



STRATEGIC PLAN

Village of Marwayne



Adopted by Council July 18th, 2022



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1 COUNCIL'S MESSAGE

Establishing a community vision, identifying key priorities, and linking those to actions that can be tracked and measured is crucial for good governance. Given that there are many opportunities and challenges facing the Village of Marwayne, both presently and into the future, Council understands the importance of preparing a Strategic Plan and is committed to setting a path for action that will ensure the Village of Marwayne remains a resilient and sustainable community for years to come.

Council for the Village of Marwayne is excited to present a new Strategic Plan that outlines the priorities needed to guide the Village so that the vision can be achieved in the long-term. Both Council and administration are committed to carrying out the steps needed to implement the plan with measurable and tangible actions. Council's Strategic Plan enables Council, directs administration, and works together with residents and local organizations to draw on the Village of Marwayne's strengths and to help make the community reach its ultimate potential.

COMMUNITY SUSTAINABILITY VISION:

The Village of Marwayne is an inclusive and caring community that supports a safe, viable and small-town quality of life.

2 VILLAGE OF MARWAYNE

The Village of Marwayne is located in the County of Vermilion River, approximately 44 kms northwest of Lloydminster, and 240 kms east of Edmonton. The community is situated along the south side of a former Canadian Pacific Railway line and approximately 18 kms north of the Yellowhead Trans-Canada Highway (Highway 16) which connects to Lloydminster, Edmonton, and beyond.

Marwayne's major businesses are involved in providing services to the region's primary industries, such as agriculture, oil and gas and related products. The surrounding area is referred to as "The Lakeland Region" due to its numerous lakes and rivers. Lea Park is a ten-minute drive north and Whitney Lakes Provincial Park is a half-hour drive north. The lakes and rivers provide the community with an opportunity to take on a larger role as a seasonal service provider for residents and tourists alike.

Marwayne's long term growth relies on retaining and attracting more businesses into the Village. To take full advantage of its location and attract investors to the area, the Village must ensure to be investment ready. The readiness must be achieved through continuous responsive planning and strategic actions. Some of the most important features of forward planning include land use, transportation, municipal services, community infrastructure, and most importantly, the budget and cost implication to the Village's resiliency and growth. By contemplating in advance what needs to be done, by who and how, the Village can demonstrate readiness to local and regional investors.

3 CORE VALUES

**VALUE 1: INTEGRITY**

The Village of Marwayne governs in an open, honest and transparent manner, by considering resident values and needs when making decisions.

**VALUE 2: RESPONSIBILITY**

The Village of Marwayne provides quality, efficient, and effective services utilizing best practices and innovative “Marwayne-made” approaches to achieve constant improvement.

**VALUE 3: COOPERATION & COLLABORATION**

The Village of Marwayne works well with regional neighbours and other levels of government, as well as empowers community volunteers and groups to achieve the shared vision.

**VALUE 4: COMMUNITY**

The Village of Marwayne strives to be a safe, vibrant, active, and healthy community that supports families and fosters a strong sense of togetherness.

4 MISSION

To make Marwayne an attractive, active, and vibrant rural community where people choose to live and grow their business.

5 MANDATE

To provide quality, efficient, and effective services to build and maintain a safe, vibrant, active, and healthy community that is sustainable and fosters a sense of belonging.

6 PRIORITY FOCUS AREAS

Council identified priority focus areas for the Village of Marwayne, which will have the most impact on the long-term resilience and sustainability of the community. Council and Administration will work together to support future policies, projects, and funding commitments that enhance Marwayne’s economic resilience, regional collaborations, recreation and wellness opportunities, safety, service excellence, financial sustainability, and community identity. Within each of these priority focus areas, the described goal statements and broad objectives will be matched with actionable, measurable, and realistic plans to ensure Council’s vision of Marwayne comes to fruition.

ECONOMIC RESILIENCE
<p>Goal To generate economic activity in the community; increase and diversify the assessment/tax base; and create local employment opportunities.</p>
<p>We will:</p> <ol style="list-style-type: none"> 1. Attract and retain a diverse range of businesses to meet the needs of the community and surrounding region. 2. Promote coordination and collaboration efforts with municipalities and regional economic development agencies in efforts to enhance business attraction and retention. 3. Improve Village broadband connectivity to ensure residents and businesses have access to the global economy, marketplace, health and educational resources. 4. Support and grow Marwayne’s tourism and visitor economy.

COMMUNITY SAFE, RECREATION AND WELLNESS
<p>Goal To ensure our community remains safe, active, and healthy.</p>
<p>We will:</p> <ol style="list-style-type: none"> 1. Support recreation and wellness programs, facilities and amenities that offer a broad range of activities available to citizens of all ages and abilities. 2. Promote safe community services and education programs that address traffic safety, crime prevention, vandalism, and environmental design for new development. 3. Enhance the safety of our community through proactive initiatives that involve resident and organization discussions and engagement. 4. Support quality of life services, programs, facilities, and amenities that meet the needs of all residents in both the short and long-term. 5. Support a vibrant, inclusive, and welcoming community with small-town character where residents feel safe, and neighbours look out for one-another.

SERVICE DELIVERY

Goal
To deliver and improve essential and value-add services to support the quality of life of our residents.

We Will:

1. To provide dependable and well managed infrastructure to Village residents now and into the future.
2. Continually identify which services matter the most to residents and contribute to daily quality of life.
3. Focus on the identification of service priorities through the budget process.
4. Align staff, financial and capital resources with service priorities.
5. Focus on the long-term sustainability of the Volunteer Fire & Rescue Department.
6. Strive for service excellence through innovation and best practices.
7. Regularly recognize and communicate our service accomplishments to Marwayne’s residents.
8. Provide on-going monitoring of municipal planning and corporate initiatives.

COLLABORATION AND PARTNERSHIP

Goal
Seek out opportunities to collaborate and partner with local organizations, regional municipalities, and other levels of government to benefit the quality of life for Marwayne residents.

We will:

1. Identify specific areas and initiatives for increased activity to work together with local organizations, regional municipalities, and other levels of government for shared benefit.
2. Identify opportunities for capital infrastructure cost sharing for projects.
3. Identify opportunities for sharing resources and delivering shared services.

FINANCIAL SUSTAINABILITY

Goal
Continually develop short- and long-term financial strategies in support of the Strategic Plan’s objectives and the Village’s future financial sustainability.

We will:

1. Develop a Financial Plan to support the Strategic Plan objectives.
2. Place more emphasis on the financial processes to become more strategic and able to meet the Village’s current and future resources challenges.
3. Develop a long-term tax strategy aligned with Marwayne’s financial resource requirements.
4. Ensure the annual budget process reflects plans to enhance the Village’s operational, capital, and reserve accounts.
5. Analyze and pursue opportunities for regional cost sharing for capital projects and services.
6. Develop a communication strategy and process to support resident’s understanding of the value they receive for their taxes, user fees and charges.