



BEAVER COUNTY

2022 – 2040

LONG-TERM

STRATEGIC PLAN

A Place to Call Home





Long-Term Strategic Plan:

- ❖ 18-year plan to 2040
- ❖ supports several election cycles
- ❖ delivers long-term projects
- ❖ provides long-term vision for Elected Officials and Administration

Strategic Plan Audience:

- ❖ the public participates through feedback obtained during elections, open houses, customer service tracking requests, and direct contact
- ❖ Councillors collaborate on shared feedback from public studies, and historical information
- ❖ administration delivers this plan on behalf of elected officials with performance metrics

A Functional Strategic Plan

Administration will:

- ❖ track historical documents
- ❖ measure progress
- ❖ provide strategic plan criteria to help Council make evidence-based decisions

The Long-Term Strategic Plan is intended to bring consistency and stability to Beaver County from election to election. Developing a long-term plan ensures historical information is incorporated into future planning. Administration can ensure that existing projects remain on time and budget.

As a living document, future Councils may refine and update but the plan itself will not be rewritten until the end of its term. Revisions to the strategic plan will be incorporated into Beaver County's Corporate Business Plan.

A fluid strategic plan helps educate new council members about the progress made over the years and prevents operations from stalling during election "season" where priorities are unknown.

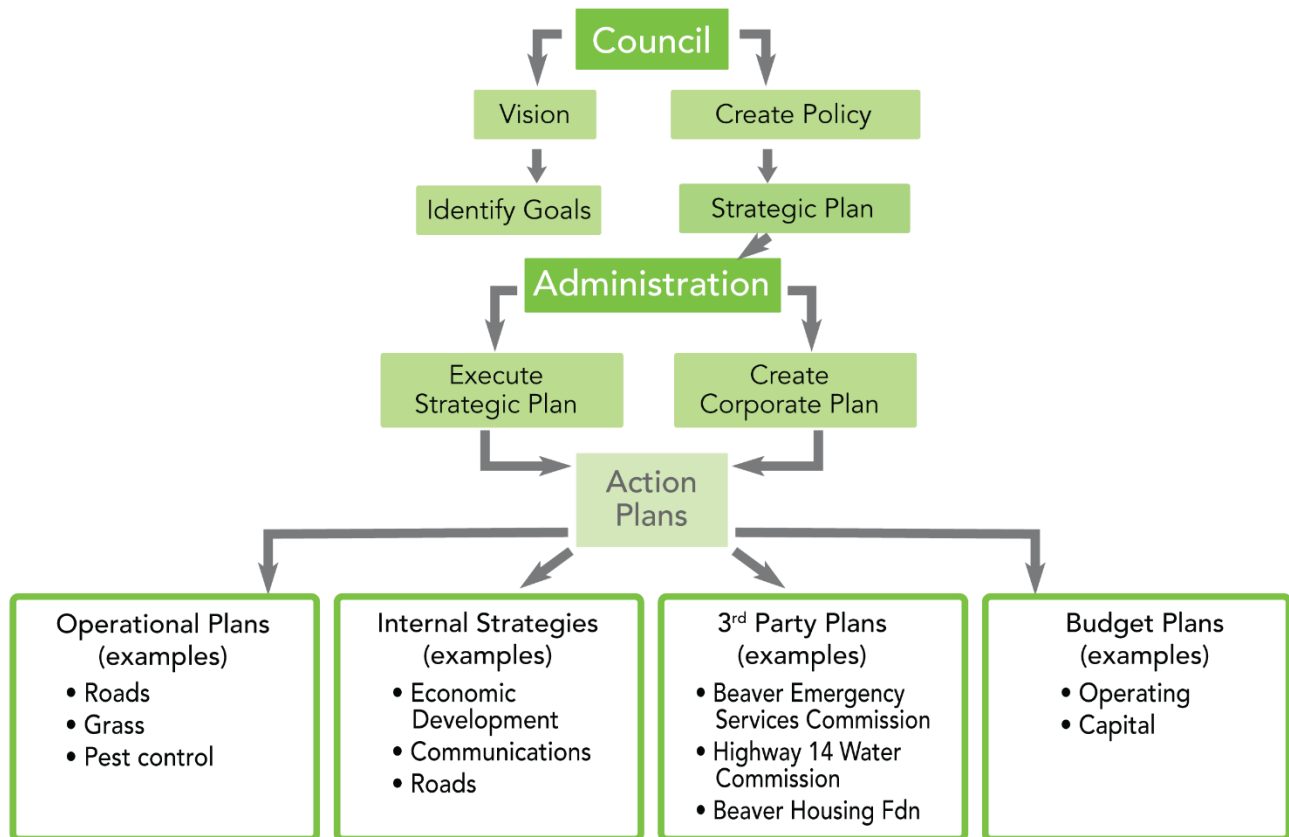


Strategic Planning Framework

Council’s Role - What does the future of our Community look like?

Administration’s Role – How can we achieve the results?

- How we progress Council’s goals? List specific activities we will do and when?
- What financial impacts will be required to achieve the goals?





The Planning Process

The Long-Term Strategic Plan becomes an everyday part of an organization’s culture. Council provides direction through the plan and makes amendments where necessary. Leadership interprets the goals into operational actions that can be measured, project managed and funded through the budget.

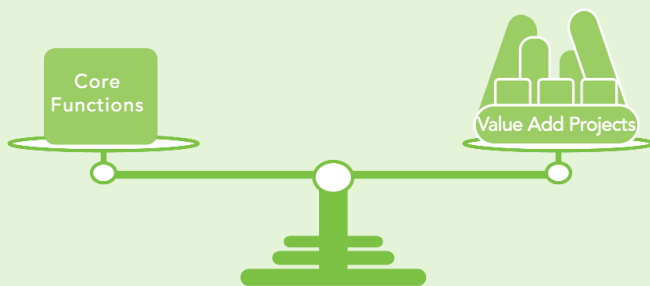
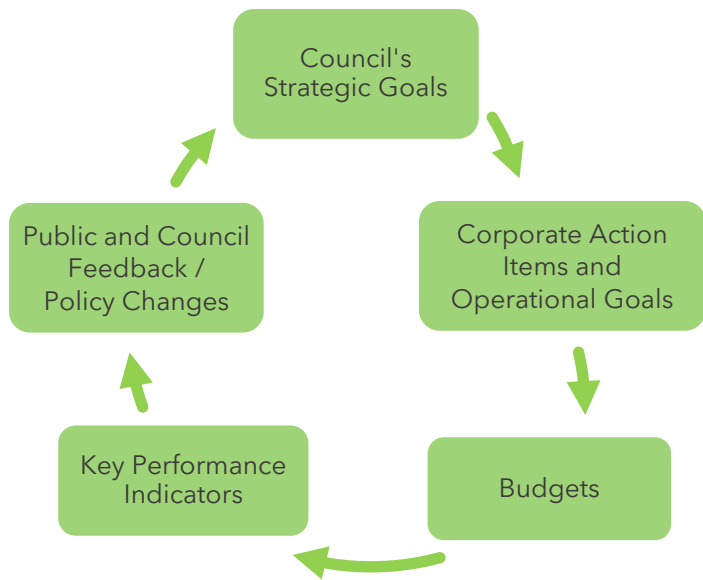
Balancing Priorities?

Strategic Plan outlines “what” council wants done.

After Council approves the strategic plan, Administration will design a corporate plan.

Corporate Business Plan outlines “how” the goals can be delivered

To deliver core functions and special projects, the Corporate Plan helps administration balance staff resources, operational costs, and capital budgets.



Two priorities compete for resources:

Core Functions

regular business operations
ongoing
*ie. Snow removal
pest control
payroll*

Projects

value add / business improvements
definite beginning / end
*ie. New buildings
campground improvements.*



Our Vision

Beaver County offers a lifestyle with a unique blend of country and small-town living. As innovators, our goal is to strengthen our leadership in agri-business and alternative energy. Building strong business and community partnerships are key to our future success.

Our safe and caring communities offer families great value and excellent service. Through ongoing engagement and commitment, we welcome people from all walks of life.

To showcase the achievements of our residents, businesses, and local government, we will promote stories of residential lifestyles, business leaders, government accomplishments, as well as tourist areas.

We strive to be a model of ecological and financial integrity, protecting our agricultural heritage while developing investment in Beaver County. Sustainable infrastructure, public engagement, economic growth, and tourism development – these priorities are key to our success.

Calling
Beaver County
Home



Pictured (Left to Right): Reeve Kevin Smook, Councillor Lionel Williams, Councillor Barry Bruce, Deputy Reeve Gene Hrabec, Councillor Dale Pederson, Chief Administrative Officer Kay Spiess



Core Values

Our core values reflect how the County operates publicly and privately.

Strong Governance	Prudent decision making ensures future success. Our long-term planning provides solid evidence and information to help balance immediate needs with future growth.
Customer Service	Every resident matters. We strive to have our citizens feel heard and treat their needs fairly. Their interactions with local government should be accessible and easy to understand.
Innovative leadership	We come to evidence-based decisions through diligent listening, encouraging fresh ideas from partners, and internal team members.
Accountability	Beaver County administers services equally and responsibly, while respecting the diverse needs of municipalities within the region.
Transparency	Council and Administration are accessible and host business in public, with conscientious adherence to privacy legislation.
Partnership	Beaver County's partnerships make us more effective and efficient at serving the needs of residents.

**Calling
Beaver County
Home**



Council Long-Term Strategic Plan Goals to 2040

A strategic goal describes the long-term achievable elements that must be accomplished for success of the vision. A strategic result is a description of an outcome required to support a strategic goal.



Goal 1 Collaborative Partnerships



Goal 2 Excellent Customer Service



Goal 3 Responsible Finance



Goal 4 Sustainable Infrastructure



Goal 5 Lifestyle Enhancement



Goal 6 Strong Leadership



Goal 1 Collaborative partnerships



“Successful collaborative partnerships are built on trust and mutual benefits such as mitigating risks, and cost sharing.”

Beaver county values its reputation and prides itself on “doing what we say we will” for the benefit of all partners and residents.

Strategic Results

- 1-1 Maintain and explore shared service options with neighbouring municipalities
- 1-2 Explore shared service options with third party agencies such as Claystone Waste, Highway 14 Water Commission, Beaver Emergency Services Commission etc.
- 1-3 Strengthen relationships with partners in Inter-municipal Collaboration Frameworks (ICFs)
- 1-4 Enhance partnerships with existing businesses, promote growth from within the county, and attract new development
- 1-5 Collaborate effectively with provincial and federal governments
- 1-6 Improve relationships with Battle River School Division and Charter schools



Providing excellent service to residents has many benefits:

- Residents and businesses are more likely to work with the County and comply with regulations.
- Businesses are more likely to invest with professional organizations.
- Residents experience a higher quality of life when their concerns are heard and expectations are met.

Goal 2 Excellent Customer Service

Strategic Results

- 2-1 Develop proactive and effective messaging related to service delivery disruptions, changes and options
- 2-2 Explore multiple communication options to reach diverse audiences
- 2-3 Explore and develop service level review options for road maintenance, winter maintenance, drainage and pest control
- 2-4 Define and develop a standard for customer service set into policy



Through our policies, civic alliances, and private partnerships, we support a positive business climate.

To position our county for future success, we advocate to the public and all levels of government.

Promoting our local products and businesses attracts new opportunities like green technologies to Beaver County.

Goal 3 Responsible Finance

Strategic Results

- 3-1 Improve and develop a diverse assessment base by exploring alternative energy, and investment in existing industrial parks
- 3-2 Explore and expand innovative economic development options, tourism, and grant opportunities
- 3-3 Provide a financially responsible quality of life
- 3-4 Utilize evidence-based approach to invest in economic development
- 3-5 Explore cost recovery options for utility infrastructure and other service delivery options where necessary



Maintaining strong infrastructure will help ensure our assets are protected.

Matching provincial and federal grants with capital costs ensures sustainability.

Goal 4 Sustainable Infrastructure

Strategic Results

- 4-1 Balanced capital planning will result in maintaining infrastructure equally across the County
- 4-2 Sustainable infrastructure decisions should be prioritized based on finances, asset life cycle, organizational need and goals
- 4-3 Provide safe and accessible roads and prioritize routes based on need
- 4-4 Develop and measure a Water Management Policy and strive to reduce the impact of drainage issues county-wide



We share our pride in Beaver County through beautification of our hamlets and subdivisions. Through promotion of existing points of interest, we will send a clear message to families that want to relocate to Beaver County: *It is a great place to call home.* In our promotion campaigns, we will show businesses that the county is growing and sustainable with a dependable, happy workforce.

Goal 5 Lifestyle Enhancement

Strategic Results

- 5-1 Ensure all land use planning documents follow best practices and are continuously reviewed and updated to reflect current times
- 5-2 Build a sense of belonging and community through linking roadways, pathways, and utilities
- 5-3 Celebrate the unique diversity of our urban municipalities and rural culture
- 5-4 Grow tourism attractions and promote tourist industry through events, marketing and advertising



Beaver County is a place to call home and a great place to work. Using leading edge leadership techniques, our team will consistently provide excellent service. Happy employees deliver superior resident experiences.

When employees understand that their work is for the greater good, it provides them with a more meaningful work experience.

Goal 6 Strong Leadership

Strategic Results

- 6-1 Build a strong and positive organizational culture
- 6-2 Promote good governance that provides transparency and accountability
- 6-3 Utilize evidence-based decision-making in both governance and operations
- 6-4 Promote workforce development and training and ensure receipt of the necessary skills to aid in the operations of the County



Report Card Progress on Strategic Priorities

During the year, Beaver County will report the progress of action items on a regular basis to Council. Reporting provides accountability and understanding of Beaver County's progress. Senior Leadership will set strategic direction to the organization on an annual basis to ensure priorities are balanced, aligned with Council's strategic outputs and measured.

Excellence in strategic and performance management drives continuous improvement at all levels of the organization.

APPENDIX 1

History of the Strategic Plan 2022-2040