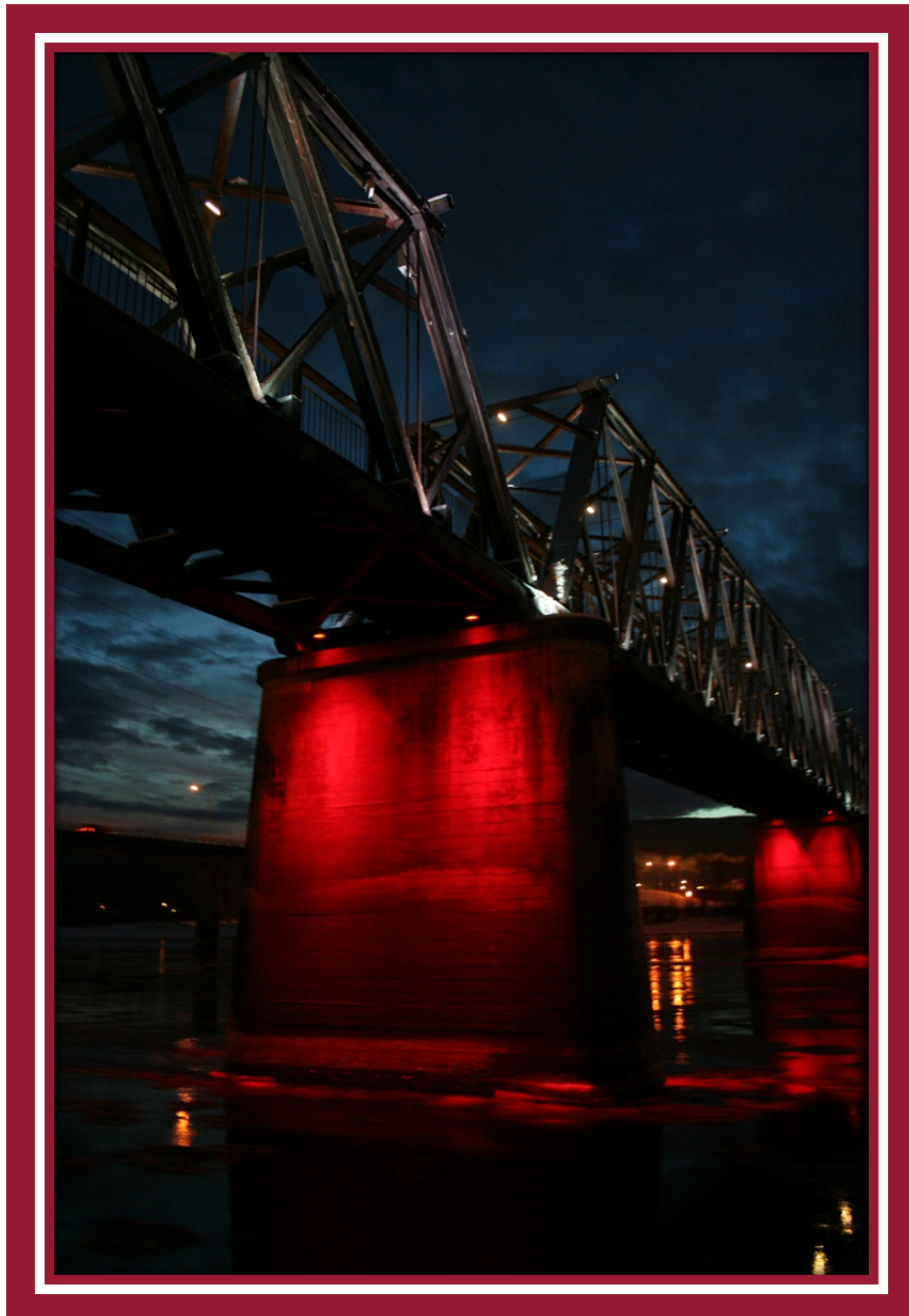




CITY OF
QUESNEL

2012-2014 CORPORATE STRATEGIC PLAN
2013 UPDATE



2012-2014 CORPORATE STRATEGIC PLAN - 2013 UPDATE

Introduction

The 2012-2014 City of Quesnel Corporate Strategic Plan updates previous corporate strategic planning work and integrates the priorities of the current Council. It guides the City's short- and long-term corporate management, decision-making and implementation

The 2012-2014 Plan was developed at a workshop held February 2 and 3, 2012. Council participated in strategic planning workshops on November 7 and 8, 2012 to review and revise the plan and develop this 2013 Update.

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

- Corporate Vision
- Corporate Mission
- Corporate Values
- Goals, supporting objectives 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."

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 in a socially and environmentally responsible manner."

Values

The core values describe enduring, collective beliefs that Council and Staff put into action. Council reviewed the Core Values and agreed they would remain unchanged in the 2012-2014 plan. These values are:

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

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Goals, Objectives and Actions

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

The key focus areas of the City of Quesnel are:

- Sustainability in all Planning and Operations.
- Community Health and Safety.
- Financial Stability of the Corporation.
- Economic Stability and Diversification.
- Infrastructure Re-investment.
- Environmental Stewardship.
- Governance.

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 goals and their supporting objectives and action items 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.

Sustainability in all Planning and Operations

Goal

To ensure Quesnel is an economically, environmentally, and socially sustainable community.

Objective

Carry out the ourQuesnel (Integrated Community Sustainability Planning) process.

Actions

1. Complete the ourQuesnel Integrated Community Sustainability Plan.
2. Promote ourQuesnel through public engagement and encourage community participation.
3. Develop a partnership with property owners to investigate Brownfield Strategy funding.
4. Meet with re-use groups to understand the re-use cycle and identify service gaps.

Objective

Affordable housing.

Actions

1. Complete secondary suites consultation.
2. Prepare consultation summary report and recommendations for policy amendment.

Objective

Develop Master Parks Plan.

Actions

1. Complete a parks plan scoping exercise with staff.
2. Complete a sensitive areas inventory for Quesnel.

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Community Health and Safety

Goal

To ensure a healthy and safe community for residents, business and industry.

Objective

Continue work on the West Quesnel Land Stability Program.

Actions

1. Complete the paving and landscaping from the 2012 work season.
2. Monitor the results of the de-watering program.
3. Conduct a public information campaign in the spring providing an update on 2012 work, results and next steps.
4. Develop a plan for lobbying for the next phase of the work program.

Objective

Volunteerism.

Actions

1. Develop a strategy to increase volunteers at the Quesnel Volunteer Fire Department.
2. Develop a strategy to address the volunteer needs of other community groups providing services on behalf of the City.
3. Investigate the development of a Community Volunteer Database, designed to identify volunteer gaps, research deficits and surpluses, and attract volunteers.

Objective

North Cariboo Multi-Centre.

Actions

1. Secure final funding required through fundraising and grant programs for the project to proceed.
2. Update the Request For Qualifications and Request For Proposals documents as necessary.
3. Issue the RFQ, short list the proponents to participate in the RFP, and issue the RFP.

Objective

Support the Quesnel Volunteer Fire Department.

Actions

1. Identify the short-term capital needs regarding the Fire Hall (one to five years) and report to Council.

Objective

Safer neighbourhoods.

Actions

1. Ask RCMP to consider the issue of drug-related dwellings and report to Council with options and if there are specific actions the City can take to further support the RCMP.

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Financial Stability of the Corporation

Goal

To ensure the long-term financial sustainability of the City of Quesnel.

Objective

Undertake short- and long-term financial planning for the Corporation which will balance revenues, expenditures and service levels.

Actions

1. Create a plan that discusses service prioritization and options for when assessment losses occur.
2. Review the taxes and fees of other municipalities as part of the budget process.
3. Continue to review the actual costs of services provided by the City to ensure fees collected are sufficient to cover costs and create a reserve for future capital reinvestment.

Objective

External Community Funding Partnerships.

Actions

1. Continue to revise Council's "Top 20" list of projects that require funding from external sources.

Economic Stability and Diversification

Goal

To be a viable, prosperous and resilient community, that uses competitive and progressive business/industry attraction and retention practices.

Objective

Partner with First Nations, other levels of government, industry and other appropriate stakeholders to examine transition planning for the North Cariboo.

Actions

1. Ensure mutual alignment of City of Quesnel and Quesnel Community and Economic Development Corporation Strategic Planning processes.
2. Work with the QCEDC to ensure that an appropriate amount of time be spent searching for grants and writing applications that benefit the City's corporate directive.
3. Investigate the provincial government's economic transition investment plan.
4. Host community-to-community forum with First Nations, with a focus on economic relationships.

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Infrastructure Re-investment

Goal

To ensure municipal infrastructure is maintained and renewed.

Objective

Ensure the Corporation has the resources to undertake needed infrastructure re-investment.

Actions

1. Conduct a capital works program that includes a paving program and upgrades to water, sewer and storm water systems.
2. Update the Quesnel Works: Capital Reinvestment Program model work to a 20-year asset plan.
3. Begin to identify priority infrastructure and determine the levels at which certain infrastructure will be maintained.
4. Develop and launch a comprehensive public information campaign dealing with the Quesnel Works: Capital Reinvestment Program.
5. Acquire land and develop plans for a new Public Works facility.
6. Develop options regarding the Moffat Bridge re-decking.
7. Develop a lobbying plan to secure grant funding for North Quesnel storm water system upgrades.
8. Develop a phased, risk-based approach for North Quesnel storm water system upgrades.

Environmental Stewardship

Goal

To ensure the City of Quesnel is a steward of the environment for future generations.

Objective

Improve energy efficiency in City facilities and operations.

Actions:

1. Direct Digital Control System Expansion at City Hall to improve energy efficiency.
2. Replace hot water tank at City Hall with more energy efficient model.
3. Upgrade lighting at the Museum to be more energy efficient.
4. Develop a plan to green the fleet.
5. Continue feasibility work on the Quesnel Community Energy System, including the impact on and interaction with City facilities.

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Governance

Goal

To provide stable, progressive, respectful and continually improving leadership that is effective, proactive and responsible in its actions.

Objective

First Nations Relations.

Actions:

1. Continue partnership with First Nations regarding the Friendship Centre project.
2. Continued support for the St. Joseph's commemoration project.
3. Continue to develop staff-to-staff working relationships.

Objective

Conduct Policy Review.

Actions:

1. Create an administration policy group to update administrative policies. 2013 starts and continue on into 2014.
2. Start meetings with Council policy committee to update Council policies. 2013 starts and continue on into 2014.

Objective

Council agenda improvements.

1. Streamline Council Information Package for public agendas.
2. Develop more inclusive quarterly reporting methods.
3. Make summary section of staff reports concise, yet encompassing, with more detailed information provided in the background section.

Objective

Conduct Bylaw Review.

Actions:

1. Develop list of outdated bylaws, reprioritize and report to Council as appropriate.

Objective

Undertake Human Resources planning.

Actions:

1. Develop workforce succession plan.
2. Develop staff training policy.
3. Review department capacity and structure of departments, including Public Works.

Objective

Committee Review.

1. Review committee Terms of Reference.
2. Review staff involvement on committees.
3. Review committee effectiveness.

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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.

Progress Updates

Staff will provide quarterly progress updates to Council on the status of the actions outlined in the plan. The simple and straightforward report will provide sufficient detail to communicate the essential information.

Annual Strategic Plan Review

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

Maintenance of the Corporate Strategic Plan Document

A single, clear, and comprehensive Corporate Strategic Plan document will be maintained to make the information and direction contained in the Corporate Strategic Plan accessible to Council, staff and the public. This will help 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.