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**City of Prince Albert
YEAR STRATEGIC PLAN
2015 - 2020**



City of
Prince Albert



Introduction

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. This document captures the goals and objectives discussed during those sessions.

This Strategic Plan will serve as a framework document that will guide other major planning initiatives in the City for the next five years.

The Strategic Goals identified in this document represent the type of City we envision for the future. They are a further expression of the outcomes that are important to a high quality of life and a sustainable community. City Council and Senior Administration will align their decisions with the goals and priorities set out in this Strategic Plan so that proper resources and attention are focused on what is important; and so that we see measurable progress in the areas that will ensure the future success of Prince Albert.

VISION

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.



Message from the Mayor



It has been a goal of this Municipal Council to challenge our City Administration to move beyond the status quo and to do things differently. What this means is that what has been done in the past is not necessarily what should be done in the future.

As you look through this plan I think you will see that the goals and priorities reflect a commitment to this mandate. Concepts such as entrepreneurialism, partnerships, innovation and accountability and transparency are emphasized throughout the plan. It will be our organization's commitment to these principles, and to the priorities outlined in the plan, that will move the community and the corporation forward.

City Council has granted the City Manager and department Directors broad terms of reference in relation to the goals and priorities. They have been instructed to take action on assigned tasks subject to normal administrative, budgetary and Council approvals.

It is my expectation that we will see meaningful progress in these areas and that we will be able to report back to our residents so they have an idea of where we are as an organization and where we are heading. I believe we have a plan that will assist with guiding our actions as an organization and help us to achieve our vision of Prince Albert as an innovative, welcoming, diverse and healthy City of opportunity.

Mayor Greg Dionne

MISSION

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

OPERATIONAL THEMES

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 guide Administration's 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 five Strategic Goals are based on areas that senior administration 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 behaviours of good governance, and commit to continued improvement in governance and organization.
- 4. SUSTAINABLE GROWTH**
The City will anticipate, encourage and prepare for 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.



STRATEGIC PRIORITIES

The strategic priorities represent the directions that the City will take in pursuing the goals identified in the plan and guide choices about which directions to pursue as a City. This provides context for considering further priorities around City programs and services and around resource allocations. The priorities identified in the strategic plan reflect the City's commitment to doing business differently and identifying the activities that will make the City more collaborative, open, responsive and innovative.

The initiatives identified reflect a set of choices and strategies that Council and Administration deem important but are not ranked in any particular order.



FISCAL MANAGEMENT & ACCOUNTABILITY

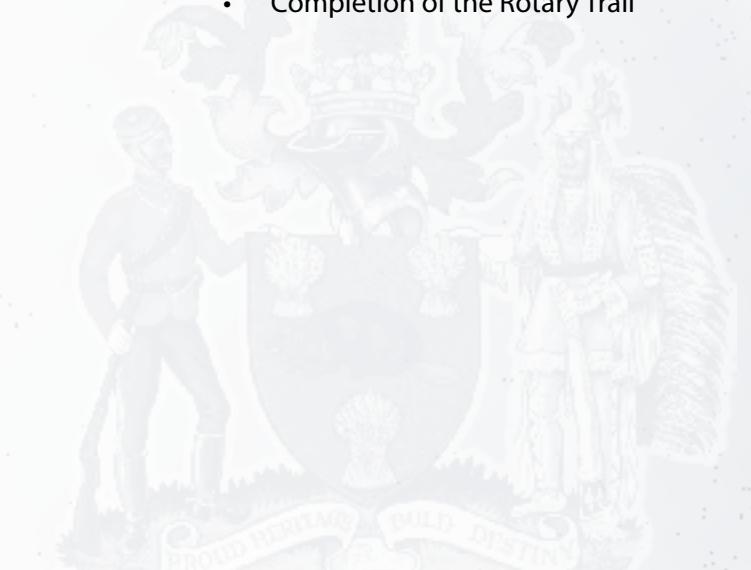


- Provide continuous information to residents and businesses regarding the tax allocation and tax increases
- Develop funding strategies for expenses related to new capital expenditures including core services such as fire halls, roadways and underground services
- Investigate innovative revenue sources to reduce reliance on residential property taxes
- Completion of the Asset 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 and fee structures
- Review of the City's Fleet Plan and Replacement Plan
- 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)
- Explore feasibility of new aquatic centre
- Explore feasibility of 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
- Implement Mass Emergency Notification System for the City - PA Alert
- Completion of the Rotary Trail



CORPORATE SUSTAINABILITY



- 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 of the City's website (review twice a year)
- Development of a Communications Strategy
- Promote innovation and risk to empower City staff
- Increase 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 automation in the hiring process
- Develop an Enterprise Risk Management approach to Human Resources
- 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
- 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 Service Processes and Policies for the Planning & Development Services Department (land pricing, fee policies, etc.)
- Review and update key bylaws and policies to reflect current 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
- 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
- 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 Prince Albert Airport (e.g. new terminal building, runway expansions, pavement surfacing)
- Adoption of standards for development and future growth of the City
- Completion of Hydraulic System Analysis
- Water Treatment Plant screening replacement/upgrades to meet DFO & Environment Canada 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



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