



Beaver Municipal Solutions – Strategic Roadmap

VISION
Our desired future state

To ensure the safe handling, treatment and disposal of waste and to enhance the quality of life for the people of Beaver County

MISSION
Our reason for being

- ✓ To ensure the environmentally safe handling, treatment and disposal of waste
- ✓ To promote the advancement of technologies and the establishment of related industries for waste reclamation
- ✓ To use the resources generated from Beaver Municipal Solutions' operations to provide economic benefits to the people of the member municipalities of the Commission

VALUE PROPOSITION
Benefits to stakeholders

For **OUR CITIZENS**

We will

- ✓ Provide economic benefits to the county residents
- ✓ Provide employment opportunities in the region
- ✓ Be recognized as a pride in the local community
- ✓ Be recognized for our community involvement

For **OUR CUSTOMERS**

We will

- ✓ Be recognized as the “best in the industry”
- ✓ Move from ‘waste management’ to ‘municipal solutions’
- ✓ Become the preferred service provider of choice
- ✓ Be seen as a leaders and experts in the sector

For **OUR EMPLOYEES**

We will

- ✓ Be recognized as one of the top employers in Canada
- ✓ Be recognized as one of the best managed companies in the province
- ✓ Be recognized as the center of excellence for waste management services
- ✓ Leverage engineering accreditations

CURRENT VALUES
Guidelines for our decision-making

Customer service - Deliver services in a timely, responsive and proactive manner meeting their needs and aiming to delight

Environmentally responsible – Continue to reduce our environmental footprint and to provide a safe disposal of wastes

Integrity - Act with honesty and honour without compromising the truth

Support local community - Contribute to society and demonstrate corporate social responsibility

Accountability - Acknowledge and assume responsibility for actions, services, decisions, and policies

Safety focussed - Ensure the health and safety of staff and going beyond the legal requirements to an accident-free workplace

Transparency - Provide a framework that promotes trust and confidence among staff, clients and other stakeholder

Promote learning - Value learning, feedback, coaching and mentoring

GOALS AND OUTCOMES
What we hope to achieve

Establish a minimum of \$2 million dividend to shareholders annually

Provide transparent and open communication

Exceed environmental standards and regulations

Reduce reliance on a single customer to no more than 35% of gross revenues by 2022

Maintain cost-recovery disposal rates for members

Maintain and exceed operational safety standards

Increase service diversity so less than 60% of gross revenues come from Beaver county regional landfill services by 2022

Continue to support and provide local grants

Be one of the top 50 best managed companies in Alberta

STRATEGIES
Areas of focus to realize any opportunities

Becoming leaders in industry

- Be waste management service providers of choice

Effectiveness and efficiency

- Invest in new technologies
- Seek innovative solutions

Focus on business development

- Develop sales-focused role
- Implement an active marketing strategy

Tax planning

- Explore opportunities to minimize taxes if the company moves from a commission to corporation

Rebranding

- Expand the company name so the span implies the entire province not only Beaver County

Adding business expertise

- Bring in business experts on the Board

Governance and accountability

- Be responsible and sustainable
- Be future focused

Logistics provider

- Deliver brokered services for hauling or transportation of wastes

Community focus

- Focus on corporate social responsibility
- Provide community grants and sponsorships

Employer of choice

- Instill a culture of excellence
- Set and exceed industry standards



Beaver Municipal Solutions – Action Plan

