



OLDMAN RIVER
REGIONAL SERVICES COMMISSION

BOARD STRATEGIC PLAN

2026-2031

APPROVED SEPTEMBER 3, 2026



INTRODUCTION

For more than 70 years, the Oldman River Regional Services Commission (ORRSC) has provided professional planning, GIS, mapping, and municipal support services to member municipalities across Southern Alberta. Through a collaborative regional service model, ORRSC has helped municipalities make informed decisions, address complex challenges, and build stronger communities.

As municipalities continue to face increasing demands, evolving legislation, technological change, and growing expectations, ORRSC must ensure that it remains sustainable, relevant, and responsive to member needs. This Strategic Plan establishes the Board's long-term direction and priorities for the organization over the next five years.

The plan is grounded in extensive staff engagement, organizational assessment, and a clear understanding of both the strengths and challenges facing ORRSC. Its purpose is to guide decision-making, resource allocation, and organizational priorities while ensuring continued value for member municipalities.

AT A GLANCE



More than
70 years of
service



Planning,
GIS, mapping
and
municipal
support



Collaborative
Member-owned
regional
organization



Serving
municipalities
across
Southern
Alberta



This plan establishes the Board's long-term direction and priorities for ORRSC over the next five years.

VISION, MISSION & VALUES

Vision

To lead as a trusted regional service, continuing to advance comprehensive land use planning and GIS services that municipalities rely on to build strong communities.

Mission

We are a trusted member-owned organization delivering a full range of professional planning and GIS services. Through collaboration, integrity, and quality, we provide expertise and support to our member municipalities.

Values



Collaboration

We are a hub of shared knowledge, bringing together internal expertise and regional insight to support informed decisions and better outcomes.



Integrity

We act with honesty, transparency, and professionalism in everything we do.



Member Focused

As a member-owned shared service, we are responsive, accessible, and committed to delivering value.



Quality

We deliver accurate, reliable, and high-quality work, continuously advancing our tools, technology, and approach to better serve our members.



Responsibility

We are accountable stewards of our role, our resources, and our impact on the region.

STRATEGIC DIRECTION

Strengthening the Foundation

The Board's strategic direction for 2026-2031 is to strengthen and modernize the organization to ensure long-term sustainability and continued value for member municipalities.

ORRSC will focus on maintaining the strengths that have made the organization successful while addressing capacity, sustainability, visibility, and modernization needs. Growth opportunities will be pursued strategically and only where they align with organizational capacity, member needs, and long-term objectives.



STRATEGIC PRIORITIES



SUSTAIN AND STRENGTHEN THE ORRSC MODEL



Desired Outcome

ORRSC remains a strong, relevant, and trusted regional service model that continues to meet the evolving needs of member municipalities.

Strategic Objectives

- Maintain and reinforce the strengths of the regional service model.
- Ensure services remain responsive to member needs.
- Demonstrate ongoing value to member municipalities.
- Support long-term organizational sustainability and relevance.

Success Indicators

- ✓ Strong member satisfaction and engagement.
- ✓ Continued municipal participation and support.
- ✓ Positive perception of ORRSC's value and role
- ✓ Sustained demand for ORRSC services.

ENSURE FINANCIAL STABILITY AND FAIRNESS



Desired Outcome

ORRSC is financially sustainable, with services, funding, and resources aligned to support long-term success.

Strategic Objectives

- Align services with funding and resource requirements.
- Improve transparency around pricing and cost recovery.
- Strengthen long-term financial planning.
- Ensure equitable and sustainable funding practices.

Success Indicators

- ✓ Long-term financial stability.
- ✓ Improved cost recovery where appropriate.
- ✓ Sustainable reserve and financial management practices.
- ✓ Resources aligned with organizational priorities.

BUILD CAPACITY AND ORGANIZATIONAL CONTINUITY



Desired Outcome

ORRSC has the people, structure, and organizational capacity required to deliver high-quality services now and into the future.

Strategic Objectives

- » Address workload and staffing pressures.
- » Strengthen succession planning and knowledge transfer.
- » Improve organizational structure and role clarity.
- » Support staff development, retention, and recruitment.

Success Indicators

- ✓ Improved organizational resilience.
- ✓ Reduced succession and knowledge-transfer risks.
- ✓ Increased staff capacity and effectiveness.
- ✓ Enhanced organizational continuity.

STRENGTHEN RELATIONSHIPS AND VISIBILITY



Desired Outcome

Member municipalities clearly understand ORRSC's value, services, and role as a trusted regional partner.

Strategic Objectives

- » Strengthen relationships with councils, CAOs, and municipal staff.
- » Increase awareness of ORRSC's services and impact.
- » Improve communication and engagement with members.
- » Promote the value of the regional service model.

Success Indicators

- ✓ Increased awareness of ORRSC services and benefits.
- ✓ Strong member relationships and engagement.
- ✓ Positive feedback from member municipalities.
- ✓ Increased visibility throughout the region.

MODERNIZE SYSTEMS AND INFRASTRUCTURE



Desired Outcome

Modern systems, technology, facilities, and tools support efficient, effective, and high-quality service delivery.

Strategic Objectives

- Invest in technology, GIS, and data management systems.
- Improve operational processes and efficiency.
- Address facility and infrastructure requirements.
- Support innovation in service delivery.

Success Indicators

- ✓ Improved operational efficiency.
- ✓ Enhanced technology and data capabilities.
- ✓ Modernized facilities and infrastructure.
- ✓ Increased effectiveness of service delivery.

TAKE A DISCIPLINED APPROACH TO GROWTH



Desired Outcome

Growth opportunities are pursued strategically and only where they align with organizational capacity, member needs, and long-term priorities.

Strategic Objectives

- Evaluate opportunities through a strategic lens.
- Align growth initiatives with available capacity and resources.
- Pursue opportunities that provide measurable member value.
- Support innovation while maintaining organizational sustainability.

Success Indicators

- ✓ Strategic initiatives aligned with Board priorities.
- ✓ Growth supported by available organizational capacity.
- ✓ Successful implementation of approved opportunities.
- ✓ Continued focus on core services and member value.

STRATEGIC OPPORTUNITY AREAS

While the focus of this Strategic Plan is strengthening the foundation of the organization, ORRSC will continue to evaluate opportunities that align with member needs and organizational capacity.

Areas of opportunity may include:



Asset management services and support.



Expanded GIS and data services.



Municipal training and knowledge sharing.



Strategic partnerships and collaboration opportunities.



External funding and grant opportunities.



New technologies that enhance service delivery.

Any future growth initiatives will be evaluated against organizational capacity, financial sustainability, and member benefit.

MEASURING SUCCESS



The Board will monitor progress through annual reporting aligned with the Strategic Priorities identified in this plan.



Administration will develop and maintain an internal Operational Plan that identifies specific initiatives, timelines, performance measures, and resource requirements necessary to achieve the Board's strategic direction.

This approach ensures a clear distinction between governance and administration while maintaining accountability for results.

CONCLUSION

ORRSC is a strong and respected organization built on decades of expertise, collaboration, and service to member municipalities. The challenges facing municipalities continue to evolve, but so do the opportunities.

This Strategic Plan provides a clear path forward by focusing on what matters most: sustaining member value, ensuring organizational sustainability, strengthening capacity, and embracing innovation.

By strengthening the foundation today, ORRSC will remain a trusted and valued regional partner for generations to come.