



Town of Didsbury

STRATEGIC PLAN 2017 - 2027



MESSAGE FROM THE MAYOR

In early 2016, the Didsbury Town Council determined that it was important to review the Town's Strategic Plan to ensure it was current and included the consensus of opinions of all community stakeholders. One of the driving forces behind the review was that Council wanted to ensure it created a "legacy document" for the 2017 – 2021 Council to use as a starting point for their work. Council also wanted to ensure the process that was used to develop the plan was an inclusive one involving citizens, community stakeholders and staff from all levels in the organization. This plan helps guide the long term planning, business planning, budgets and other corporate actions so they align with the strategic plan supported by Council.

Strategic Planning is a process of determining a community's vision, mission, values and priorities. The 2017 -2027 Town of Didsbury Strategic Plan establishes six strategic priorities that Council believes the Town should be focusing its efforts in the coming years.

Each of the strategic priorities has a list of key activities, key administrative responsibility, Council role, completion date and resource requirements. These strategies represent the individual and collective actions that must take place to realize the long term vision for Didsbury. With the actions outlined in this plan, Council is being proactive in helping to shape Didsbury's future. We hope to strengthen Didsbury's economic future by defining municipal service priorities; building collaborative partnerships; increasing the local commercial and industrial tax base; diversifying housing options; protecting, preserving and building our infrastructure; and continuing our commitment to a corporate culture that promotes excellence.



Rick Mousseau
Mayor

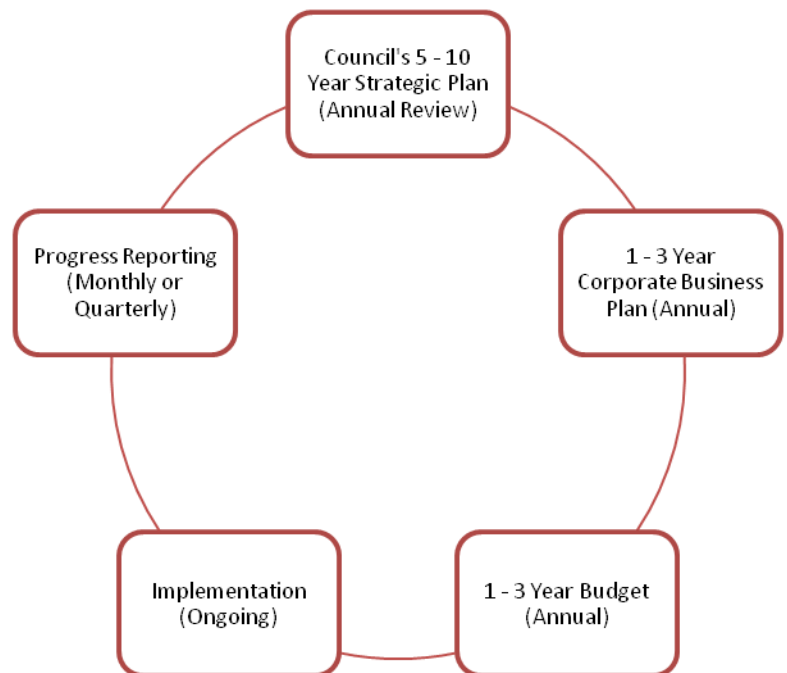


STRATEGIC PLAN PROCESS

Strategic planning is an important process for any modern organization. Council is charged with the responsibility to plan for the long term future of the community and in order to do so, Town Council took the following steps:

- A review of all recent and current Town planning documents;
- A survey of 200 citizens;
- A confidential interview of each Council member;
- A confidential interview of all senior management staff;
- Two confidential workshops involving all Town staff;
- Two facilitated community open houses;
- Three facilitated full-day workshops of Council;
- A facilitated management workshop to fine-tune a draft plan;
- Circulation of the draft plan to Council for review;
- Circulation of the “Draft Strategic Plan” to the community and staff for input;
- Amending and finalization of the plan based on input;
- A final presentation to Council of the strategic plan.

The following diagram gives an overview of the Strategic Planning Process that Town Council has adopted. It illustrates that municipal planning is an ongoing and iterative process. It also shows how the plan drives the budget and not the reverse.



VISION, MISSION & VALUES

Town Council also utilized the following hierarchical framework to guide its strategic planning for 2017 – 2027. You can note that the vision is the pinnacle of what drives action in the organization. Details of the other actions are noted below.



Vision

In planning for the future, leaders of an organization need to look well into the future so that they can set the course for a desired future state; 20 – 30 years. This is referred to as a Vision. After considering input from the community, stakeholders and staff, Council's Vision for the Town of Didsbury is:

Didsbury is a vibrant and inclusive community that embraces its healthy quality of life and small town charm.

Mission

In order to achieve a vision, an organization must express its core purpose through an enduring Mission. The Mission is what the Town of Didsbury will do to achieve the Vision. In this case it is what Council will ensure the organization and stakeholders will do over the next 10 years in order to move closer to achieving the Vision. Our Mission:

Serve a great community through effective, informed leadership and quality municipal services.



Values

Core values are principles or beliefs that guide individual and collective behavior and relationships. They are the acceptable behaviours and norms that guide the actions of Council and the corporation. Town Council believes that these are values that are essential to how Council members interact with each other, staff, and the community. They are also the values that they expect of staff in their interactions. The following are the key guiding values of Town of Didsbury:

Leadership

We lead our community to be sustainable and safe as we grow into the future.

Integrity

We do our utmost to achieve excellence while being honest, transparent, clear and accountable.

Collaboration

We believe teamwork provides better outcomes for decision making and we embrace this style within the community, with our neighbors, with stakeholders and with other levels of government.

Diversity

We are proud and respectful of the diverse backgrounds and needs of the different people and sectors of our community and will support all in achieving positive outcomes.

Opportunity

We are innovative, optimistic and capitalize on opportunities that help people achieve their aspirations.

STRATEGIC PRIORITIES

Strategic Priorities

The following strategic priorities are those areas that Town Council believes the corporation needs to focus its attention in the development of annual business plans and budgets over the 2017 to 2027 period. We also recognize that these topics are fluid and open to change depending on what occurs over time. They will be reviewed during regular meetings between the CAO and Council and will be formally updated at an annual strategic planning workshop. Changes will be formally approved by Council at a public Council meeting.

Providing ongoing services to our residents and businesses is eighty to ninety percent of what we do. Key to this is maintaining current service levels, regularly evaluating services and continually looking for more efficient and effective ways to provide these services. Council also believes that it is very important to regularly evaluate the needs of taxpayers and evaluate what are the true priorities for current and new services.

For each Strategic Priority, goals and actions are identified to address current and future needs. Notwithstanding this strategic direction, Council realizes that the organization needs to be nimble in order to address emerging priorities. This delicate balance of addressing the needs of today while planning for the future is one of the biggest challenges of Council and the Town Administration.

The following Strategic Priority categories were identified for 2017 – 2027.

1. Organizational Excellence
2. Healthy Active Living
3. Infrastructure and Asset Management
4. Economic Prosperity
5. An Informed and Engaged Community



1. Organizational Excellence

We provide leadership to our sector through our operational and governance practices.

We have a cooperative culture of operational and governance excellence.

We provide effective and proactive leadership ensuring the long term sustainability of our community.

We provide open and consistent reporting that details our successes and challenges.

We evaluate our status regularly and refocus our efforts as required.

2. Healthy Active Living

We provide a safe environment to live and do business.

We create an environment of resiliency for our residents.

We create opportunities for residents and stakeholders to live an active lifestyle.

We respect and support the diverse needs of our community.

3. Infrastructure & Asset Management

We value accessible and beautiful open spaces for our residents.

We will plan accordingly to ensure Infrastructure and Tangible Capital Assets are maintained and upgraded in a planned manner.

We will prioritize all Capital Projects for inclusion in the budgeting process.

We will manage the growth and infrastructure requirements of development to ensure future generations can enjoy the same strong, vibrant community that we enjoy.

4. Economic Prosperity

We foster successful, flourishing and thriving relationships.

We have an environment of openness; creativity and innovation that helps create prosperity.

We will work with community groups to showcase the Town of Didsbury as a hub for events, festivals and programs.

5. An Informed & Engaged Community

We will provide diverse opportunities for citizens and stakeholders to provide feedback on their community.

We will provide consistent and open communication through a diverse variety of methods.

We will celebrate our community successes.



ORGANIZATIONAL EXCELLENCE

Governance Excellence

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
1.1	Council is always fully prepared	Council members will ensure they are fully informed with facts, data and public opinion prior to making decisions.	CAO to provide information as requested	All Council Members have individual responsibility	Ongoing
1.2	Complete Information	<ul style="list-style-type: none"> Fully complete Requests for Decisions (RFD's) Robust background and research prior to recommending action to Council Appropriate and reasonable timelines for Council and Staff to complete action Review existing RFD template to ensure appropriate information is being provided for Council Better Council member reporting of their activities <ul style="list-style-type: none"> Develop a template Complete a written report for each other and public review 	CAO	Feedback to CAO	By Q2 2017 and then Ongoing
1.3	Pre-election preparation	<p>Staff will develop a comprehensive information package for potential Council candidates that includes realistic and accurate description of Council duties.</p> <p>The CAO will encourage all potential candidates to discuss realistic Council requirements with him or current Council Members.</p>	Manager Legislative & Development Services		By Q3 2017 then quadrennial

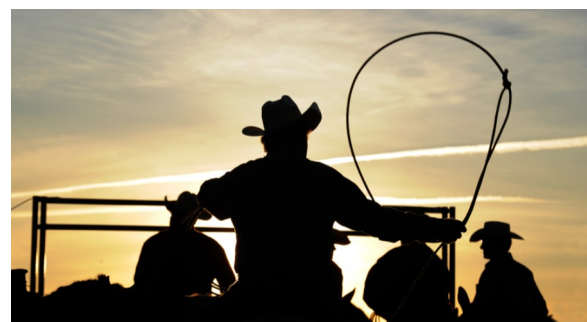
Governance Excellence (Cont'd)

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
1.4	Post-election Council Training	<p>Staff to coordinate comprehensive training program after each election for new and returning Council members.</p> <ul style="list-style-type: none"> New and returning Council Members will be expected to attend this training Orientation training will have a strong element that clarifies the difference between Governance and Administration Orientation will also contain an overview of Provincial Legislation, Council Bylaws, Policies and Administrative functions etc. 	Manager Legislative & Development Services	Active attendance	By Q4 2017 then quadrennial
1.5	Council Training & Development	<p>The CAO will ensure that Council is aware of professional development and training opportunities.</p> <p>Review policy that will formalize the funding and intent of Council training.</p>	<p>CAO</p> <p>Manager Legislative & Development Services</p>	Review opportunities	<p>Ongoing</p> <p>Q1 - 2018</p>
1.6	Council engagement	Council members are to ensure they have ongoing proactive engagement with residents and stakeholders.		All of Council	Ongoing
1.7	Council Policy	<p>Review and Update the Council Code of Conduct Bylaw to bring in accordance with new MGA changes.</p> <p>Endorse the Council Code of Conduct Bylaw.</p>	Manager Legislative & Development Services	Review Policy when presented	<p>Q3 2017</p> <p>Q1 2018</p>

ORGANIZATIONAL EXCELLENCE

Operational Excellence

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
1.8	Ensure superior customer service is a high priority for all staff	Institute a corporate Customer Service Training Program (invite local businesses into train with Town staff at all levels).	Human Resources Coordinator	None	2018 and ongoing
		Research technology to further quality services for residents (use municipal best practices).	Manager Legislative & Development Services	Review	End of 2018 and ongoing
		Collect data, document, evaluate, report and make changes as per information	Manager Legislative & Development Services	Review	Q2 2017
		Encourage citizens and stakeholders to inform Council and Staff of concerns and successes	Manager of Community Services	Review	Q2 2017 and then ongoing
		Further promote the “2030” information/concern line, track information, utilize action request system and provide a summary report of results quarterly to Council	Manager of Financial Services	None	Q2 2017 and then ongoing



Operational Excellence (Cont'd)

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
1.9	Ensure Financial Resilience	Engage an external entity to review our corporate financial status, financial policies and practices with a view to greater operational excellence in 2020.	Chief Financial Officer (CFO)	Approve Budget	2018
		Develop and maintain a best practice reserve policy.	CFO	Review TOR	
		Develop and maintain a best practice amortization policy.	CFO	Review Report and Recommend Action	
		Develop a Municipal Reserve (MR) Policy.	Manager Legislative & Development Services	Review	
1.10	Budget Ranking Process	Initiate a budget business case hierarchical ranking process: <ul style="list-style-type: none"> • Maintain Current Standards • Service Enhancements • New Initiatives 	CFO	Review	Q3 2017



HEALTHY ACTIVE LIVING

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
2.1	Safety	Plan for 2019 RCMP Transition.	CAO	Review	Q4 2017
		<ul style="list-style-type: none">FinancingDevelop a Policy (i.e. 1 officer per 1000 residents objective?)Ensure annual detachment priorities match community priorities			
		Develop 10 year Policing Plan. Ensure future development considers a risk analysis and mitigation measures as required.	RCMP	Review and Approve	2020
		Ensure compliance with High Intensity Residential Fires (HIRF) regulations.	Manager of Protective Services	Review Proposals	Q2 2017
		Market our compliance with residents, developers, insurance companies and home buildings.	Manager Legislative & Development Services	Review Proposals	Q2 2017
		Use urban design as a repellant for crime and to increase safety (Crime Prevention Through Environmental Design) (CPTED).	All Managers	Review Proposals	Ongoing



ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
2.2	An Engaged & Active Community	Develop a Trail Master Plan for increased community walkability, ensure sidewalks and crosswalks that form a part of the system are identified, developed to a functional standard and that the system is accessible to all.	Manager of Community Services	Review	2018
		Implement Trail Master Plan.	Manager of Public Works & Infrastructure	Review	2021 and Ongoing
		Adoption and implementation of a Memorial Complex Outlying Plan.	Manager of Community Services	Review	2017 – 2023
		Research, plan and develop an off leash dog park in 2017 (consider a good sized parcel of land within or very close to town. Purchase if necessary).	Manager of Public Works & Infrastructure	Review	2017
		Initiate a conversation/partnership with Chinooks Edge School Division for use/sharing of green space.	CAO	Mayor to Assist	2018
		Implement the Recreation and Culture Master Plan. <ul style="list-style-type: none"> Review to ensure that outdoor facilities are accessible year round (washrooms, trails, rinks, etc.) 	Manager of Community Services	Review	2017 - 2025
		Research the feasibility of an indoor field-house to provide year round recreational opportunities.	Manager of Community Services	Review	2022

HEALTHY ACTIVE LIVING

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
2.3	Build Strong Community Relationships	<ul style="list-style-type: none"> Diverse Recreational Opportunities (engage sport and related community organizations) Community Leaders Awards Continued support for the Museum 	Manager of Community Services Manager Legislative & Development Services	Review and Approve	Ongoing
2.4	Facilitate Library Expansion	<ul style="list-style-type: none"> Expanded Library Space into existing Town Office Building Relocate Town Office and Didsbury Neighborhood Place to repurposed building to facilitate Library expansion 	CAO CAO	Review and Approve Review and Approve	Q4 2017-2018 Q3 2017
2.5	Support diverse needs of our community	<ul style="list-style-type: none"> Promote internal and external initiatives that support diversity Ensure all programs, services and facilities reflect inclusive values 	Manager of Community Services	Review and Approve	Ongoing
2.6	Provide opportunities for diverse housing options	Advocate for diverse and attainable housing through: <ul style="list-style-type: none"> Actively pursue partnerships with groups like Habitat, MVSH and others Review the use of R5 high density housing. Better define this category and use appropriately Pursue opportunities for mixed use development (Res and Non Res) Research the potential of a manufactured home subdivision (ie Carstairs) Build strong working relationships with developers 	Manager Legislative & Development Services	Review and Approve	Ongoing 2017 Ongoing

INFRASTRUCTURE & ASSET MANAGEMENT

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
3.1	Lifecycle Planning	<ul style="list-style-type: none"> Develop and implement a lifecycle plan for all town owned infrastructure and assets Review and Update plan annually <p>Ensure reserves in place to meet priorities in lifecycle plan</p>	<p>Manager of Public Works & Infrastructure</p> <p>CFO</p>	Review and Approval	2021 and Ongoing
3.2	Facilities	<p>Gather user stats in all Town of Didsbury facilities for future decisions.</p> <p>Develop and implement a maintenance plan for all Town of Didsbury facilities.</p> <p>Ensure operational maintenance budgets in place as per Maintenance Plan.</p> <p>Review and Update plan annually.</p>	All Managers	<p>Review</p> <p>Review and Approve</p> <p>Review and Approve</p> <p>Review and Approve</p>	Annual
3.3	Infrastructure	<ul style="list-style-type: none"> Develop and implement an underground infrastructure plan Develop and implement a Roadway and Sidewalk Infrastructure Plan Ensure operational maintenance budgets in place as per above. 	Manager of Public Works & Infrastructure	Review and Approve	2019

INFRASTRUCTURE & ASSET MANAGEMENT

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
3.4	Open Spaces	Playgrounds and Park Furnishings: <ul style="list-style-type: none"> • Look at standardization of furnishings. e.g. Garbage and Benches • Standardize all outdoor recreation equipment e.g. backstops/soccer goals • Develop and implement a playground and equipment maintenance and replacement plan • Ensure operational maintenance budgets are in place as per above plan 	Manager of Public Works & Infrastructure	Review and Approve	2019
3.5	Pathways	Implementation of Pathway and Trail Master Plan	Manager of Public Works & Infrastructure	Review and Approve	2019
3.6	Green Spaces & Sports fields	<ul style="list-style-type: none"> • Develop and implement a tree maintenance program • Develop and implement a sports field maintenance program 	Manager of Public Works & Infrastructure	Review and Approve	2021
3.7	Equipment	<ul style="list-style-type: none"> • Review and update Fleet Management Lifecycle Program • Review and update annually 	Manager of Public Works & Infrastructure	Review and Approve	2017 Ongoing
3.8	Information Technology	<ul style="list-style-type: none"> • Review and update IT Replacement Plan • Review and update annually. 	Manager Legislative & Development Services	Review and Approve	2017 Ongoing

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
3.9	Infrastructure Maintenance & Upgrade	<ul style="list-style-type: none"> 10 Year Capital Plan Updated and Approved Annually 	CFO	Review and Approve	2018 and Ongoing
		<ul style="list-style-type: none"> Creation of criteria to prioritize projects annually 	Manager of Public Works & Infrastructure		2018
		<ul style="list-style-type: none"> Update 2008 Asset Management Plan 	Manager of Public Works & Infrastructure		2017
		<ul style="list-style-type: none"> Ensure 10 Year Capital Plan is communicated to residents 	Manager of Community Services		2018
		<ul style="list-style-type: none"> Develop policy to ensure all residents are connected to municipal services 	Manager Legislative & Development Services		2019
		<ul style="list-style-type: none"> Coordination of all Capital Evaluations into one plan 	Manager of Public Works & Infrastructure		2018
3.10	Manage the Growth & Infrastructure Requirements of Development	<ul style="list-style-type: none"> Review and adoption of Development Incentives 	Manager Legislative & Development Services	Review and Approve	2018
		<ul style="list-style-type: none"> Offsite Levy Bylaw review 			2017
		<ul style="list-style-type: none"> Ensure Infrastructure planning is representative of Future Development Growth 		Review and Approve	Ongoing
		<ul style="list-style-type: none"> Review of MDP 			2020

INFRASTRUCTURE & ASSET MANAGEMENT

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
3.11	Develop and Implement Guiding Legislation to ensure that the unique atmosphere of Didsbury is maintained.	<ul style="list-style-type: none"> Complete a Downtown Area Redevelopment Plan (DARP) 	Manager Legislative & Development Services	Review and Approve	2023
		<ul style="list-style-type: none"> Initiate discussions with CPR for land sale for development 		Advocacy	2018
		<ul style="list-style-type: none"> Architectural controls for sensitive development 			Ongoing
		<ul style="list-style-type: none"> Incentive for Main Street Facade Upgrades 			2021



ECONOMIC PROSPERITY

ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
4.1	Prosperity Plan	<ul style="list-style-type: none"> Develop a Prosperity Master Plan that is led by the Town and has an extensive engagement process Include a Land inventory analysis and acquisition plan to address future municipal needs 	Manager Legislative & Development Services	Participation Review and Approve	2019 2019
4.2	Develop a Tourism Master Plan	<p>Develop a Tourism Master Plan that is led by the Town and has an extensive engagement process.</p> <p>Should consider the following:</p> <ul style="list-style-type: none"> Inventory Resources Evaluate the effectiveness of the Visitor Information Center What is the tourism focus? Water Tower Home of Festivals Heritage identity and downtown Educational Tourism <ul style="list-style-type: none"> Art Classes Writing Classes Retreats 	Manager Legislative & Development Services	Participation	2022

ECONOMIC PROSPERITY

ACTION	ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
4.3	Support Local Events	Review and Update policy that articulates Town support to Community Groups that sponsor community events. Consider:	Review and Approve	2018
		<ul style="list-style-type: none"> Access to Town resources in kind Listing of events and contacts Consistent promotion of events 		
		New light standard banners to advertise events.	Review and Approve	2019
		Creation of an “Events Trailer” for community groups.	Review and Approve	2022
		<ul style="list-style-type: none"> Garbage bins, recycle bins, hand wash station 		



ACTION		ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
4.4	Fostering Collaborative Relationships	Work with other municipalities to work towards mutually beneficial objectives. <ul style="list-style-type: none">• Equitable funding agreements• Regional municipal collaboration (Initiate dialogue between Councils re: shared services, cost sharing, rate and fee structures, sharing resources, documents and equipment)• Evaluate and Optimize potential Municipal Area Partnership (MAP)	CAO	Participation	Ongoing
		Advocate to other levels of government on behalf of the Town and its stakeholders. <ul style="list-style-type: none">• AHS - Hospital• Rosebud Health Foundation - Rural doctor retention program• Funding/Grants• Alberta Environment• Alberta Transportation• Alberta Infrastructure<ul style="list-style-type: none">◦ Butte Pump House◦ SE Reservoir	CAO	Advocacy	Ongoing
		Update IDP.	Manager Legislative & Development Services	Review and Approve	2024

AN INFORMED & ENGAGED COMMUNITY

ACTION	ACTIVITY	KEY ADMINISTRATIVE RESPONSIBILITY	COUNCIL ROLE	COMPLETION DATE
6.1	<p>Communication Master Plan</p> <p>Develop a Communication Master Plan that is led by the Town and has an extensive engagement process.</p> <p>Should consider the following:</p> <ul style="list-style-type: none"> • Monthly Council reports on website • Annual report • Year in review • Yearly financials • Looking ahead.....year to come • User friendly financial reports on a quarterly basis • User friendly budget documents • Review of investment of advertising dollars • Improved community signage • Public updates on status of master plans 	Manager of Community Services	Review and Approve	2019





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