



TOWN OF VERMILION
2022-2026 Strategic Plan



Council Greeting

“



*On behalf of the
Town Council,
I am proud to
introduce our 2022
Strategic Plan.*

”

Our dynamic and vibrant community offers a unique blend of dedicated community partnerships strong economic development opportunities, and an endless arts, recreation and culture scene. As such, our Council priorities reflect our commitment to building on the successes of our community and advancing as a forward-thinking and competitive town.

Our Town is about people, and as a Council, the work we do must be focused on people. We are committed to creating a community that is connected, livable, and prosperous. A town that our residents can be proud of, enjoy and love.

To build a caring community, we need to have a deep understanding of who we are and the many factors that influence our residents' lives. We are blessed with the natural beauty of this place we call home. We are fortunate to have a diverse and thriving population with a strong sense of

community well-being. We have much to celebrate and to be thankful for. However, we face our fair share of challenges as well, and we must respond to those challenges in innovative ways.

The strategic priorities outlined in this plan are designed to guide Council's work over the coming term. Our goal is to build a healthy, innovative, and inclusive town where people come first, and where everyone has access to the resources, they need to live healthy lives and fulfill their potential. This plan also represents an invitation to you, along with our partners in other levels of government and local organizations, to collaborate with us as we work to achieve the vision laid out in this document. With the Town and community working in partnership, our Council is confident we will continue to create 'New Ideas for Living' within the Town of Vermilion!

A handwritten signature in black ink, appearing to read 'Greg Thronson', written in a cursive style.

Gregory Thronson, Mayor
Town of Vermilion



“

*We are committed
to creating a
community that is
connected, livable,
and prosperous.*

”

(Left to right)
Councillor Kevin Martin
Councillor Joshua Rayment
Councillor Robert Snow
Mayor Gregory Thronson
Councillor Kirby Whitlock
Councillor Paul Conlon
Councillor Robert Pulyk



CAO Greeting

“



This strategic plan will guide our work and decisions for the next four years.

”

The first strategic planning activity with a newly elected council is always stimulating, as Council members outline their visions and ideas for the next four years. This strategic plan will guide our work and decisions for the next four years.

Our job as administrators is to take the Council's vision and priorities and turn them into reality. We look forward to working with the council on these important initiatives and will do our best to help them achieve their goals.

A handwritten signature in black ink, appearing to read 'Kevin Lucas', written over a light grey background.

**Kevin Lucas, Chief Administrative Officer
Town of Vermilion**

TOWN OF
VERMILION
ALBERTA

Town Hall
5021 - 49 Ave
www.vermilion.ca



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Community Profile

Welcome to Vermilion, a town like none other.

Vermilion has a broad vision for a thriving and sustainable future and is deeply invested in supporting businesses that share this vision. Our dynamic and vibrant community offers a unique blend of strong economic development, dedicated partnerships, and vibrant arts, recreation, and culture scene.

Population

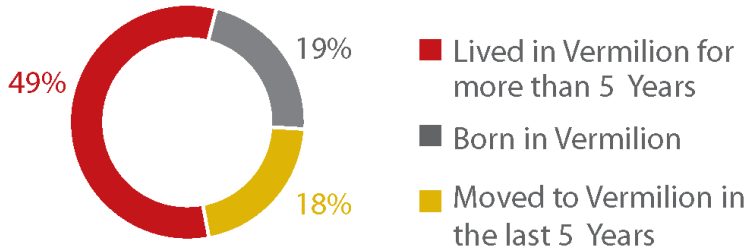


Town of Vermilion (2017 Municipal Census)	4,150
County of Vermilion River (2016 Federal Census)	8,307
Immediate Trading Area (approximate)	21,000
Extended Trading Area (approximate)	70,000

Vermilion is nestled at the crossroads of Highway 16 and 41 and is proud to be home to the legendary Lakeland College. Vermilion is in the heart of a solid agricultural and oil industry, experiencing strong growth in residential, industrial, and commercial sectors. Investment opportunities are immediately available in all industries, along with award-winning business attraction and retention programs.



Length of Residence in Vermilion



Source: 2017 Municipal Census

Development Permit Applications by Zone

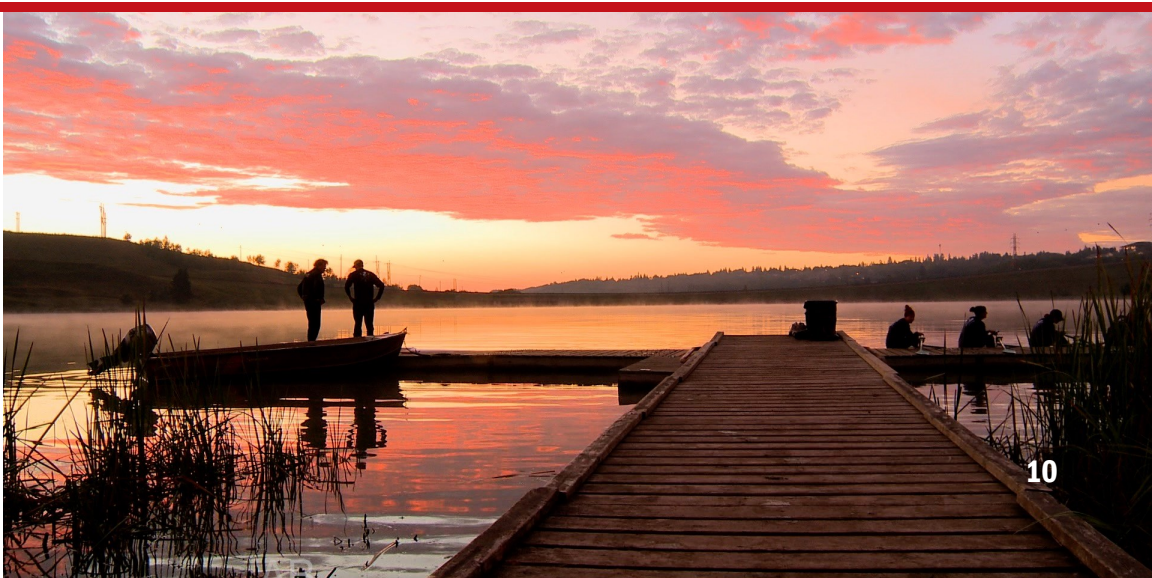
	2018	2019	2020	2021
Residential	\$2,160,800	\$1,167,500	\$10,000	\$1,740,000
Commercial	\$726,300	\$140,000	\$449,500	\$3,638,500
Industrial	\$4,658,000	\$22,000,000	\$50,000	\$10,000
Institutional	\$8,406,100	\$0	\$0	\$12,520,000
Community	\$0	\$0	\$0	\$500,000
Total	\$15,951,200	\$23,307,500	\$509,500	\$18,408,500



Our picturesque community boasts murals, unique gardens, an outdoor community oven, walking trails, and outstanding recreational opportunities, including the Vermilion Provincial Park.

Festivals and top-notch events, coupled with our Good Life Institute ensure there is always something happening in Vermilion. Come and discover one of Alberta's best-kept secrets. Come for a day, a week, and stay for a lifetime.

Vermilion - New Ideas For Living!





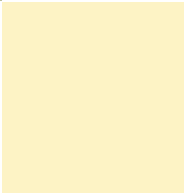
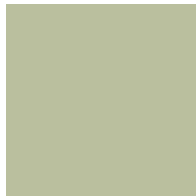
VISION

Vermilion is a thriving regional destination for business, tourism, and modern residential living allowing families or individuals the ability to enjoy diverse, healthy lifestyles filled with recreation opportunities.

Vision ■

To promote growth,
encourage
innovation, and
enhance
partnerships as an
all-service
community.

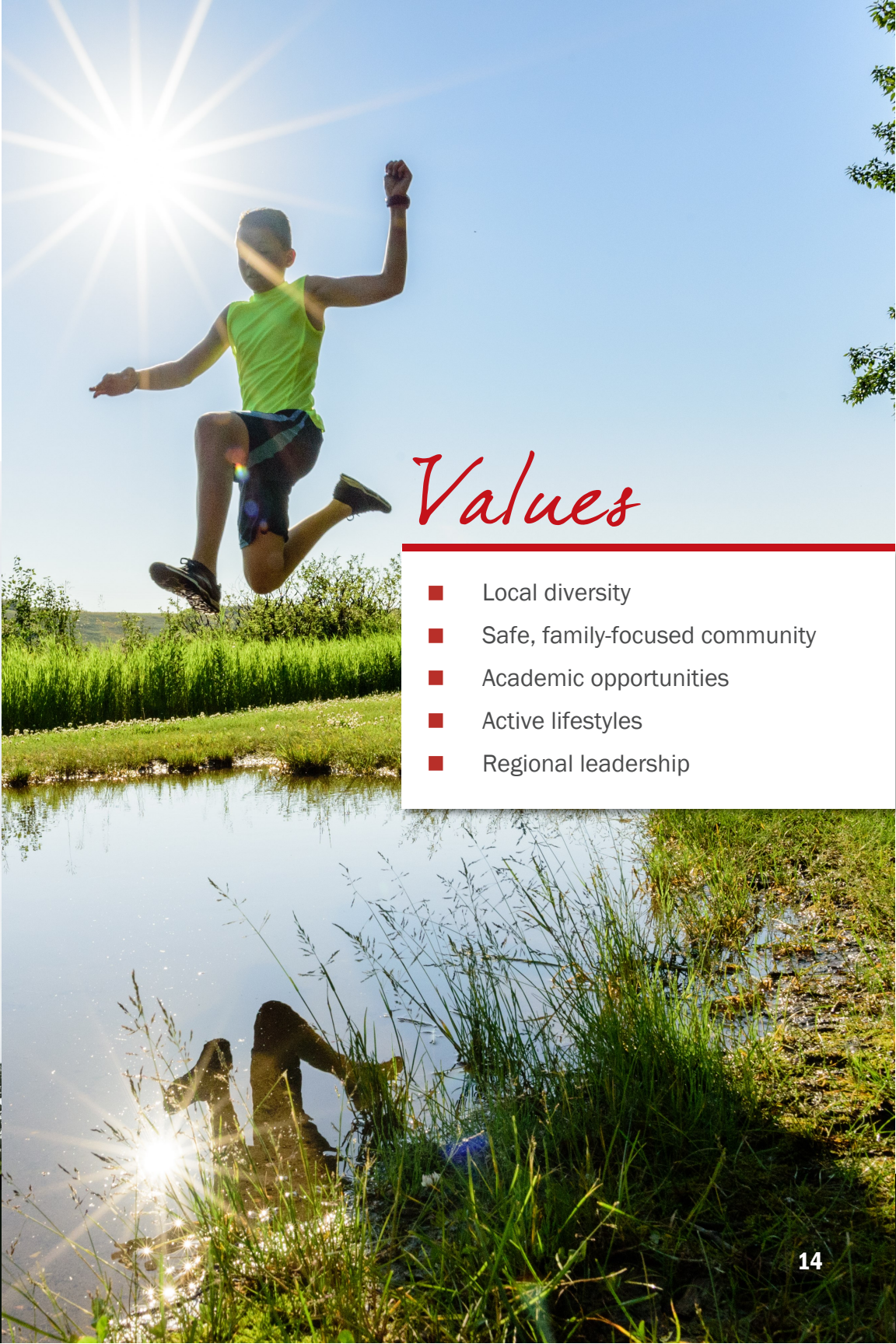
MISSION



Mission ■

Community Brand





Values

- Local diversity
- Safe, family-focused community
- Academic opportunities
- Active lifestyles
- Regional leadership

Strategic Priorities

1. Business Continuity

Council recognizes the need to ensure the continued, smooth operation of municipal services in the long term, by anticipating and proactively responding to potential issues, both internal and external.

Goals:

1.1. Operate in a fiscally responsible manner.

Focus areas:

- Seek efficiencies to maintain or improve service levels while balancing budget impact.
- Continue to comply with Alberta Municipal Affairs Financial Standards for Municipalities (Financial Health Check).
- Maximize service levels to match available funding.

1.2. Improve facility and administrative security.

Focus areas:

- Implement a building access-control program for Vermilion Regional Centre, Town Office, and arenas.
- Meet standards for cyber security insurance by upgrading computer hardware, software, and procedures.

1.3. Ensure appropriate staffing levels, training, and succession planning.

Focus areas:

- Review job descriptions and succession planning.
- Review organizational structure.
- Review and update on-call system and procedures to ensure adequate resourcing.



1.4. Enhance environmental programs for diversion, conservation, and emergency supply.

Focus areas:

- Explore opportunities to provide waste diversion and recycling for residents and businesses.
- Explore opportunities to encourage water conservation for residents, businesses, and municipal operations.
- Review and update emergency plans and review potential facility improvements for the supply of water and treatment/disposal of wastewater during emergencies.
- Adopt asset management practices to guide municipal infrastructure investment decisions.

2. Collaboration and Partnerships

Council supports many local and regional partners that benefit the town and the surrounding region.

Goals:

2.1. Enhance communication strategies between mayor and council with businesses and residents.

2.2. Build partnerships to encourage growth and development.

Focus areas:

- Work with the private sector to encourage the development of private land.
- Work with the local business community and local user groups to promote Vermilion as a great community to work and live in.
- Advocate for Service Level 4 (SL4) within the community through support and partnership with organizations such as the Vermilion and District Housing Foundation and Alberta Health Services.



2.3. Build partnerships to improve community lifestyle.

Focus areas:

- Work with the County of Vermilion River, Agricultural Society, Lakeland College and user groups to identify future recreational and cultural needs for the broader community.
- Work with the Provincial Park, CN Rail, Alberta Transportation, and user groups to identify and develop walking and bike trail extensions, upgrades, and connections.

2.4. Build partnerships to promote Vermilion as a tourist destination.

Focus areas:

- Work with the province to explore improvements for the Provincial Park such as trails, bike rentals, and spray park.
- Collaborate with the business community and related user groups to promote more events and festivals.

2.5. Build partnerships to ensure safety and security.

Focus areas:

- Continue to work with the County of Vermilion River to share regional services.
- Continue to work with CN Rail and the County of Vermilion River to coordinate emergency response.
- Continue to partner with organizations such as the Alberta Central East (ACE) Regional Waterline to ensure a secure, high-quality, water supply.

3. Community Lifestyle

Council recognizes the importance of maintaining and improving a healthy, connected, active lifestyle for existing residents, and to attract growth and visitors. Emphasis will be placed on maintaining a safe, friendly feel while supporting all services in a fiscally responsible manner.

Goals:

3.1. Improve opportunities for active and healthy lifestyles.

Focus areas:

- Update the Parks, Recreation and Culture Master Plan, including future facilities and recreation areas.
- Support healthy living by seeking out opportunities to expand and connect the sidewalk and trail networks by:
 - Requiring trails and connections within all new developments.
 - Obtaining grant funding where possible.
 - Partnering with businesses and/or other organizations to sponsor trail improvements such as lighting.
- Explore opportunities for recreation facilities.
 - Determine the future of the outdoor fitness park.
 - Seek partnerships and/or sponsorships to develop indoor fitness and walking track.
- Support arts and culture by partnering with local businesses, agencies, and other governments to promote and support events, and to develop additional facilities.
- Advocate for Service Level 4 (SL4) housing facilities within Vermilion.

3.2. Promote a friendly, safe, clean, and beautiful community.

Focus areas:

- Encourage *Community in Bloom* standards, without competing.
- Promote the town as safe, friendly, clean, and attractive.

3.3. Create a smart and connected community.

Focus areas:

- Complete installation of high-speed broadband infrastructure for the community.
- Explore providing free Wi-Fi in public areas and trails.
- Explore the feasibility of installing Electric Vehicle charging stations.

3.4. Provide fiscally responsible service levels.

Focus areas:

- Maximize service levels while respecting limitations to available funding.



4. Growth and Development

Council recognizes the need for growth in all sectors - residential, business, and industrial.

Goals:

4.1. Be development ready.

Focus areas:

- Plan for development-related infrastructure, phased where possible.
- Explore options for the funding and construction of the sewer trunk main to accommodate future development.
- Explore options for local improvement levies to assist with funding of paving and sidewalk projects.
- Prepare for developer construction and investment, with growth funded through offsite contributions.
- Communicate clearly to developers and investors by preparing area structure plans for new areas.
- Ensure information is readily available for existing, shovel-ready lots, including price, zoning, development restrictions, and any other relevant information.
- Update the transportation master plan to forecast future needs and prioritize improvements.

4.2. Determine the future of the Vermilion Airport.

Focus areas:

- Review options, advantages, and disadvantages of maintaining and upgrading the airport, vs decommissioning and redeveloping the airport lands.
- Initiate public consultation to present review findings and obtain feedback.



4.3. Update the Vermilion marketing strategy.

Focus areas:

- Review economic development priorities to confirm and set the direction for the next four years.
- Emphasize the Vermilion quality of life for employees as an attraction for businesses looking to relocate to Vermilion
- Target specific kinds of businesses and attempt to “fill any gaps” within the community.
- Review options for providing incentives for new businesses and/or developments.
- Review and update municipal lot pricing as well as the marketing of the lots, including town signage on Highway 16 and Highway 41.

4.4. Maximize infill opportunities.

Focus areas:

- Review and update the land use bylaw to allow infill and mixed density options, and to remove barriers to redevelopment.
- Review options for redevelopment with mall owners.

5. Tourism Destination

Council recognizes the advantages of being a tourism destination for sport, recreation, shopping, and medical services. Council wishes to improve and expand marketing initiatives, increase the number and size of events, and explore opportunities for improved municipal facilities to enhance the visitor experience.

Goals:

5.1. Market Vermilion as a tourism destination.

Focus areas:

- Provide a trade booth at the Vermilion Fair, Lakeland College orientation, and local trade shows involving council and town administration.
- Provide a “Welcome message from the Mayor” at major events.
- Distribute town brochures at the hospital and other medical facilities for patients and visitors.
- Partner with the Vermilion and District Chamber of Commerce and local businesses to promote Vermilion at conferences, events, tours, and among their peers.

5.2. Facilitate more frequent and larger events.

Focus areas:

- Partner with event organizers to assist with event promotion.
- Encourage more downtown events.

5.3. Increase information resources and access.

Focus areas:

- Explore the feasibility of information kiosks in the arena or downtown.
- Explore opportunities for public washrooms in partnership with businesses.

Recent Community Accomplishments

Rebranding

Vermilion began major rebranding in 2011: 'New Ideas for Living'
This brand is reflected on municipal signage, the municipal website, and all promotional material.

Broadband

Vermilion partnered to provide a high-speed Wi-Fi broadband connection for business and industry within the town in 2020.

Ice Plant

Vermilion replaced the arena ice plant in 2021, in partnership with the County of Vermilion River local businesses and community members.

Ladder Truck

Vermilion purchased a new fire ladder truck and pumper in 2019 which was put into service in 2020.

New Businesses Incentive Programs

Vermilion, in partnership with local businesses, developed four unique incentive programs to help accelerate the growth and development of small businesses and assist commercial property owners to improve their properties.

Wastewater Treatment Plant

Vermilion completed a \$16.5M upgrade to the wastewater treatment plant in 2022 in partnership with the provincial and federal governments.

Participants

Town Council

Mayor Gregory Thronson

Councillor Paul Conlon

Councillor Kevin Martin

Councillor Robert Pulyk

Councillor Joshua Rayment

Councillor Robert Snow

Councillor Kirby Whitlock



Town Administration

Kevin Lucas, Chief Administrative Officer

Brian Leibel, Director of Corporate Services

Ben McPhee, Director of Infrastructure and Planning Services

Sarah Paterson, Director of Community Services

Mary Lee Prior, Manager Economic Development

Andrea Wilkinson, Executive Assistant

Facilitation

SAGE Analytics Inc.

Department Input

Bylaw

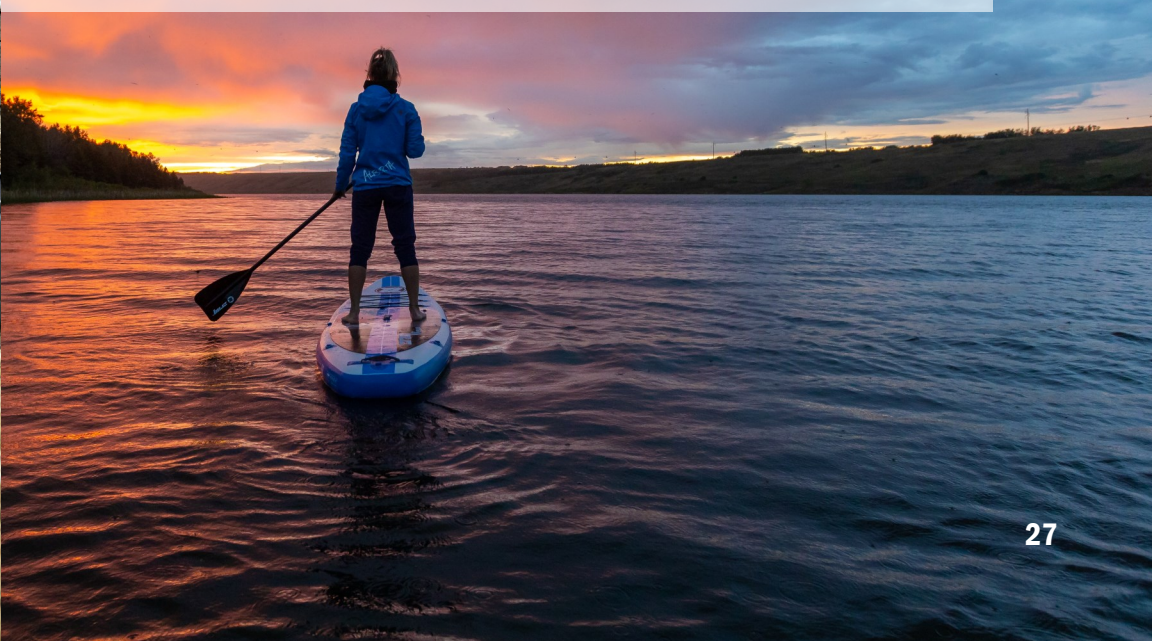
Vermilion Fire Department

Public Works/Water

Parks and Recreation

Information and Technology

Family and Community Support Services (FCSS)





2022-2026 Strategic Plan

5021 - 49 Avenue

Vermilion, AB T9X 1X1

www.vermilion.ca

 /TownofVermilion

 ExploreVermilion

 @NewIdeas4Living

 Download
vermilion.communityapps.ca