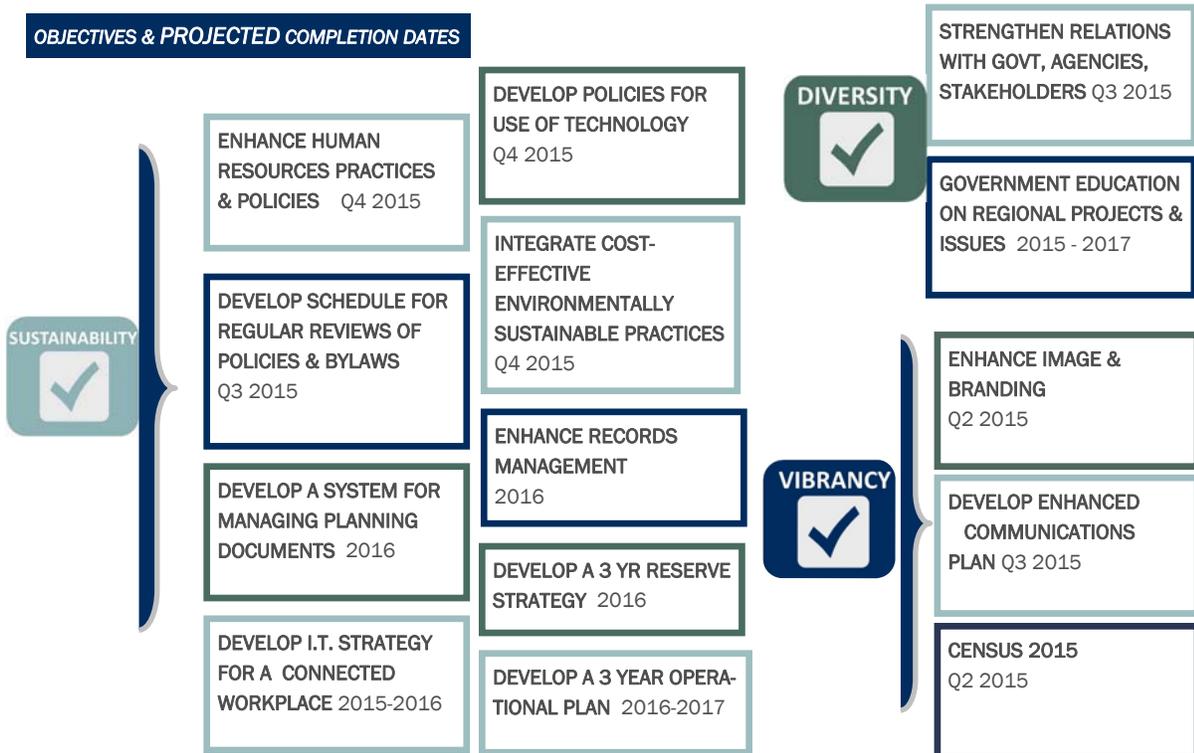
DEVELOP & ACTIVATE WETLANDS RESTORATION AGENCY 2015

Providing Municipal services to 7,905 residents covering 1,412,910 acres



OPERATIONAL EXCELLENCE & GOVERNANCE

OBJECTIVES & PROJECTED COMPLETION DATES



QUICK GLANCE AT TIMEFRAMES

DEPARTMENTS: OP=Operational Excellence EP = Emergency & Protective Services
 PW = Public Works NG = Natural Gas Utility ED = Economic Development
 PD=Planning & Development CS= Community Services AG = Agriculture

Implement a business registry program	ED	Q2 2015	Nearing implementation
Explore options to improve image and branding	OP	Q2 2015	In progress
Investigate pilot project for use of natural gas powered vehicle fleet	NG	Q3 2015	
Review and implement enhanced herbicide application	AG	Q3 2015	
Explore rural addressing and GPS	PD	Q3 2015	Nearing Implementation
Review and update economic development plan components of the MDP	PD	Q3 2015	
Implement and complete Census 2015	OP	Q3 2015	In progress
Upgrade the capacity of lagoon at Blackfoot	PW	Q3 2015	
Develop and adhere to a regular review schedule for policies and bylaws	OP	Q3 2015	
Develop an enhanced communication plan and protocol	OP	Q3 2015	In progress
Promote natural gas utility to improve awareness	NG	Q3 2015	
Enhance human resources practices and policies including Code of Conduct	OP	Q4 2015	
Emergency management agency review	EP	Q4 2015	
Promote Capture of vent gas	NG	Q4 2015	
Review & Implement changes to transportation bylaw	PW	Q4 2014	
Develop a bridge repair priority list	PW	Q4 2015	
Develop and implement a complete economic plan	ED	Q4 2015	
Ensure gravel supply meets 10 year supply objective	PW	Q4 2015	
Explore strategy for zoning along railroad tracks	PD	Q4 2015	
Integrate cost-effective environmentally sustainable practices into operations/decision making	OP	Q4 2015	
Develop policies in use of information technology	OP	Q4 2015	
Develop a process and policies to guide support for recreation and culture opportunities	CS	2015	
Engage with industry to address social impacts of economic development	CS	2015	
Define Municipality's mandate on social issues	CS	2015	
Explore opportunities to increase services within natural gas utility	NG	2015	
Develop a long-term capital improvement plan for water and sewer	PW	2015	
Develop a fire plan for the industrial areas and multi-lot subdivisions of County	EP	2015	
Complete development and activation of Wetlands Restoration Agency	AG	2015	
Develop a facility lifecycle plan	PW	2015	
Develop a strategy to guide the development of parks, open spaces and recreation opportunity	CS	2015 - 2016	
Identify and secure new natural gas utility supply sources	NG	2015 - 2016	
Develop an IT strategy for a connected workplace	OP	2015 - 2016	
Work to develop fire plan and regional strategy	EP	2015 - 2016	
Complete a master transportation plan	PW	2015 - 2016	
Develop master distribution plan to manage growth and expansion of natural gas utility	NG	2015 - 2017	
Strengthen relationships with other levels of government, agencies, and stakeholders	OP	2015 - 2017	
Participate in regional physician recruitment and retention strategy	CS	2015 - 2017	
Educate other levels of government on regional projects and issues	OP	2015 - 2017	
Inter-departmental committee to manage surface drainage issues	PW	2015 - 2017	
Continual research of new technologies and processes	PW	2015 - 2017	
Increase road construction and maintenance levels	PW	2015 - 2017	
Annexation process	PD	2015 - 2017	
Increase road construction and maintenance levels	PW	2015 - 2017	
Enhance Partnerships and develop approaches to make the oil industry a benefit to the County	ED	2015 - 2017	
Strategy to address development in fringe areas around urban centres	PD	2016	
Develop a hamlet master plan	PD	2016	
Vermilion IDP and North and South ASP	PD	2016	
Agriculture Recycling Program	AG	2016	
Assess enforcement services program	EP	2016	
Develop Gravel Preservation strategies	PW	2016	
Internal Efficiencies in operations of the natural gas utility	NG	2016	
Develop a 3 Year Reserve Strategy	OP	2016	
Develop and implement a tracking system for implementing various planning documents	OP	2016	
Enhance records management	OP	2016	
Develop a strategy for economically sustainable communities/hamlets	ED	2016	
Review & Expand gas franchise opportunities	NG	2016	
Manage economic development and growth opportunities	ED	2016 - 2017	
Explore options to address hamlet infrastructure updates	PW	2016 - 2017	
Focus on growth and cooperation with industry and the natural gas utility	NG	2016 - 2017	
Develop a 3 Year Operational Plan	OP	2016 - 2017	