



TOWN OF VERMILION

Strategic Plan

2018 - 2021

TOWN OF
VERMILION
ALBERTA



Letter from Town Council

Your Town Council was elected in October 2017 with a new mandate focused on growth, and “Raising the Bar”, to bring our town into the forefront of the 21st century. We are a viable, and sustainable forwardlooking community, that wants to harness the optimism of our residents and business community in a strategic partnership with Lakeland College and our other stakeholders to lever all forms of human and other capital opportunities.

This document aims to set a clear path by taking high-level strategies accompanied by practical tools that are nimble and adaptable to changing forces of technology, the economy, and federal and provincial government policies.

The strategies and action steps outlined are intended to be a partnership between Council, Administration and our public; who through meaningful engagement will guide our actions, and provide necessary feedback as to the relevance and effectiveness of the course of action. You are invited to review the plan, now and on an on-going basis as a measure of its success



Mission

We are committed to:

- Being a thriving, family friendly community;
- Demonstrating progressive, responsible and transparent leadership;
- Providing responsive and efficient service delivery to meet our citizens' diverse needs; and
- Embracing opportunities within the region's educational, agricultural, and energy hub.

Vision

Vermilion will continue to grow as an active, thriving, attractive, and safe community that offers a high quality of life for families and people of all ages. Our vision for the future embraces:

- Ensuring an environment to attract and retain a skilled and educated workforce;
- Providing a quality of life that meets our community's retail, recreational, cultural, educational, and service needs;
- Promoting an environmentally sustainable, innovative and diversified economy; and
- Collaborating to ensure strong relationships with local and regional partners.



Values

Engagement

- We seek to understand the impact of our actions before making decisions; input from our residents and stakeholders will always guide our actions
- We value our residents, businesses, and our volunteers who enhance the quality of life in our community.

Innovation

- We seek out creative ideas and leading-edge innovations to improve our community
- We support innovative technologies and services as a base for economic growth

Safety and Accessibility

- Our workplace supports the safety of our employees and those visiting our facilities
- Our community is safe and accessible to our residents

History

Vermilion, Alberta was established as a village in 1906, and incorporated as a town later that year. The town got its name from the red clay in the river valley, and means ‘A bright red mercuric sulphide used as a pigment.

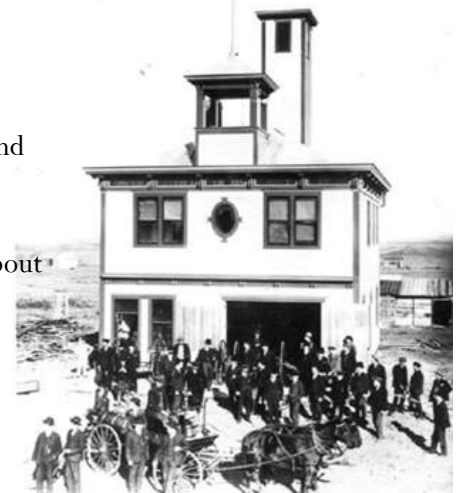
The town has always been the nerve centre for the areas farmers, and agriculture continues to play a dominant role in the economy today. In more recent years, the surrounding oilfields have provided jobs and significantly contributed to commerce in the community.

The Vermilion School of Agriculture was opened in 1913, with 34 students; today Lakeland College serves 7500 students with campuses in Lloydminster and Vermilion.

One early enterprise was the Vermilion Brick Factory, which operated from about 1906 to 1914, producing more than 1.5 million bricks in that time.

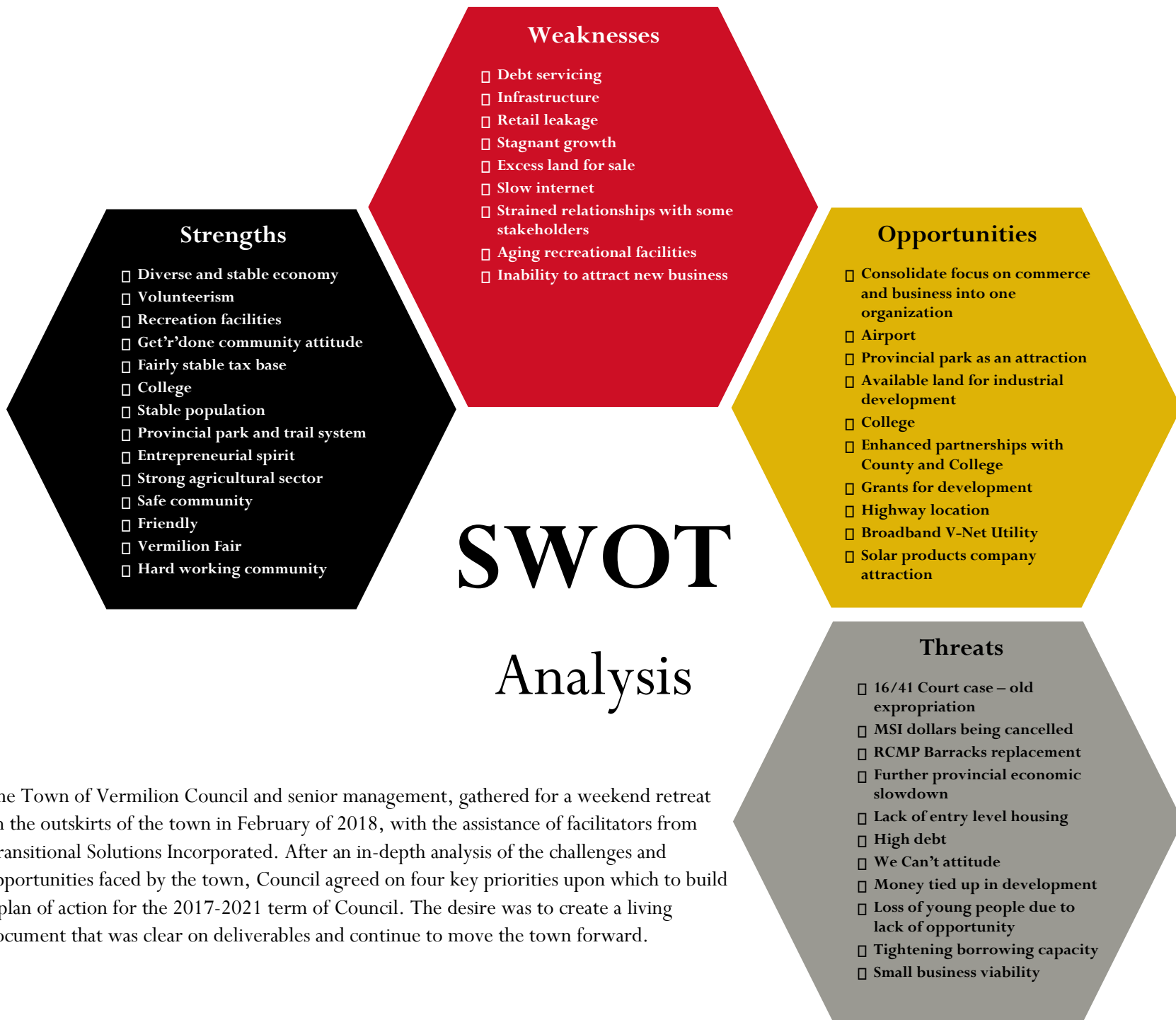


Glenbow Archives NA-1259-12



The Imperial Block on Main Street, still in use today, is one building constructed of the local brick. Downtown Vermilion also reflects the community’s intriguing past. Many older buildings in the business core have been recently restored through a cooperative initiative of the Town, local businesses, and the Alberta Main Street Programme.





The Town of Vermilion Council and senior management, gathered for a weekend retreat on the outskirts of the town in February of 2018, with the assistance of facilitators from Transitional Solutions Incorporated. After an in-depth analysis of the challenges and opportunities faced by the town, Council agreed on four key priorities upon which to build a plan of action for the 2017-2021 term of Council. The desire was to create a living document that was clear on deliverables and continue to move the town forward.

Strategic Priorities

Key Priority 1: Community Engagement

Key Results

- Enhance interactions with stakeholders
 - Improve Council connectivity to the public
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Key Priority 2: Grow a Resilient and Vibrant Community through strong economic development

Key Results

- Broadband Solutions
 - Airport Enhancement
 - Business Attraction and Retention
 - Residential ownership Attraction and Retention {"Desirable Place to Live"}
 - Seniors Aging in Place [55 plus structures, SL4 housing]
-

Key Priority 3: Infrastructure for Today and Tomorrow

Key Results

- Address Aging Recreation Facilities deficiencies
 - Prepare a "Recreation Infrastructure Plan"
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Key Priority 4: Enhance Health and Livability of the Community

Key Results

- Explore Provincial Park opportunities [community enjoyment and tourism-destination]
- Solidify the presence of the RCMP in the community
- Attract and retain allied health professionals [Doctors, Dentists, Psychologists, Chiropractors, Massage, Physio nurse, homecare etc.]
- Ensure "Social Support" available for residents [foodbank, homeless shelter, drug, cannabis and alcohol etc.]
- Support Arts and Culture



Integrated Planning

Town Council's governance role includes the mandate to provide strategic direction for the Town. This high-level plan comprises that direction. It builds on the 2014-17 Strategic Plan and helps administration build its own operational plans.

Once Council has set the Town's strategic direction, administration is able to build plans that carry out Council's direction.

Good governance principles require strategic planning that addresses the Pillars of Community Sustainability. Vermilion has created this Strategic Plan around Pillars of Community Sustainability that include; Governance, Culture, Social, Economy, and Environment. An overview of what is included within each pillar follows below:

Governance:

The municipal election processes, the municipality's capacity to manage resources and develop and implement sound public policy, and the mechanisms through which citizens and groups engage and interact with council, the municipality's administration and each other.

Culture:

Shared values and cultural and recreational activities that reflect the diverse traditions, customs, values, heritage, identity and history of Vermilion.

Social:

Health, well-being, safety and quality of life of individuals, families and the community

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Economy:

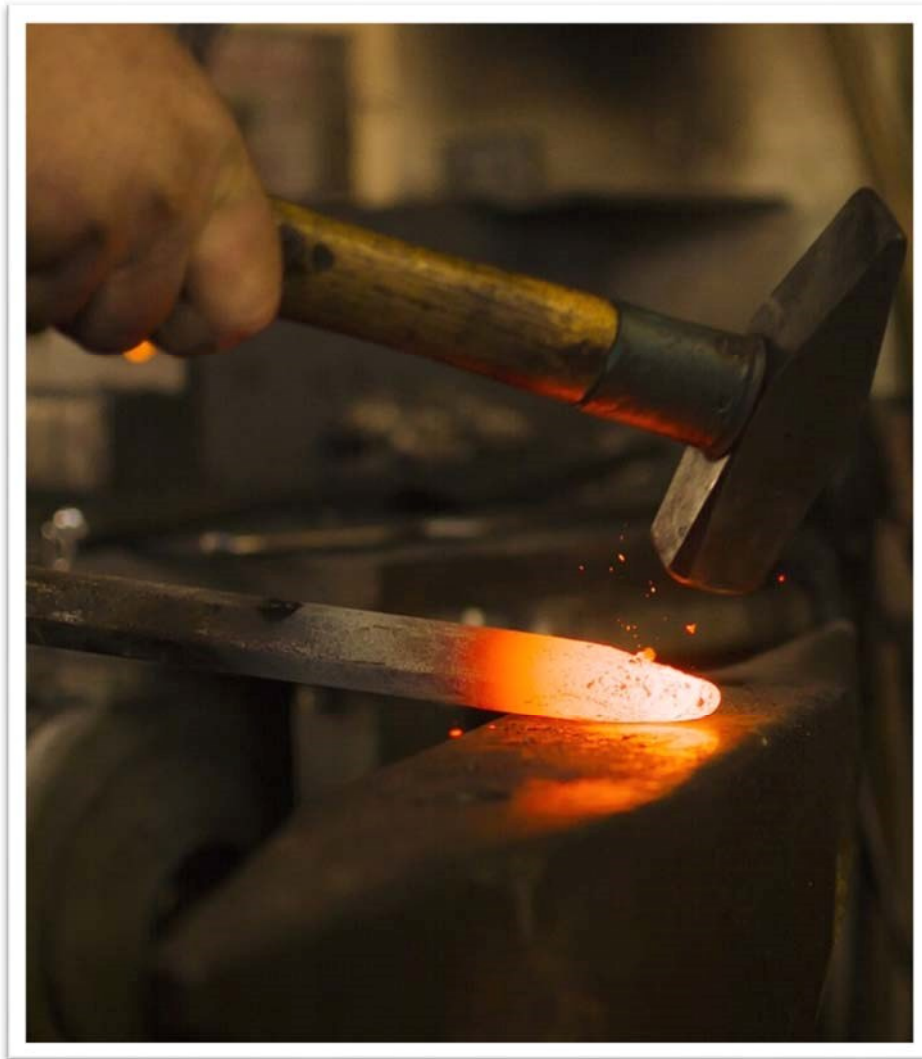
Achieving economic vitality, growth and development that simultaneously improves quality of life and the environment. It includes employment and income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community.

Environment:

Community environmental stewardship and the health, quality, diversity and abundance of local and global ecosystems, the state of the built environment and the services that support it.

Continual Review

The overall capacity of the Town will need to be assessed and evaluated on a continuous basis to address the goals, strategies and action steps that drive the financial, capital and operating plans, to think about future service delivery needs in terms of a 6,000 , 7500 or other population thresholds, and to begin to enact solutions to meet future needs. This plan cannot be a static document, and must be continually evaluated, and direction given to adapt to the changing dynamics of the 21st century (within the principles espoused here).



Appendix 1: Action Plan

Strategic Priority 1: Community engagement

Objective: To improve meaningful engagement (two-way) with members of the community, including stakeholder groups

Key Result (KR)		Action	Responsibility	Timeline
KR 1	Enhanced engagement / Connectivity with the general public	Open houses, coffee sessions at cafes	Administration to work with Council to organize opportunities	Late winter, early spring – ongoing (quarterly)
		Make better use of communication tools such as Social media	Administration to investigate viable technology options	On-going
		Opportunity for public participation at council meetings	Council with Administration to develop a template	Spring 2019
		Use surveys	Administration	As required
KR 2	More engagement with community leaders	Set up individual or group meetings. Share council initiatives, and receive feedback and input	Administration / Council	On-going
		Engaging business through events such as an annual Mayors business breakfast	Mayor / Economic Development officer	Set up Schedule

KR 3	Engage major community groups, such as Ag society, minor sports, arts and cultural groups, Chamber of Commerce, seniors, Lakeland College	Make presentations at meetings, invite groups to Town office	Administration to work with Council to schedule	Plan to meet each group at least once per year
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Strategic Priority 2: Grow a vibrant and resilient community

Objective: A strong focus on smart sustainable growth and support of the business sector

Key Result (KR)		Action	Responsibility	Timeline
KR 1	Improve Broadband quality in community	Seek out technical solutions/partners/grant funding Develop a phased approach to implementation	Council and Administration	12-18 months
KR 2	Airport enhancement/maximization	Engage a professional consultant to study and provide options	Administration/Council	Fall 2018-Spring 2019
KR 3	Business Retention Expansion and Investment; with a strong focus on attracting investment from beyond our existing trading area.	Retail incentive program	Administration/Council	Summer 2018-Fall 2021
		Industrial growth strategy	Administration/Council	Spring 2019-Summer 2019
		Retention strategy	Administration/Council	On-going
		Improved relationship/partnership with Chamber of Commerce	Administration/Council	On-going
		Opportunities to work with CN Rail	Administration	Spring 2019 / On-going

		Residential growth with a focus on Seniors housing Provincial park as a major asset	Administration	On-going
		Support The Goodlife Institute	Administration/Council	On-going

Strategic Priority 3: Infrastructure for today and tomorrow

Objective: Strategic focus to maintain and enhance existing infrastructure, while planning for new infrastructure to accommodate future growth

Key Result (KR)		Action	Responsibility	Timeline
KR 1	Identify and assess the life cycle of each major facility, with clear indication of short medium and long term requirements	Detailed plans with anticipated costs, technical requirements	Administration	Completion - Summer 2020
KR 2	Develop funding plans for replacement	Realistic annual contributions to replacement reserves	Administration	On-going
KR 3	Explore options to expand services in accordance with the Recreation Master Plan	Ensure that new services offered conform to the Recreation Master Plan	Council/ Administration	On-going
KR 4	Current recreation facilities are maximized and future needs are identified	Assess use and functionality of current facilities to address current and future recreation needs	Council/ Administration	On-going

Strategic Priority 4: Enhance the health and livability of Community

Objective: To position our community as the most desirable place in the region to live, do business, and recreate

Key Result (KR)		Action	Responsibility	Timeline
KR 1	Lever the Provincial Park as a major and unique asset	Continue to assess the viability of the town taking on an increased role in the management of the park in the short, medium and long term	Administration/Council guidance	Spring 2019
		More targeted marketing to increase the profile to attract visitors, who will have a positive influence on our economy	Economic Dev Officer	Spring-Summer 2019
KR 2	New RCMP detachment in community	Work with K-Division to ensure that facility is realized in the near to mid term	Administration Council	By fall 2019
KR 3	Vermilion has a full complement of Doctors and allied healthcare providers	Work with the Physician Retention Committee / Neighbours	Council	On-going
		Enhanced focus on retention, and possible support for locals who may want to study and eventually practice at home – Possible modest bursaries	Physician Retention Committee	On-going
	Ensure social supports are available for the vulnerable in our community	Engage with professionals, AHS, FCSS Board, and liaison with local schools Ensure/advocate that government supports are available in our community	Administration/Council	On-going
	Support and enhance the Arts and Culture	Promote/support arts and culture activities as appropriate	Administration/Council	On-going
Promote activities through Town Communication platforms		Administration	On-going	

	Protect and leave a cleaner environment for future generations	New sewer treatment plant, move to recycling of organics, continue to reduce landfilling, and explore green energy options	Administration/Council	2019/2020

Appendix 2: Plan Adoption and Communication Process

Action	Timeline
Council review first draft	January 2019
Minor tweaks/formatting as required	January 2019
First draft introduced at the first Council meeting in February	February 5, 2019
Public asked to give comments in writing or by social media	February 19, 2019
Council meets to address input, and sign off on final draft ...if required	February 26, 2019 (evening)
Final plan adopted at the first Council meeting in March	March 5, 2019
Plan is communicated through various communication platforms as deemed appropriate by council and administration	March 2019
Targeted distribution of the plan to various stakeholder groups (with a desire to gain on-going feedback as to the plan's effectiveness in meeting its objectives)	March 2019
Annual update on significant achievements of the plan's goals to Council, and by extension to the public	October Organizational Meeting

Appendix 3: Acknowledgements

Contributors:

Members of Council

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Members of Town Administration

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