



BEAVER COUNTY

2022 – 2026

CORPORATE

BUSINESS PLAN

A Place to Call Home





A Functional Corporate Plan

Administration will:

- ❖ track historical plans
- ❖ measure annual progress
- ❖ ensure alignment with the Strategic Plan

The Corporate Business Plan is a living document that the Administration will renew at the end of its term or refine as necessary. The performance of the Corporate Plan will be aligned with the Strategic Plan and budget.

Corporate Plan:

The Corporate Plan operates in a four-year cycle. The four-year plan allows the Administration to balance and focus operations by providing realistic expectations to manage projects and regular functions. Integrating the Strategic Plan with the four-year corporate plan ensures historical information is incorporated into future planning.

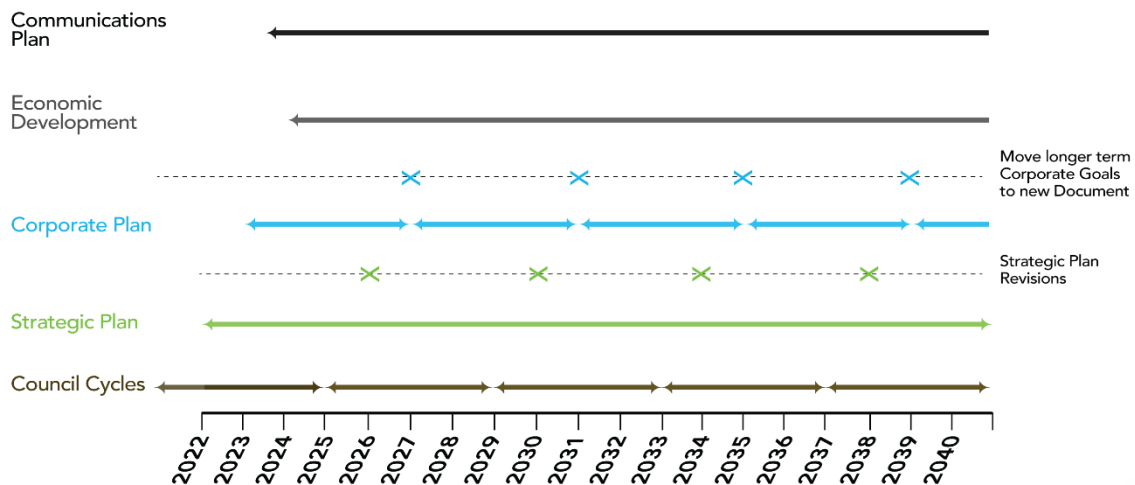
The Corporate Plan helps the Administration keep multi-year projects on time and budget, even as the County welcomes new council members.

Corporate Business Plan Audience:

The Corporate Business Plan has two primary audiences:

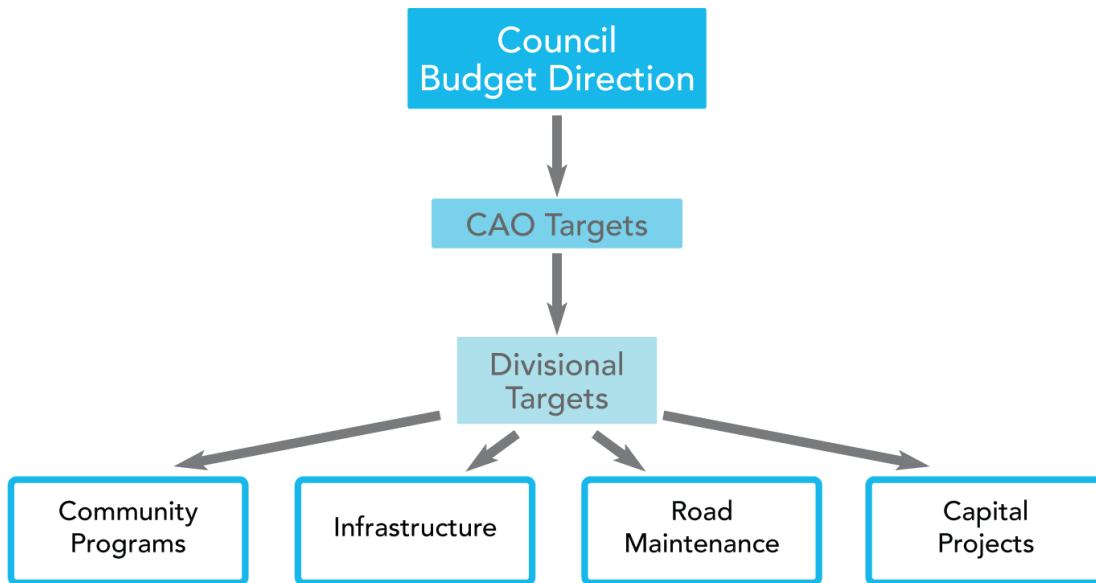
- ❖ Administration and
- ❖ Council

This document provides administration with performance metrics to track strategic goals. Throughout the council’s term, they use the corporate plan to give direction on corporate results.



Measuring Success Through Budget

The budget will incorporate expenditures that are relevant or necessary to achieve goals outlined in the Corporate Plan. Annual performance reviews will identify budget successes, challenges, opportunities and focus for the year ahead.



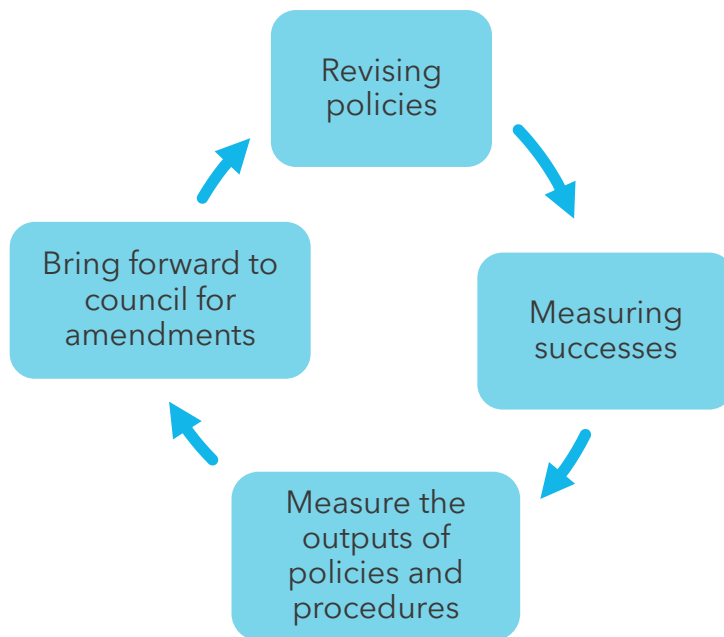
Implementing Council’s Strategic Plan

The desired outcome of the Corporate Plan is to help Administration become less reactive and more proactive. There are two functions: **planning and executing action items**. The plan includes goals that improve the efficiency and effectiveness of the organization.



Setting Direction Through Policy

The Strategic Plan is the guiding document set by Council and engrained into every day life of the County’s organizational culture. As the organization grows, policies and procedures will be amended and tested to see if they are effective or not. Policy revisions are continuous into the future and are intended to streamline operations. Administration works with Council to recommend solutions based on evidence and best practices known at the time.





Our Vision

In support of Beaver County’s strategic direction, the Administration is committed to quality services, community leadership, and strong governance. Working closely with Council, staff will help improve quality life for residents and urban partners.

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



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



Council Goal 1 Collaborative partnerships

Council Strategic Results

- 1-1** Maintain and explore shared service options with neighboring municipalities
- 1-2** Explore shared service options with third party agencies such as Claystone Waste, Highway 14 Water Commission, Beaver Emergency Services Commission and so on
- 1-3** Strengthen relationships with partners 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

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
1	Re-activate regional CAO meetings: <ul style="list-style-type: none"> - Define Terms of Reference and meeting frequency - Search for cost sharing service delivery options - Focus on regional future-state planning - Explore capital project sharing and equal options with urban regional partners - Continue to explore shared grant opportunities 	x	x	x	x
2	Initiate regular Joint Council meetings: <ul style="list-style-type: none"> - Focus on information sharing / education for region - Encourage regional election cycle training - Encourage participation from 3rd party entities including BESC, Beaver Foundation, RCMP, FCSS, CALP, Claystone, HWY 14 Water Commission, Beaver Emergency Medical Services - Information sessions on mutual aid agreements / ICFs 	x	x	x	x
3	Explore regional Bylaw Enforcement Services or mutual aid rural aid service	x			
4	Identify shared service options and educational opportunities with: <ul style="list-style-type: none"> - BESC - RCMP - CALP /FCSS - Claystone - Beaver Foundation - Beaver Emergency Medical Services - HWY 14 Water Commission 	x	x	x	x

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
5	Maintain partnership with CN Rail and focus on addressing issues related to: <ul style="list-style-type: none"> - Vegetation control - Drainage - Public education - Whistle cessation - Road closures - Rail Safety Program - Economic development opportunities (Certified Rail Ready Program) 	x	x	x	x
6	Continue Intermunicipal Collaboration Frameworks (ICFs), seeking shared service options and relationship build with all regional municipalities: <ul style="list-style-type: none"> - Towns - Tofield and Viking - Villages - Ryley and Holden - Counties - Minburn, Flagstaff, Strathcona, Lamont, Camrose, Wainwright 	x	x	x	x
7	Explore regional concept of economic development with municipal partners: <ul style="list-style-type: none"> - Apply ACP grant to assist with development of regional strategy/plan - Develop and implement strategy 		x		
8	Launch an Economic Development Advisory Committee (EDAC) <ul style="list-style-type: none"> - Create bylaw and policy - Generate business growth in the County through strategy, networking and marketing - Expand EDAC group concept to the region if regional economic strategy is developed 	x	x	x	x
9	Develop relationships with other entities for economic development including: <ul style="list-style-type: none"> - Local Chambers of Commerce(s) - Battle River Alliance for Economic Development (BRAED) - Invest Alberta - Go East - Others as required 	x	x	x	x

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
10	Encourage regular advocacy for Council <ul style="list-style-type: none"> - Set-up of meetings with provincial and federal Ministers as required - Representation at RMA conferences 	x	x	x	x
11	Maintain positive relationships with Battle River School Division, Elk Island School Division and Holden Rural Academy through: <ul style="list-style-type: none"> - Regular meetings to discuss opportunities, concerns and partnerships - Participation in career days / educational events - Advertising labour needs for local businesses - Developing and maintaining Joint Use Planning Agreements (JUPAs) 	x	x	x	x
12	Develop regional approach for event planning with urban partners	x			
13	Expand Chronicle Media newspaper partnership to include regional municipalities / local businesses	x			
14	Explore options for rural subdivision fire protection including partnerships between: <ul style="list-style-type: none"> - Beaver Emergency Services Commission (BESC) - Highway 14 Water Commission - Strathcona County 	x			



Council Goal 2 Excellent Customer Service

Council Strategic Results

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

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
15	Determine internal resource/capacity for communication role. Specialty focus on: <ul style="list-style-type: none"> - Content / message creation - Graphic design - Social media / website management - Public communications 	x			
16	Develop a Communications Plan including: <ul style="list-style-type: none"> - Internal and external communication strategies - Branding / marketing standards - Internal controls and procedures - Templates, tools and training 	x			
17	Implement Communication Plan action items <ul style="list-style-type: none"> - Implement recommendations from plan - training for staff, creation of procedures / standards, creation of templates, creation of communications manual 		x		
18	Continue to utilize Chronicle Media newspaper for paper communication and public notices. <ul style="list-style-type: none"> - Create monthly communication messages or themes aligned with regular operational activities. (i.e. fire prevention month). 	x	x	x	x
19	Enhance County website <ul style="list-style-type: none"> - Re-design layout to be user friendly and based on service function - Create content / storyline - Service tracking requests - Online payment of services 	x	x	x	
20	Initiate Electronic Records Management System project <ul style="list-style-type: none"> - Project timeline / cost - Research software - Project implementation - go paperless! 	x x x	x	x	
21	Develop and implement Customer Service policy <i>*(under Policy Review Project timeline)</i>	x			

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
22	Launch iCompass Project - Phase 2 <ul style="list-style-type: none"> - Upgrades to software - Refining templates and reporting process - Training Council and staff 	x			
23	Research service level standards for policy development on the following areas: <ul style="list-style-type: none"> - Pest control - Water management / surface drainage - Road & winter maintenance - Roadside mowing <i>*included in Policy Review Project Timeline</i>	n/a			
24	Research and develop a community engagement process for public participation in policy matters		x	x	



Council Goal 3 Responsible Finance

Council Strategic Results

- 3-1** Improve and develop a diverse assessment base by exploring alternative energy, and investment in the Equity Industrial Park
- 3-2** Explore and expand innovative economic development options and tourism
- 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

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
25	Develop County Economic Development Strategy including: <ul style="list-style-type: none"> - Areas of opportunity, diversification, business attraction and retention, tourism and growth - Create contact inventory for existing businesses - Create a grant resource package 	x			
26	Develop a business case strategy for Equity Industrial Park: <ul style="list-style-type: none"> - Existing and future infrastructure requirements - Financial strategies for growth / investment - Long-term vision - Branding / marketing / promotional strategies 	x			
27	Develop a business case strategy for Viking/Beaver Industrial Park: <ul style="list-style-type: none"> - Existing and future infrastructure requirements - Financial strategies for growth / investment - Long-term vision - Branding / marketing / promotional strategies 		x		
28	Launch Business Planning & Budget Improvement Project - Phase 1 <ul style="list-style-type: none"> - Implement Questica Budget software and complete training - Initiate business planning and narrative creation to align with budgeting - Communicate regularly to Council on business plan progress - Communicate annually to public on challenges, opportunities, successes, and goal alignment 	x			
29	Continue Business Planning & Budget Improvement Project - Phase 2 <ul style="list-style-type: none"> - Improve capital budget process - new process for capital business cases - Implement standard project management process and monitoring of projects - Develop Staffing Initiative Requests (SIRs) and Business Improvement Requests (BIRs) 		x x x		x

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
30	Build financial planning and advisory services into internal capacity <ul style="list-style-type: none"> - Training and mentorship for leadership and budget development team 	x	x	x	x
31	Launch new payroll system and replacement software for Bellamy <ul style="list-style-type: none"> - Investigate and implement replacement software for Bellamy - Design new payroll schedule and implement - Launch electronic timesheet system - Investigate new reporting system to monitor time requests 	x x x x	x		
32	Review Chart of Accounts - project <ul style="list-style-type: none"> - Review current accounts - Recommend changes based on new organizational structure / organized by functions - Implement changes / integrate into financial processes 		x		
33	Review Statement of Reserves - project <ul style="list-style-type: none"> - Review current structure of reserves - Research of best practices / alignment to functions - Implement changes 	x	x		
34	Review Fees, Rates & Charges schedule annually <ul style="list-style-type: none"> - Regular analysis of fees, rates and charges during budget development - Provide recommendations to Council during budget reviews - Provide analytics for the user rate model and subsidization concept 	x	x	x	x
35	Implement new Grant Program into financial planning and advisory services: <ul style="list-style-type: none"> - Maintain list of current and ongoing municipal grants and deadlines - Research new grants and apply regularly - Integrate capacity into internal staff capacity 	x	x	x	x



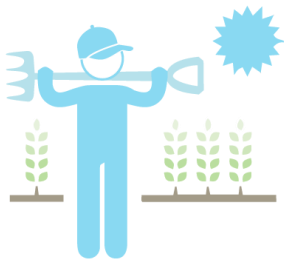
Council Goal 4 Sustainable Infrastructure

Council Strategic Results

- 4-1** Balance the 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 designed for the agricultural and commuter residents
- 4-4** Develop and measure a Water Management Policy and strive to reduce the impact of drainage issues county-wide

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
36	Re-Initiate Asset Management project <ul style="list-style-type: none"> - Launch new project team - Inventory assets and complete a long-term asset management schedule - Implement software to track asset schedule - Integrate into Capital Budgeting process and project management process 	x	x		
37	Create balanced capital planning and budget process <ul style="list-style-type: none"> - Utilize long-term asset management schedule to plan capital needs - Categorize assets by type and need - Create internal capital committee tasked with making recommendations to Council at budget - Ensure that capital planning considers replacements, refurbishments, new projects and value add 	x	x	x	x
38	Activate the Integrated Road Management Plan (IRMP) <ul style="list-style-type: none"> - Explore and design long-term strategy to connect hard-topped roads to major highways - Design a rural transportation network - Include public consultation on strategic work - Develop 5-10 year Road Plan and integrate with road strategies - Maintain Road Plan schedule in capital budgeting process 	x x x x x x	x	x x x	x x x
39	Secure long-term gravel supply <ul style="list-style-type: none"> - Research dependable sources for long-term supply - Secure dependable source 	x	x		

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
40	Develop a Technology Strategy: <ul style="list-style-type: none"> - Explore internal hardware and software needs to be integrated into capital planning process - Explore adequate resourcing / technical expert to provide advice - Develop a long-term strategy for rural internet and providers 			x	x
41	Develop and implement an Infrastructure Security Plan <ul style="list-style-type: none"> - Research and development for security - Implementation of plan recommendations 	x	x	x	
42	Develop a Water Management Strategy <ul style="list-style-type: none"> - Research best practices and integrate into policy work - Monitor progress of policy parameters and report to Council - allow time for the policy to be implemented and properly tested - Educate public on strategy and policy through outreach and regular communication - <i>*included in Policy Review Project Timeline</i>	x	x		



Council Goal 5 Lifestyle Enhancement

Council 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 the tourist industry through events, marketing, and advertising

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
43	Re-activate Land Use Bylaw (LUB) / Municipal Develop Plan (MDP) Amendment Project	x			
44	Create a County Living Strategy including: <ul style="list-style-type: none"> - Rural lifestyle and cultural options - Urban lifestyle and cultural options - Tourism needs assessment (<i>part of Economic Development Plan as well</i>) - Promotion / marketing 		x	x	
45	Conduct viability study of Hamlets and subdivisions: <ul style="list-style-type: none"> - Determine growth needs - Soft vs. hard infrastructure needs - Marketing strategies 		x	x	
46	Determine viability of campgrounds: <ul style="list-style-type: none"> - Conduct study with strategies / long-term vision - Present to Council for future direction 	x			
47	Create internal process for event planning: <ul style="list-style-type: none"> - Create Community Events Calendar - Promotional items - Attend events etc. 	x	x	x	x



Council Goal 6 Strong Leadership

Council 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 operation of the County**

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
48	<p>Launch HR Strategy and Compensation Review Project</p> <ul style="list-style-type: none"> - Review positions and pay grid - Review current HR policies and procedures - Explore staff retention and incentives - Review Employee Code of Conduct - Implement recommendations from project - Determine resources required to develop the HR function and recommendations from project 	x	x		
49	<p>Launch Workforce Development Strategy:</p> <ul style="list-style-type: none"> - Invest in leadership training and development - Determine succession needs and implement planning strategies - Develop leadership manuals with procedures for each service division - Development plans for internal staff integrated into performance management procedure 		x	x	
50	<p>Continue to promote a positive workplace culture:</p> <ul style="list-style-type: none"> - Regular team building sessions - Employee Recognition Program - Value sessions work - Workplace culture moment at staff meetings - Regular staff updates / meetings 	x	x		
51	<p>Launch Policy Review Project</p> <ul style="list-style-type: none"> - List all current policies - Create a schedule of the policies. Provide recommendations for existing (revised), new or outdated policies - Review schedule with Council for feedback - Utilize monthly Governance & Priorities Committee meetings to review policies on the schedule 	x	x	x	x
52	<p>Launch Bylaw Review Project</p> <ul style="list-style-type: none"> - Inventory all current bylaws - Determine project scope and timeline 	x	x		

Action Item No	Corporate Action Items	Approx. Timeline			
		2023	2024	2025	2026
53	Complete recommendations from the 2021 Corporate Governance Review	x			
54	Continue with regular Council training: <ul style="list-style-type: none"> - New Councillor Orientations (election years) - RMA training / seminars - Boards / Commission training 	x	x	x	x
55	Develop formal Strategic & Corporate Planning process to ensure the practice is engrained into the organization <ul style="list-style-type: none"> - Annual priority setting between Council & CAO - Measure progress of Council's goals & priorities - Measure progress of Corporate Business Plan Action Items 	x	x	x	x
56	Continue with Executive Leadership Team (ELT) meetings. Update Council on the ELT action list regularly.	x	x	x	x
57	Continue to complete action items from Council Tracking list (legal motions set). Encourage alignment to strategic priorities.	x	x	x	x



Report Card

Progress on Corporate Priorities

During the year, Beaver County will report progress on its strategic results. Reporting provides accountability and understanding of Beaver County's progress. Administration monitors the strategic results through this Corporate Business Plan.

A clear strategic plan that is implemented through the Corporate Plan provides Beaver County staff with direction. Daily decisions are based on the strategic objectives. Continual performance measurement explains how decisions are impacting the organization. Changes can be implemented in a timely manner if required.

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

Additional Strategies Connected to Corporate Business Plan

APPENDIX 1

History of Corporate Plan 2022-2026