

CITY OF QUESNEL CORPORATE STRATEGIC PLAN 2012-2014



2012-2014

Corporate Strategic Plan

The 2012-2014 City of Quesnel Corporate Strategic Plan guides the City's short and long term corporate management, decision-making and implementation.

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The City of Quesnel has a history of strategic planning with planning processes conducted at both the staff and council level during the 2008-2011 Council term.

The goal of the 2012-2014 strategic planning process is for the resulting corporate strategic plan to guide the City's short and long term corporate management, decision-making and implementation.

The 2012-2014 City of Quesnel Corporate Strategic Plan updates the previous corporate strategic planning work and integrates the priorities of the new Council into the strategic planning for the 2011-2014 Council term.

The 2012-2014 Plan was developed at a workshop held February 2 & 3, 2012. The workshop focused on completing a number of key tasks including:

- ☐ Review of the Corporate Vision, Mission & Values;
- ☐ Review of the 2011 Corporate Strategic Plan;
- ☐ Completion of a 2012 SWOT analysis;
- ☐ Review and discussion of completed, ongoing and potential new projects and initiatives;
- ☐ Identification of new council initiatives; and
- ☐ Prioritization of ongoing and new projects and initiatives.

The 2012-2014 City of Quesnel Strategic Plan document includes:

- ☐ Corporate Vision
- ☐ Corporate Mission
- ☐ Corporate Values
- ☐ 2012-2014 Strategic Objectives, supporting goals and actions
- ☐ Implementation steps

Vision

The vision statement describes the future desired outcome for the Corporation of the City of Quesnel.

The council reviewed and reaffirmed the Corporate Vision Statement as follows:

"The City of Quesnel will enhance the quality of life of the citizens of Quesnel by providing: equitable, sustainable, fiscally responsible, physical and social infrastructure and opportunities for diversified economic growth in a socially and environmentally responsible manner."

Mission

The mission statement describes the fundamental purpose of the Corporation of the City of Quesnel. It answers the question, "Why does the Corporation exist?"

The Council reviewed and revised the Corporate Mission Statement to clarify the primary purposes of the Corporation.

"The City of Quesnel provides its residents with outstanding governance and services through an ongoing process of public consultation and trust."

Values

The core values describe enduring, collective beliefs that the Council and Staff put into action.

Council reviewed the Core Values and agreed they would remain unchanged in the 2012-2014 plan.

- Open communication and transparency
- Accountability
- Responsiveness
- Empowerment
- Mutual trust and respect
- Professionalism
- Teamwork
- Creativity
- Integrity
- Honesty
- Fairness
- Consistency
- Approachability
- Compassion
- Tolerance

Strategic Objectives, Goals and Actions

Over time the City of Quesnel has identified the key strategic objectives of the Corporation. These strategic objectives were carried forward from the 2011 Strategic Plan and remain the guiding directions for the Corporation.

The strategic objectives of the City of Quesnel are:

Sustainability in all Planning

Community Health and Safety

Financial Stability of the Corporation

Economic Diversification

Infrastructure Re-investment

Environmental Stewardship

Governance

The strategic objectives are followed by projects and initiatives that support the strategic objectives which were discussed and endorsed at the Feb 2 & 3, 2012 workshop.

It is important to note that the ongoing operational activities of the municipality consume the vast majority of the municipality's staff and financial resources. Although the strategic objectives are intended to guide all of the work of the municipality, the ongoing operational work of the municipality is not detailed here. Only a relatively small proportion of the municipality's work, specifically new, special, one time or similar initiatives, are noted below.

The projects and initiatives are prioritized to guide work planning and the allocation of corporate resources both financial and human. The prioritization categories indicate when the projects or initiatives will commence:

Immediate 0 - 6 months

Short term - 1 year

Long term 2-3 years

Longer term > 3 years

Ongoing

Sustainability in all Planning

The provincial government's Integrated Community Sustainability Planning (ICSP) Initiative, originated from the federal government, provincial government and Union of British Columbia Municipalities Gas Tax Agreement, and encourages integrated community sustainability planning in B.C. The City of Quesnel was successful in 2011 in receiving a grant to undertake an ICSP process. An integrated, sustainability-based approach to the City's planning will balance the environmental, social, economic, cultural, physical and statutory dimensions of the City in a way that can be achieved and sustained within the City's means.

Goal: to ensure Quesnel is an economically, environmentally, and socially sustainable community.

Actions:

- Carryout the "Our Quesnel" (ICSP) process – Immediate
mmmmmmmmmi. The "Our Quesnel" process is a broad process which will encompass the full spectrum of topics noted above. Bearing this in mind, several specific topics are to be considered including: planning for transportation, master stormwater management (starting with Dragon Creek) and subdivision service levels.
- Collect relevant densification policies of other jurisdictions, analyze and report findings to Council as part of the "Our Quesnel" (ICSP) – short term
- Master Parks Plan – long term
- Official Community Plan Update (2014) – longer term

Community Health and Safety

Goal: to ensure a healthy and safe community for residents, business and industry.

Actions:

- West Quesnel Land Stability Program
Phase I – short term
Phase II & III – long term/unknown
- North Cariboo (Cariboo Regional District) Multi-Center (\$30 million) - immediate
- Quesnel Volunteer Fire Department
Fire Hall options/plan – long term
Fire Hall Renovation (\$ 2 million) - long term
- Policing
Investigate options for and ramifications of development of grow-op bylaw. (Status - ongoing)
- Affordable housing
Engage with affordable housing groups for lobbying and support to identify funding sources and partnerships - ongoing
Complete a housing strategy - short term
- Fitness & health initiative (cycle friendly, pedestrian friendly, healthy community) – "Our Quesnel" (ICSP) – short term

Financial Stability of the Corporation

Goals:

- to ensure the long term financial sustainability of the City of Quesnel; and**
- to explore and generate alternative sources of revenue.**

Actions

- Undertake short and long term financial planning for the Corporation which will balance revenues, expenditures and service levels – short term
- Review the municipal service levels – long term
- Identify new potential revenue streams e.g. landfill & partnerships - immediate
- Draft policy for Council consideration, to utilize fiscal and social scorecards for return on investment on major capital projects. “Our Quesnel” (ICSP) – short term

Economic Diversification

Goal: to reduce the city’s reliance on revenues from a narrow range of industrial sectors and revenue sources.

Actions:

- Council committed to QCEDC Partnership - ongoing
- Joint planning with the School Board for its land requirements – short term

Infrastructure re-investment

Goal:

- to ensure the municipal infrastructure is maintained and renewed; and**
- to ensure the Corporation has the resources to undertake needed infrastructure re-invested.**

Actions:

- Continued commitment to Quesnel Works: Reinvestment Program
- Landfill Reconfiguration (\$650,000) - immediate - 2012
- Multi Centre (\$30 million) - immediate
- New Public Works facility – land acquisition and plan - short term
- Moffat Bridge Redecking (\$3 million) - long term - 2014
- North Quesnel Stormwater Upgrade - (\$1.7 million) - long term -2014
- Seek funding to develop more detailed shovel-ready plans for specific areas not having water service within City limits - immediate
- Paved commuter trail - 2 Mile Flat & Dragon Lake Hill - long term
- Review Subdivision Servicing Standards & Bylaw – short term “Our Quesnel” (ICSP)
- Museum / Visitor Centre - \$15 million – longer term

Environmental Stewardship

Goal: to ensure the City of Quesnel is a good steward of its natural resources for future generations.

Actions:

- Include environmental issues and opportunities into the “Our Quesnel” (ICSP) including: community, air quality, water conservation, alternative renewable energy resources, transit etc. “Our Quesnel” (ICSP) – short term

Governance

Goals:

to enhance the trust of the citizens of Quesnel in their local government;

to implement a proactive approach to planning and decision-making; and

to support long term strategic planning for the Corporation.

Actions:

- Update policies including: council code of conduct, travel policy, and cell phone policy - Immediate
- Update municipal bylaws as needed – immediate
- Lobbying/supporting (alternative truck route, 3 phase power, Barkerville, Hwy 26, Nazko HWY, Transition funding sustainability, Multi Centre, Pine Beetle funding, affordable housing, extended care facility) Immediate
- Develop a 20 year vision & plan document to communicate key capital planning, services, economic diversification, lobbying, branding messages etc. –Short term
- Develop City of Quesnel succession plan – Short term
- Undertake human resource planning – Short term
- Evaluate staff capacity – Short term

Implementation

The City of Quesnel has committed considerable resources to Strategic Planning with the result being a focused plan that can guide the work of the City over the council term and beyond.

To continue and further the City's progress, it is recommended a number of steps follow to complete the plan and to move the plan and projects forward.

Adoption of the plan by Council

Progress Updates

Staff will provide regular quarterly progress updates to Council on the status of the projects outlined in the plan. These reports will be prepared in a simple and straightforward report and table format with sufficient detail to communicate the essential information needed but without so much detail that the key information is buried in detail.

Annual Strategic Plan Review

An annual review of the plan should be undertaken to ensure appropriate adjustments are made to workplans and that emergent issues are addressed. This step will include identification of both Staff resources and funding sources required in the current budget year.

Maintenance of the Corporate Strategic Plan Document

In order to make the information and direction contained in the Corporate Strategic Plan accessible to Council, Staff and the public, it is important that a single, clear, and comprehensive Corporate Strategic Plan document be maintained. This will help to ensure the direction and expectations of Council are clear and the institutional memory of the City and the Corporation's work is maintained. It will also ensure that annual updating and maintenance of the plan is made relatively straightforward.