

Town of Fort Qu'Appelle

STRATEGIC PLAN

2018-2021



Fort
Qu'Appelle
SASKATCHEWAN

Valley of Festivals



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**“Fort Qu’Appelle
is a vibrant
community
embracing
positive change,
building on a
prosperous
foundation for
the future.”**

Our **STRATEGIC PLAN 2018-2021**



Our strategic plan assists the Town of Fort Qu'Appelle and the Town Council and administration in focusing our efforts to fulfil our mission and achieve our vision.

Our strategic plan encourages and promotes a pro-active, results-oriented approach, helps to balance short-term pressures with long-term thinking and permits flexibility to adapt to change.

Our strategic plan enhances Fort Qu'Appelle's capacity to generate new ideas and options, encourages a team approach to strategic decisions and provides a systematic approach to decision-making, accountability and evaluation of progress. This plan strikes a balance between investing in community priorities and keeping life affordable for residents and businesses. Our vision of success includes all residents and stakeholders, which is why community participation goals are included in this plan.

As you read through the strategic priorities and objectives for the term of Council, you can see how your Town is working hard to strengthen our local economy, addressing aging infrastructure while continuing to deliver high-quality municipal services in a fiscally prudent manner.



Members of Town Council

Mayor - Jerry Whiting

Councillor - Doug Blatter

Councillor - Brian Casper

Councillor - Lee Finishen

Councillor - Rebecca Hill

Councillor - Larry Schultz

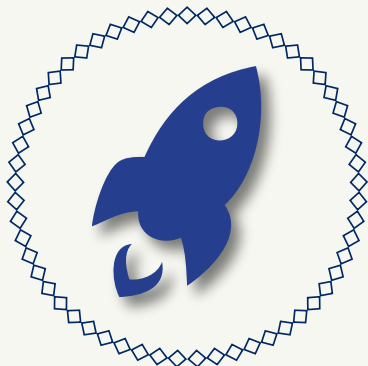
Councillor - Phil Parfitt

Administration

CAO - Larry Davidson

Finance Manager - Mo Choudhary

Public Works Manager - Brian Giroux



Our **MISSION:**

The Mission Statement defines the Town Council's purpose and primary objective. It informs the key measure of the community's long term objectives and how it will achieve that objective.

Governing as a cohesive team, our purpose is to responsibly ensure the efficient management of our assets and resources for the betterment of the whole community.

Our **VISION** for the future:

The Vision Statement reflects the preferred future state for the Town of Fort Qu'Appelle. It inspires people to work collectively towards achieving that future and creating outcomes that community members and others can support.

By leveraging our natural advantages and through effective leadership, we have created a thriving, safe, desirable and welcoming community where present and future generations live well and the local economy prospers.



Our **CORPORATE VALUES:**



Values provide the principles and beliefs that guide the organization's behaviours, decision-making processes, actions, and the delivery of programs and services that meet the needs of citizens and stakeholders.

Transparent

We communicate openly, honestly, and accurately with our citizens and others we interact with in a transparent manner.

Accessible and Responsive

We are open to meeting and communicating with the public so that we may understand their needs and respond in an appropriate, fair, and timely manner.

Environmentally Conscious

We will seek a responsible balance between the environment and progress.

Collaborative

We cannot live in isolation of our municipal neighbours and will work towards the betterment of our entire region.

Innovative

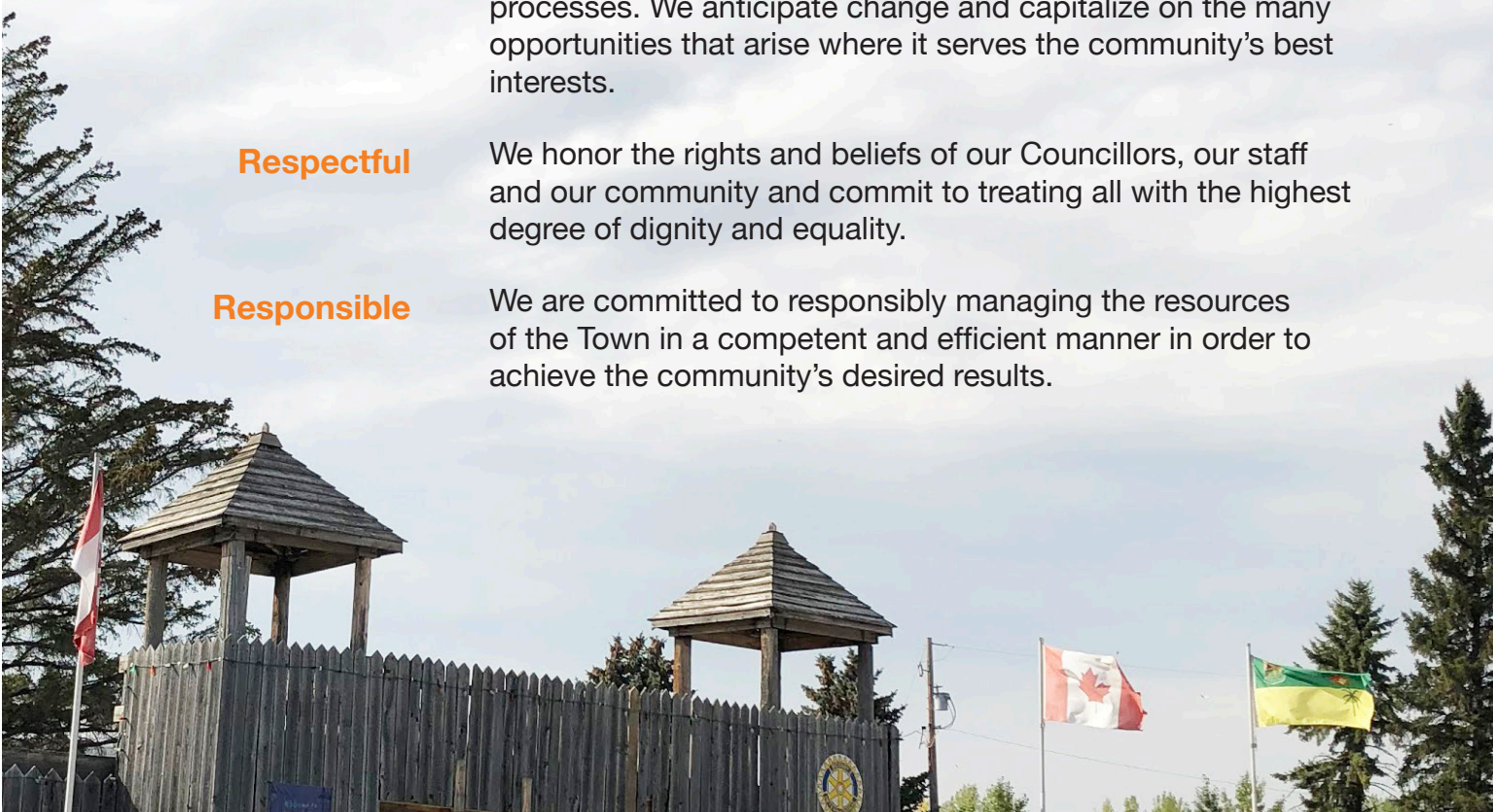
We are committed to encouraging innovation in the development and delivery of programs, services and processes. We anticipate change and capitalize on the many opportunities that arise where it serves the community's best interests.

Respectful

We honor the rights and beliefs of our Councillors, our staff and our community and commit to treating all with the highest degree of dignity and equality.

Responsible

We are committed to responsibly managing the resources of the Town in a competent and efficient manner in order to achieve the community's desired results.



Our **STRATEGIC THEMES:**



Five interrelated, mutually supportive strategic themes are at the heart of the strategic plan for the Town of Fort Qu'Appelle.

These five Strategic Themes are as follows:



Providing effective governance



Building and maintaining community infrastructure



Fostering active community engagement



Creating a vibrant community



Developing our local economy



Outcome: Fort Qu'Appelle remains a community of choice because of its continued excellence in governance and in the delivery of municipal services as well as its fiscally responsible approach to growth and sustainability.



Strategic Theme 1

Providing effective governance

Objectives:

1. Ensuring the Town maintains a position of financial strength.
2. Making decisions about a program, practice, or policy grounded on the best available information we may garner on the matter at that point in time.
3. Providing high-quality customer service to residents and businesses.
4. Fully engaging the community to increase the visibility of Town Council and enhance transparency of Council's activity.

Key municipal actions to be taken:

Develop a policy regarding allocating sufficient reserves to promote long-term sustainability, based on effective asset management.
Create a process for sharing information regarding capital improvements, annual Town Budgets and the Report of the Auditors.
Allocate resources for professional development and engagement of employees and members of Town Council.
Implement a process for annually reviewing the strategic plan for the Town and plan for an annual retreat session for Town Council and Senior Management staff.
Implement an annual process for Town Council to evaluate the effectiveness of its own processes and actions.
Council annually measures public opinion about the effectiveness of the Council utilizing an annual citizens satisfaction survey.



Outcome: Fort Qu'Appelle plans, builds and maintains its public infrastructure to meet the needs of a growing community and to contribute to the quality of life in the community.



Strategic Theme 2

Building and maintaining community infrastructure

Objectives:

1. Updating and maintaining an effective water and sewer delivery system.
2. Establishing service levels that provide for parks and recreation facilities which help to support a quality of life for all residents.
3. Taking a well-planned and fiscally responsible approach to building and maintaining public infrastructure.
4. Ensuring an ongoing reserve fund to provide for future asset requirements.

Key municipal actions to be taken:

Fully implement recommendations of Associated Engineering from the 2015 Waterworks Assessment Report.
Complete infrastructure asset management plan which includes asset maintenance, work plans and ongoing processes that will guide Council's decisions on infrastructure investments and service levels.
Develop a master facility plan for all buildings owned and operated by the Town.
Develop and implement an annual land and facilities assessment process to enable opportunities to sell surplus properties.
Develop a comprehensive recreation service plan for the community including a plan for recreational facilities.
Clearly define service levels and service delivery policies for all departments.
Investigate the possibility of entering into cost-sharing agreements with the RM and surrounding municipalities.
Implement the Human Resource recommendations from HMC Management.



Outcome: Fort Qu'Appelle is a community of choice where families feel safe, where residents enjoy a good quality of life and where citizens and community groups are actively engaged and take pride in their community.



Strategic Theme 3

Fostering active community engagement

Objectives:

1. Promoting Fort Qu'Appelle as an inclusive community with a good quality of life for residents.
2. Sharing relevant information with the community to provide for an exchange of ideas.
3. Developing opportunities for the residents and stakeholders to share their ideas with Council and administration and to achieve buy-in towards common goals.
4. Fostering civic engagement and active participation in community events and programs to increase community pride, volunteering and citizen engagement.

Key municipal actions to be taken:

Implement an annual citizens' satisfaction survey.
Investigate opportunities to develop and promote community events, festivals and entertainment.
Work with volunteer organizations to increase local volunteerism in support of community engagement.
Develop a community cultural policy that promotes cultural activity including local indigenous cultural program and events.
Establish a Recreation Advisory Committee for input on recreational programs, needs and priorities.
Develop a program for the recognition of community volunteers.



Outcome: Fort Qu'Appelle is a vibrant community where everyone takes pride in the recreation, cultural and social activities as well as the beauty of the community.



Strategic Theme 4

Creating a vibrant community

Objectives:

1. Promoting a sense of vibrancy through supporting a variety of cultural, recreation and social activities.
2. Maintaining and attractively presenting businesses and community facilities which will provide a positive first impression for visitors to the community.
3. Developing and implementing a master plan for beautification supported by businesses and the whole community.
4. Marketing Fort Qu'Appelle as a clean, attractive community that wins awards for its appearance.
5. Promoting Fort Qu'Appelle's natural beauty and its benefit to the community.

Key municipal actions to be taken:

Develop a plan for the enhancement of the downtown area and the public utilization of downtown spaces.
Define our service levels and expectations of the business community and the Town itself.
Develop a plan and process for engaging user groups of Town facilities.
Develop a plan to encourage beautification and foster pride in the community.
Develop a plan for highway and town entranceway beautification.
In partnership with community groups, develop an awards program to recognize individuals and businesses for community enhancements and improvements.
Develop a marketing approach which will market Fort Qu'Appelle's assets, proximity to lakes and natural beauty.



Outcome: The Town of Fort Qu’Appelle attracts new investment through a growth plan that recognizes its unique location, protection of its natural surroundings and commitment to long-term sustainability.



Strategic Theme 5

Developing our local economy

Objectives:

1. Retaining and growing strong local businesses that can thrive in Fort Qu’Appelle and attract customers from across the region.
2. Increasing the number of employers and entrepreneurs in Fort Qu’Appelle.
3. Promoting tourism opportunities in Fort Qu’Appelle and area through a focus on the area’s natural resources and assets.
4. Being investment ready with investment-friendly policies and practices.
5. Improving Fort Qu’Appelle’s investment readiness ranking.

Key municipal actions to be taken:

Develop a community profile that identifies features and opportunities of the community and surrounding area that contribute to making the Town investment ready.
Complete a gap analysis that will identify business needs and commercial opportunities in Fort Qu’Appelle.
Measure and monitor the investment readiness of the community annually with the HMC Investment Readiness Benchmarking Tool.
Create a land inventory which identifies property for further residential and commercial development.
Explore the creation of an incentive program or strategy to encourage the development of underutilized commercial land.
Implement a marketing and communications strategy to better define and grow the Town’s brand.
Develop a Business Advisory Collective to collaborate with local entrepreneurs to address issues and priorities.
Work with businesses, community groups and other municipalities on the development of a regional tourism strategy.
Explore opportunities to diversify the local economy and expand the current shoulder seasons.