



Corporate Strategic Plan 2016-2018

REVISION NOVEMBER 3, 2015

November 2, 2015

Adopted by Rossland City Council November 10, 2015

Introduction

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

Organizations and specifically municipalities strategically plan to:

- Set priorities;
- Focus energy and resources;
- Strengthen operations;
- Ensure employees and stakeholders are working toward common goals;
- Assess and adjust direction in response to a changing environment;
- Set the framework for Council decisions;
- Serve as a basis for more detailed management plans;
- Provide important information to the public to motivate and engage them;
- Allow for better benchmarking and performance monitoring; and
- Stimulate change.

Strategic Planning Process

The City of Rossland Corporate Strategic Plan 2016-2018 was developed through a multi-step process in September and October 2015 that included:

- A detailed survey of staff and Council to collect data regarding key internal and external issues, threats and opportunities;
- A walk through workshop for the public to gather input regarding draft long-term issues and potential strategic objectives;
- An environmental scan was conducted utilizing the results of the survey of staff and Council, the walk through workshop, a review of the economic outlook, a review of global trends, and a survey of local businesses;

- Two half-day planning sessions undertaken by Council and senior management with a facilitator;
- Pre- and follow-up homework worksheets completed by Council and senior management on mission, vision, and values, assessment criteria and potential objectives;
- A final Council and senior management meeting to clarify final objectives; and
- Written comments from Council and senior management on a draft plan prior to finalizing.

Vision Statement

The vision statement describes the desired future outcome for the City. It provides a long-term focus for the entire organization. It describes what the organization is striving to create.

The City of Rossland's Vision is:

“To be a more sustainable, smart, fun and liveable small City.”

Mission Statement

The mission statement describes the fundamental purpose of the organization by answering what the organization does, who it does it for, and why it does it.

The City of Rossland's Mission is:

“To provide cost-efficient and effective municipal services to residents, visitors, and businesses in a collaborative and cooperative fashion to ensure a well-managed, well-governed, viable community.”

Values

Values define how an organization goes about its business and strive to behave in order to achieve its mission and vision. They form a critical foundation to the strategic plan and play an important role in success. Often the objectives in a strategic plan are only achieved, if the organizational values are met.

In conducting its business, the City of Rossland will endeavor to be the following:

- Respectful
- Sustainable
- Effective
- Efficient
- Responsive
- Innovative
- Approachable
- Consistent
- Ethical
- Reliant on evidence
- Environmentally responsible
- Financially prudent

- Bold
- Collaborative

Environmental Scan Results

The environmental scan highlighted that there was strong agreement that issues of aging infrastructure, changing demographics, climate change, corporate morale and teambuilding, broadband, technology within City Hall, bylaw enforcement, and potential rationalization of and improvement to City facilities needed to be addressed. Input from the public generally reinforced these critical issues and support for many specific recreational facilities, such as a skate park, were requested.

The economic outlook indicated generally modest growth, with rising housing prices, increased tourism from the U.S. due to a lower Canadian dollar, and an increase in consumer spending. Employment trends in the region are flat, and no significant population growth has occurred. The population of Rossland is aging, but anecdotally many survey respondents noted an increase in the number of young families. New residential starts have been stable, as have the number of business licenses.

The community is well served by having a sizable and compact commercial core. Nevertheless business operating margins continue to shrink. The need for better marking of parking, bylaw enforcement, and short-term parking for pick-ups were identified by local businesses.

The global trends review indicated that a large amount of uncertainty associated with the tourism industry due to global integration and economic downturns in other countries. In addition, climate change will drive an increasing number of severe weather events, years of water stress, and variability in snowfall. The potential advantages of positioning the community to take advantage of the digital future and other technological changes in the areas of renewable energy and advances in biotechnology were highlighted.

Strategic Goal and Priorities

Strategic Goal

The overall strategic goal of the City of Rossland was set in an earlier short-term strategic planning process to be as follows:

“To be a viable, well-managed, well-governed City.”

That overall strategic goal was kept in mind during the strategic planning process and was incorporated into the City’s mission statement.

Strategic Priorities

Five strategic priorities were selected during the strategic planning session. These priorities describe what the organization as a whole needs to achieve to be successful in moving towards its vision and mission, and its overall strategic goal. Each of these priorities has associated key objectives that further articulate the priority and provide more direction for action. In the Action Plan section of this plan, the key objectives are accompanied by more detailed action steps and performance measures.

The strategic priorities and key objectives identified for the 2016-2018 term are:

1. Upgrade and maintain City infrastructure and facilities.

- 1.1. Upgrade aging infrastructure
- 1.2 Change City facilities to meet changing demographics

2. Increase and improve communications and public engagement.

- 2.1. Improve communication with stakeholders, citizens, regional partners, and people outside region.
- 2.2. Resolve internal communication issues.

3. Adjust service levels to be more cost-efficient and effective in eyes of users

- 3.1 Improve City services to increase customer satisfaction and cost efficiencies.

4. Improve Staff training and strive toward a customer-driven organizational.

- 4.1 Improve human resource issues including staffing, training, team building, leadership, and morale.
- 4.2 Improve City technology.
- 4.3 Reduce operating costs by reviewing organizational structure.

5. Improve attractiveness of City for new investment and business competitiveness.

- 5.1 Ensure that all City taxes, fees and service charges are competitive and appropriate and a long-term tax strategy is in place.
- 5.2 Improve the attractiveness of the City and create a competitive climate to attract investment, new residents, increase the tax base, and ensure sustainability.
- 5.3 Generate new revenue sources and/or Increase senior government grants for essential
- 5.4 Improve the City of Rossland's environmental sustainability

2016-2018 Action Plan

1 Upgrade and maintain City infrastructure and facilities.

Upgrade aging infrastructure	
1.1.1 Prepare an Asset Management Implementation Plan that considers full lifecycle and the impact of climate change in a manner to cost effectively and efficiently provide an identified level of service for each asset.	
1.1.2 Reduce inflow and infiltration to reduce wastewater treatment costs.	
1.1.3 Increase water and sewer parcel taxes and user fees by reasonable amounts to move towards more transparent and self-supporting water and sewer services.	

1.1.4 Increase senior government grant revenue over the next 3 years from senior governments, but keep debt levels to a maximum debt to property tax ratio of ___%.	
1.1.5 Invest in a pre-feasibility analysis of a wastewater treatment plant that is a significantly less expensive long-term option to upgrading the regional treatment facility.	
1.2 Change City facilities to meet changing demographics	
1.2.1 Rationalize City facilities to meet the changing needs of our community i.e. Active recreation parks, usage of Miners Hall, Arena usage.	

2 Increase and improve communications and public engagement.

2.1 Improve communication with stakeholders, citizens, regional partners, and people outside region.	
2.1.1 Improve opportunities for citizen feedback using a variety of mechanisms.	
2.2 Resolve issues with internal communication	
2.2.1 Create effective internal communications that satisfies the requirements of ALL staff and Council members.	
2.2.2 Design and implement clear procedures for Staff and Council that ensure communication lines are defined and respected.	

3 Adjust service levels to be more cost-efficient and effective in eyes of users

3.1 Improve City services to increase customer satisfaction and cost efficiencies.	
3.1.1 Conduct service reviews to ensure they still meet the needs of customers, reduce costs and reduce environmental impacts.	
3.1.2 Change corporate culture towards annual process improvements resulting in measureable improvements in customer satisfaction and cost efficiency.	
3.1.3 Create a welcoming attitude for new ideas and reward employees for innovative and cost-saving ideas.	

3.1.4 Establish a bylaw enforcement service to resolve downtown parking and City-wide dog control complaints.	
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4 Improve Staff training and strive toward a customer-driven organizational.

4.1 Improve human resource issues including staffing, training, team building, leadership, and morale.

4.1.1 Ensure that an appropriate CAO/CFO staff person is in place to lead a successful (the) City (into) over or during the next five years.	
4.1.2 Ensure that we have the right staff in place, with appropriate contracts and compensation, to achieve the goals of the strategic plan. Establish performance management system.	
4.1.3 Create a cohesive Council/Staff team working together towards common goals, establishing and respecting boundaries.	
4.1.4 Improve morale issues and honour and acknowledge the achievements and contributions of employees.	
4.1.5 Ensure the City engages in succession planning and has the appropriate workforce in place maintain required skills and certifications as well as institutional memory.	

4.2 Improve City technology.

4.2.1 Improve computer technology within City facilities to increase productivity	
4.2.2 Invest in new technologies that will reduce repetitive work, eliminate or reduce work by employees, increase public safety, change how certain work is done and enable employees to address tasks that they do not have time to do now.	
4.2.3 Move more services online or automate, purchase more efficient equipment and technology.	

4.3 Reduce operating costs through changes in organizational structure.

4.3.1 Implement resource sharing with other communities to reduce operational costs and capital expenses. Eg. specialized equipment.	
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5 Improve attractiveness of City for new investment and business competitiveness.

5.1 Ensure that all City taxes, fees and service charges are competitive and appropriate and a long-term tax strategy is in place.	
5.1.1 Align tax rates, fees and charges with market pricing and City goals and objectives.	
5.2 Improve the attractiveness of the City and create a competitive climate to attract investment, new residents, increase the tax base, and ensure sustainability.	
5.2.1 Connect City operations with new Broadband service and actively promote to the downtown core. Help ensure that broadband also reaches the residential and non-downtown-core businesses of Rossland.	
5.2.2 Support Tourism Rossland, the Lower Columbia Initiatives Corporation and community efforts to create targeted marketing plans to attract new residents to improve economy and vibrancy of Rossland.	
5.2.3 Implement affordable access to regional recreation amenities.	
5.2.4 Fund regional partners for tangible economic development services that measurably benefit Rossland. (i.e. efforts to make region and Rossland more attractive.)	
5.2.5 Invest in the development of more summer recreation to increase Rossland's appeal (campground, tennis court rebuild, mountain biking trails, swimming facilities).	
5.3 Generate new revenue sources and/or Increase senior government grants for essential City projects	
5.3.1 Ensure that the City is "shovel ready" for various priority infrastructure projects. See Capital Projects List.	
5.3.2 Prepare business cases for energy projects to generate new City revenue and/or reduce operating costs	
5.3.3 Create a strategy for the development of the Midtown Transition lands with a focus on Emcon/Third Avenue	
5.4 Improve the City of Rossland's environmental sustainability	
5.41 Implement Strategic Community Energy & Emissions Plan.	
5.4.2 Provide more support for food sustainability	

Relationship with 2015/16 Council Plan

At the beginning of their term, Mayor and Council developed a Council Plan incorporating short-term urgent priorities based on input received by Council members from Rossland residents during the election campaign and critical input from City Staff. The 2015/2016 Council Plan priorities are to be completed in early 2016.

Many of the short-term 2015/16 priorities are integrated into the 2015-2018 Strategic Plan reflecting their ongoing nature, while some are more short-term and already been completed, and yet others are still to be completed, separate from the Strategic Plan. The status and or relationship between the Council Plan and the Strategic Plan objectives are noted in brackets beside the objectives.

The 2015/16 Council Plan Priorities included the following:

- 1. To ensure effective business, organizational and financial planning to meet fiduciary and good governance responsibilities is in place.**
 - 1.1 Create business plans for large municipal facilities, including arena, Miners Hall and pool (in progress).
 - 1.2 Address competitiveness of City costs and fees (against others in region and of similar size) (captured in SP 5.1).
 - 1.3 Address the asset management funding gap (captured in SP 1.1.1)
- 2. To implement the Municipal Auditor Letter of Recommendations and the Auditor General's recommendations for Rossland.**
 - 2.1 Revise the City Procurement Bylaw (in progress).
 - 2.2 Improve project management reporting (in progress).
 - 2.3 Seek an external audit to verify compliance and improvement with key recommendations (in progress).
- 3. To resolve matters related to the Chief Administrative Officer position for the City of Rossland.**
 - 3.1 Resolve the CAO issue (completed).
 - 3.2 Amend Delegation Bylaw (completed).
- 4. To provide access for all Rossland residents to the Trail Aquatic Centre at acceptable pricing.**
 - 4.1 Develop an acceptable arrangement for Rossland residents to access recreation facilities (in progress, captured in SP 5.2.3).
- 5. To ensure there is a continuous process of improvement in City Services – with residents increasingly pleased with both the quality of services they receive and with the cost to deliver those services.**
 - 5.1 Undertake continuous process improvement projects of selected City services (captured in SP 3.1).
- 6. To maximize the benefits from City land and building assets.**
 - 6.1 Prepare a land strategy that can be used as the basis for decisions on sale of assets, acquisition of assets, retention of assets, and development of assets (captured in part in SP 5.3.3).

7. To resolve the escalating costs of Rossland’s fire protection and 911 service, provided by Rossland and its six local government partners (Electoral Areas A & B, Warfield, Trail, Montrose and Fruitvale).

7.1 Determine and assess viable options for fire and 911 services for Rossland (in progress).

Implementation, Progress Reporting and Review

This plan will be implemented through the development of a Corporate Management Plan. The Corporate Management Plan will assign responsibilities, departments and cost out various measures.

Reporting out will be undertaken quarterly via a report to Council outlining accomplishments on both process measures (what was done) and outcome measures (what was achieved).

The Corporate Strategic Plan will be reviewed and adjusted annually to accommodate changing circumstances. Reporting out to the public will be undertaken annually via a one-page report by Council.

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Important Non-strategic items for Council Plan 2016

1.1.5 Consider switching to renewable infrastructure utilizing natural systems to handle the loads over man made infrastructure (e.g. replace storm drains with day-lighted streams, and wetlands to slow down and better handle runoff.)