CITY OF PRINCE ALBERT

5 YEAR STRATEGIC PLAN
fiscal years
2015-2020

City of Prince Albert
Members of City Council along with Senior Administration attended a two-day Strategic Planning Session for the City of Prince Albert on Wednesday, June 11th and Thursday, June 12th, 2014. A Strategic Plan serves as a framework document and guides other major planning initiatives in the City.

Council’s goals need to reflect the scope and breadth of a sustainability framework and include economic vitality, environmental sustainability, good governance and City building themes.

Strategic Goals should represent the type of City we envision in the future. They are a further expression of the outcomes that are important to a high quality of life and a sustainable community. The directions that the City takes in pursuing these goals must strike a balance to ensure that progress is made in all goal areas.
A Vision Statement establishes a strategic focus for City Government’s work and priorities.

**Prince Albert will be an innovative, welcoming, diverse, and healthy city of opportunity.**

A Mission Statement relates directly to City Government and commits Council and Administration to a shared and purposeful mandate on behalf of the community they serve.

**The City of Prince Albert enhances quality of life through excellence in service.**

### Core Values

**ENTREPRENEURIAL**
We will leverage our expertise to create wealth generating opportunities benefiting our community.

**PARTNERSHIPS**
We will use our expertise and infrastructure to create meaningful community and regional partnerships.

**INNOVATIVE**
Through long term planning and best practices solutions, we will provide efficient and effective service today and an environment for tomorrow that fosters long term investment in our City.

**ACCOUNTABLE AND TRANSPARENT**
We will make decisions based on clear and proactive criteria and we will provide information that is relevant, accessible, timely and accurate.
Operational Themes

Operational themes guide Administrations approach to daily operations and projects.

**COLLABORATIVE**
Working collaboratively to provide a fuller understanding of the impact of operations and projects throughout each department and with partners.

**SUSTAINABLE**
Working to ensure all facets of city operations and projects are sustainable; operating with efficiency, mitigating risk, and utilizing transparent and realistic costing.

**COMPASSIONATE**
Understanding that the services we provide are valued and understanding the needs and challenges of the end user and working to make their experience positive.

**EXCEPTIONAL**
Recognizing that our people have great qualities and positivity; instilling quality, creativity, and a drive to make things right.
Strategic Goals

Strategic goals help Administration to prioritize and adjust resources to make sure programs, projects and services serve our citizens and balance affordability with long-term sustainability. The below Strategic Goals are based on areas that the community and City Council identified in order to realize the City’s vision and accomplish the mission in the upcoming years.

1. **FISCAL MANAGEMENT AND ACCOUNTABILITY**
The City strives to align priorities and initiatives to the corporate strategies and deliver municipal services in cost-effective ways.

2. **ACTIVE AND CARING COMMUNITY**
The City strives to provide high quality services to meet the dynamic needs and expectations of our citizens.

3. **CORPORATE SUSTAINABILITY**
The City recognizes that a well-functioning organization needs to be clear on the roles and functions of Administration and Council, understand the core principles and behaviors of good governance, and commit to continue improvement in governance and organization.

4. **SUSTAINABLE GROWTH**
The City will anticipate, encourage and prepare for the growth and be responsive to the needs of our community.

5. **INFRASTRUCTURE**
The City will create infrastructure that supports growth while planning for continuous improvement.
• Provide continuous information to residents and businesses regarding the tax allocation and tax increases

• Develop funding strategies for expenses related to new capital expenditures including core services, such as fire halls, roadways and underground services

• Investigate innovative revenue sources to reduce reliance on residential property taxes

• Completion of the Assets Management Plan for all City Departments and Asset Renewal

• Monthly Financial Reporting to all Departments and City Council

• Receive payments using more options where practical

• Timely Budget processing

• Multi-Year Property Tax Strategy

• Multi-Year Grant Funding Strategy

• Review of the City’s Recreation Rates

• Review of the City’s Fleet Plan and Replacement Plan and Fees Structure

• Long-term funding for the replacement of facilities

• Review of funding for the maintenance of facilities

• Complete planning and feasibility studies for proposed facilities/services and develop funding strategy—Facility Review

• Identify strategic Information Technology areas to reduce operational costs and improve corporate productivity
Active & Caring Community
• Development of a Major Event Strategy (strategic approach to event hosting)

• New Aquatic Centre

• New Arena

• Urban Forestry Management Plan

• Revisit the Community Services Master Plan

• Review and Update of the Civic Arts Policy

• Revisit Downtown Strategic Plan

• A more proactive approach to the reduction of emergencies by improving fire prevention activities

• Implement Mass Notification System for the City

• Completion of the Rotary Trail
Increasingly efficient and effective customer-oriented service delivery is maintained in all Departments as per the City’s Customer Services Standards Policy

- Continuous upgrades to improve the service delivery to the City’s Website (review twice a year)
- Development of a Communications Strategy
- Promote innovation and risk and allow empowerment of City staff
- Involvement of Public Engagement
- Ensure the existing performance management system is implemented across the organization
- Continuous implementation of a Health Workplace Strategy
- Provide ongoing skills training and professional development opportunities to staff

Implement an online applicant management software solution to improve the automation in the hiring process

- Develop an Enterprise Risk Management approach to Human Resources continuity risk
- Organizational Skills Gap Analysis with respect to current skill set and future skill set
- Continue to work on enhancing employee relationships
- Consistent Corporate Wide Work Plans (training and templates)
- Develop long term corporate wide learning plan for the City
- Continue to improve Occupational Health and Safety Compliance
• Increase Customer Service through automation
  1. Enhance functionality to receive payments electronically
  2. Develop functionality to make payments electronically
  3. Promote and expand TIPPS and MIPPS (tax and utility payments)
  4. Online Pay Advice
  5. Online Attendance reporting
  6. Property Assessment inspection and valuation in-field devices

• Implementation of E-Billing software for utility bills

• Review Group Benefit Program in relation to other organizations

• Improved direction for the Fire Department in the updating of bylaw and standard operating guidelines

• Develop a Plan for the Prince Albert Airport (Glass Field)

• Development of a Branding and Logo Strategy for the City of Prince Albert

• Review of Customer Services Processes and Policies for the Planning & Development Services Department (land pricing, fee policies, etc.)

• Review and update key bylaws and policies to reflect current policy direction and best practices

• Review of system to replace time cards

• Corporate Records Management Plan

• LAFOIP Corporate Policy (Local Authority Freedom of Information and Protection of Privacy Act)

• Review of Council Meeting and Agenda Processes
Sustainable Growth
• I:500 Year Flood Policy
• Adoption of the Official Community Plan
  a. Industrial Land Development
  b. Future Annexation
• Review of Subdivision Bylaw following adoption of the Flood Mitigation Policy
• New Zoning Bylaw as per Legislation
• Review of Industrial Opportunities (e.g. Pulp & Paper Mill)
• Support the Development of Residential and Non-Residential Growth Plans
• Completion and Implementation of an Economic Development Strategic Plan & Strategy
• Marketing of the Green Industrial Park
• Airport Strategy - Review of Land for Market at the Prince Albert Airport (Glass Field)
• Review of Vacant Land Inventory - develop strategies and guidelines to determine the best use of vacant properties
• Development of a Marketing Strategy
  a. Community Profile
  b. Promotion Materials
  c. Marketing of the City at trade shows, conferences and in publications
• Review of the City’s Housing Programs
• Review of Land Development Incentive Programs (example: city owned empty lots)
• Regionalism (Bridge, Recreational Facilities, Hospital, etc.)
• Plan collaboratively with all Levels of Government within 50 km of Prince Albert
• Establish Partnerships with Organizations
• River Valley Commercial Development and Downtown Business Development
• Ensure Inspection Division meets the demands of the growth of the City and region
• Initiate Regional Fire Services Partnership Program
• The construction of one new fire station within five years with a second station within ten years. Consideration should be given to creating a multi-service facility for emergency response / training.
• Sustainable Plan for New Park Developments
• Adoption of the West Hill Master Plan
• Adoption of the Crescent Acres Development Plan
Infrastructure
• Review of Parking at the Prince Albert Airport (Glass Field)

• Review of Service Levels at the Airport
  (e.g. new terminal building, runway expansions, pavement surfacing)

• Adoption of Standards for the development and future growth of the City
  a. Master Specifications
  b. Design Standards
  c. Standard Service Agreements
  d. Developer Handbook
  e. Update Bylaws

• Completion of Hydraulic System Analysis
  a. water main system
  b. sewer main system
  c. storm sewer system

• Water Treatment Plant Screening Replacement/Upgrades to meet DFO & Environment Canada’s Regulations

• Completion of Filter Upgrades remaining from Water Treatment Plant 2 Upgrades

• Completion of the 5 Year Analysis Report on all 9 City Bridges (including the newly acquired Bridges from the Urban Highway Connector Program)

• Completion of Upgrades to the 10 Sewage Lift Stations

• Marquis Road Expansion (arterial access to new development)

• Second Bridge for Prince Albert (examine funding options)

• Completion of a new Water Reservoir

• Regional Transportation Study (Urban Highway Connector Program Funding)

• Sustainable Plan for the replacement of the aging infrastructure in the City—water mains, storm mains, sewer mains, sidewalks and roadways