

STRATEGIC SUSTAINABILITY PLAN: 2011 – 2014

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With updates to February 7, 2011



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INTRODUCTION

Background and History

In early 2007, the Council of the Town of Viking engaged community residents in a planning process facilitated by Western Management Consultants to develop of a Vision Statement and Strategic Sustainability Plan for the Town. A Vision Statement and Strategic Priorities oriented around the five pillars of sustainability were identified and confirmed by Town Council in April 2007.

Following the October 2007 municipal election, the new Council reviewed the Vision Statement and Strategic Priorities that were developed prior to the election to ensure that the strategic direction contained in the plan was consistent with Council's view of the future. On January 16, 2008, Council and the CAO met in a session facilitated by Western Management Consultants to review the results of the Community Visioning process undertaken in 2007. After review and discussion, Council determined that the Vision Statement and Strategic priorities were acceptable and they directed that the plan be confirmed by Council. The Plan was subsequently reviewed by Council during a facilitated session held on Saturday, October 17, 2009 and the priorities and strategies were confirmed.

Following the 2010 Municipal Election, Council and Senior Management met on January 12, 2011, to review the plan and determine what changes were required for the next three years. The following document reflects the outcome of those discussions and covers the period from 2011 to 2014. A key element of achieving the strategic priorities and strategies will be a conscious allocation of both time and resources from Council and Senior Management.

VISION STATEMENT

VIKING 2026

“Setting the standard for Sustainable Small Town Living”

Our Profile and Services Perspective

- Strategically located on major highway and rail arteries, Viking is a safe, friendly, attractive and prosperous community that offers a high quality of life and services for local residents and visitors. Our residents enjoy ready access to a comprehensive range of high quality recreation, social, health, and education services supported by modern and well maintained municipal infrastructure.

Our Growth/Sustainability Perspective

- In 2026 the Town has reached a population of 1,500. Our growth objectives are based on sustainability principles that acknowledge the needs of the present without compromising the ability of future generations to meet their needs. The Town supports an entrepreneurial business community that creates opportunities for all of our residents including our youth. Our local economy produces meaningful and well-paying job opportunities centered in the agriculture, oil and gas, health care, and light manufacturing industries which allow our citizens to work in the community in which they live.

Our People Perspective

- We celebrate the diverse nature of our multicultural community which is based on strong Scandinavian heritage and culture. We acknowledge that our community has grown on the experience of an immigrant population and will continue to grow and prosper with the assistance and involvement of new comers from other communities, countries and cultures.

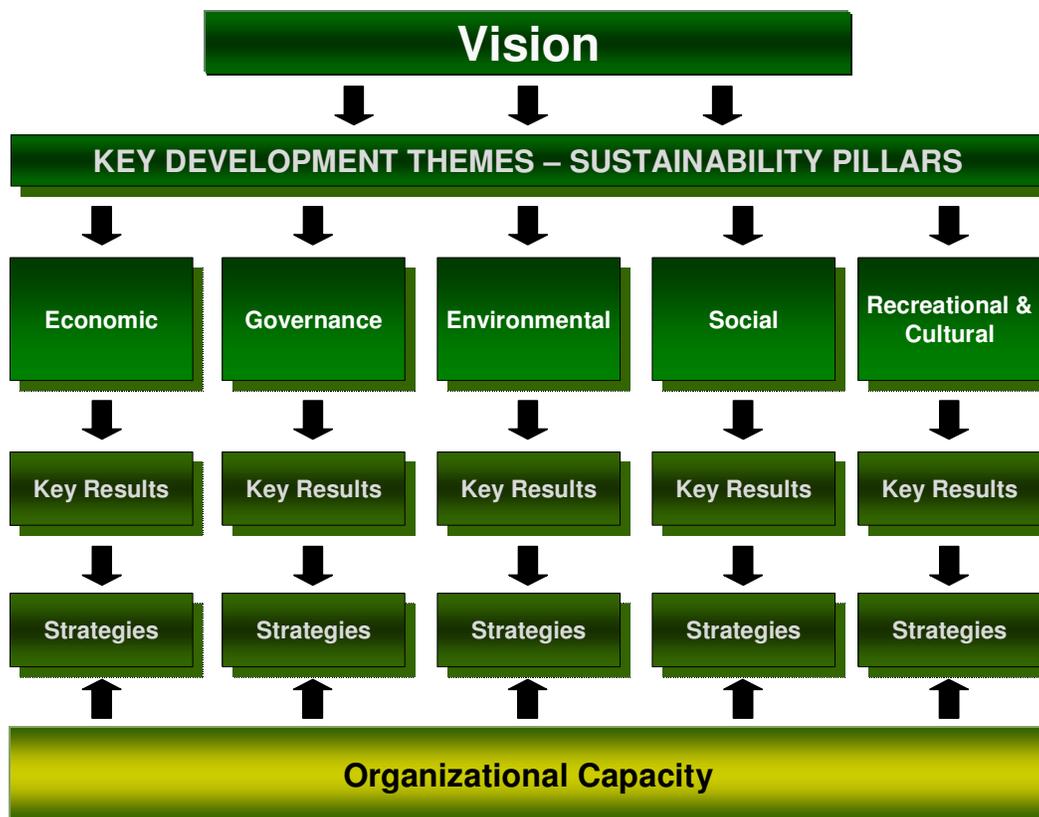
Our Leadership Perspective

- The Town’s leadership has earned the respect and confidence of residents, other municipalities, the provincial government and other regional partners. The Council and the administration work well together as a team; are result driven, forward thinkers who learn quickly from the past, and base decisions on good governance principles and sound financial stewardship. Our leaders maintain a visible and accessible presence, engage and listen to those people impacted by decisions, and share credit with those involved.

FIVE PILLARS OF SUSTAINABILITY

The following model illustrates the Five Pillars of Sustainability which form the basis for organizing Viking's key strategic priorities and illustrate the relationship of strategic priorities, key results and strategies to one another.

SUSTAINABILITY PLANNING FRAMEWORK



As is the case with any planning process, the organizational capacity to implement the identified strategies and tactics requires dedicated human, financial and time resources. These resources must be sufficient to achieve the key results or outcomes that Council identifies as important measures of success.

The consistent reporting of progress towards achievement of the strategic priorities and key results is also important to inform decision makers and the community of the progress towards the Town's vision of the future.

STRATEGIC PRIORITIES

Foreword

To achieve a long-term vision for a sustainable future for Viking in the year 2026, Town Council has approved the following strategic priorities, key results and strategies to move Viking towards a viable and sustainable future.

Strategic Priority - Economic

- Attract new light manufacturing and service businesses to the community and support existing local businesses through promotion and education opportunities.

Strategic Priority - Governance

- Maintain strong working relationships with the Provincial government and regional partners to ensure consistent and high quality services in the community.

Strategic Priority - Environmental

- Endorse, embrace and support the Rural Sustainability Demonstration Project.

Strategic Priority - Social

- Investigate and implement social and employment opportunities for youth and social support for seniors in the community.

Strategic Priority - Recreational and Cultural

- Ensure effective promotion and utilization of the Viking Carena Complex.
- Promote and celebrate the community's Scandinavian culture and heritage while pursuing opportunities to attract persons from other countries and cultures.

<p>❖ <u>Downtown Development:</u> Viking’s downtown will be a vibrant, exciting center of commerce, arts and culture.</p>	<p>2.3 Establishing residential, business and industrial growth objectives consistent with the objective of maintaining high quality life for residents;</p> <p>2.4 Focusing economic development resources on growth strategies with greatest potential to achieve positive results, for example:</p> <p>2.4.1 Targeting specific industry players and engaging them in discussions to identify needs, level of interest; and focusing promotional activities on these high potential targets; and</p> <p>2.4.2 Facilitating the growth of existing businesses.</p> <p>3. Investigate and promote reactivation of the Business Association/Chamber of Commerce.</p>	<p>Economic Development Committee supported by the Town Manager</p>	<p>2Q 2011</p>	<p>2Q 2011</p>
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Governance: Maintain strong working relationships with the Provincial government and regional partners to ensure consistent and high quality services in the community.

Key Results	Strategies	Lead Role	Timelines	
			Initiate	Complete
<ul style="list-style-type: none"> ❖ <u>Infrastructure Funding</u>: Viking will optimize its access to federal and provincial infrastructure funding. ❖ <u>Shared Services</u>: Shared service agreements with other municipalities will contribute to increased operational effectiveness and/or efficiency. ❖ <u>Profile</u>: Viking will be viewed by the Province and other levels of government as well managed, credible and effective. 	<ol style="list-style-type: none"> 1. <u>Infrastructure Funding</u>: Ensure the Town receives its fair share of federal and provincial infrastructure funding. This will involve: <ol style="list-style-type: none"> 1.1 Reviewing federal and provincial infrastructure funding plans to assess opportunities for smaller municipalities; 1.2 Identifying infrastructure projects that could potentially be funded from these programs; 1.3 Developing the documentation and supporting evidence to position the Town's infrastructure priorities with government; and 1.4 Developing and utilizing the Council's network of political contacts to advance the agenda. 2. <u>Profile</u>: Position the Town as an innovative, progressive well run municipality by: <ol style="list-style-type: none"> 2.1 Scheduling regular meetings and briefing sessions with our local MLA; 2.2 Ensuring council and administrative representation on key provincial and region 	Town Manager supported by Town Consulting Engineers	Ongoing process	

Governance: Maintain strong working relationships with the Provincial government and regional partners to ensure consistent and high quality services in the community.				
<i>Key Results</i>	<i>Strategies</i>	<i>Lead Role</i>	<i>Timelines</i>	
			<i>Initiate</i>	<i>Complete</i>
	<p>policy committees;</p> <p>2.3 Increasing involvement and visibility within the AUMA and its committees; and</p> <p>2.4 Cultivating positive relationships with local business and industry.</p>	Mayor, Town Manager	Ongoing	

Environmental: Endorse, embrace and support the Rural Sustainability Demonstration Project.				
Key Results	Strategies	Lead Role	Timelines	
			Initiate	Complete
<ul style="list-style-type: none"> ❖ Capitalize on societies growing consciousness of seeking viable alternatives to protect the environment while securing a prosperous future for our children. ❖ Address the economic challenges that small rural communities experience in maintaining community viability. ❖ Viking benefits from the demonstration projects in the form of public awareness and business opportunities generated by commercial ventures that spin out of the demonstration projects. 	<ol style="list-style-type: none"> 1. Biochar and bioheat demonstration and testing plant. 2. Utilization of the Town’s wastewater to create woodlots and generate bioheat. 3. Support Alberta Rural Sustainable Alternatives Network (ARSAN) in its development of an Agro-village feed by a bio-intensive farm built on ecological principles with some common facilities for use by dwellers. 	Director of Rural Sustainability Demonstration Project	Ongoing	
			Long term initiative	

Social: Investigate and implement social and employment opportunities for youth and social support for seniors in the community.				
<i>Key Results</i>	<i>Strategies</i>	<i>Lead Role</i>	<i>Timelines</i>	
			<i>Initiate</i>	<i>Complete</i>
<ul style="list-style-type: none"> ❖ Young people return to the community to live, work and raise families. ❖ Optimal employment for residents and local businesses. ❖ Adequate, attractive and affordable facilities to support seniors. ❖ A full range of revitalized recreation facilities anchored by the new Viking Carena Complex (VCC). ❖ A strong social support system for the community. ❖ A re-energized volunteer community to support local initiatives. 	<ol style="list-style-type: none"> 1. Research and recommend terms of reference for a new Youth committee. 2. Identify complementary recreational needs and the timing for the development of new programs or services that are compatible with the long-term development plans for the VCC. 3. Engage in discussions with Beaver County to include the VCC in the Shared Services Agreement. 	<p>Town Manager, Mayor</p> <p>Town Manager/Recreation Coordinator</p> <p>Town Manager</p>	<p>2Q 2011</p> <p>Ongoing</p> <p>1Q 2011</p>	<p>1Q 2011</p> <p></p> <p>3Q 2011</p>

Recreational and Cultural: Promote and celebrate the community's Scandinavian culture and heritage while pursuing opportunities to attract persons from other countries and cultures.				
<i>Key Results</i>	<i>Strategies</i>	<i>Lead Role</i>	<i>Timelines</i>	
			<i>Initiate</i>	<i>Complete</i>
<ul style="list-style-type: none"> ❖ The Town will pursue twinning with a community in Scandinavia. ❖ The Town will pursue with University of Alberta, Augustana Faculty and Lakeland College relations to create opportunities for people from other countries to visit, study and interact with the local community. 	<ol style="list-style-type: none"> 1. Investigate communities that would be interested and compatible twinned communities. 2. Work with post secondary educational institutions to explore learning opportunities for residents and visitors focused on the community. 	<p>Councillor Doering</p> <p>Director of Rural Sustainability Demonstration Project</p>	<p>2Q 2011</p> <p>Currently underway</p>	<p>4Q 2011</p> <p>4Q 2012</p>