

City of Melville



Planning for the Future

Strategic Plan

October 2006

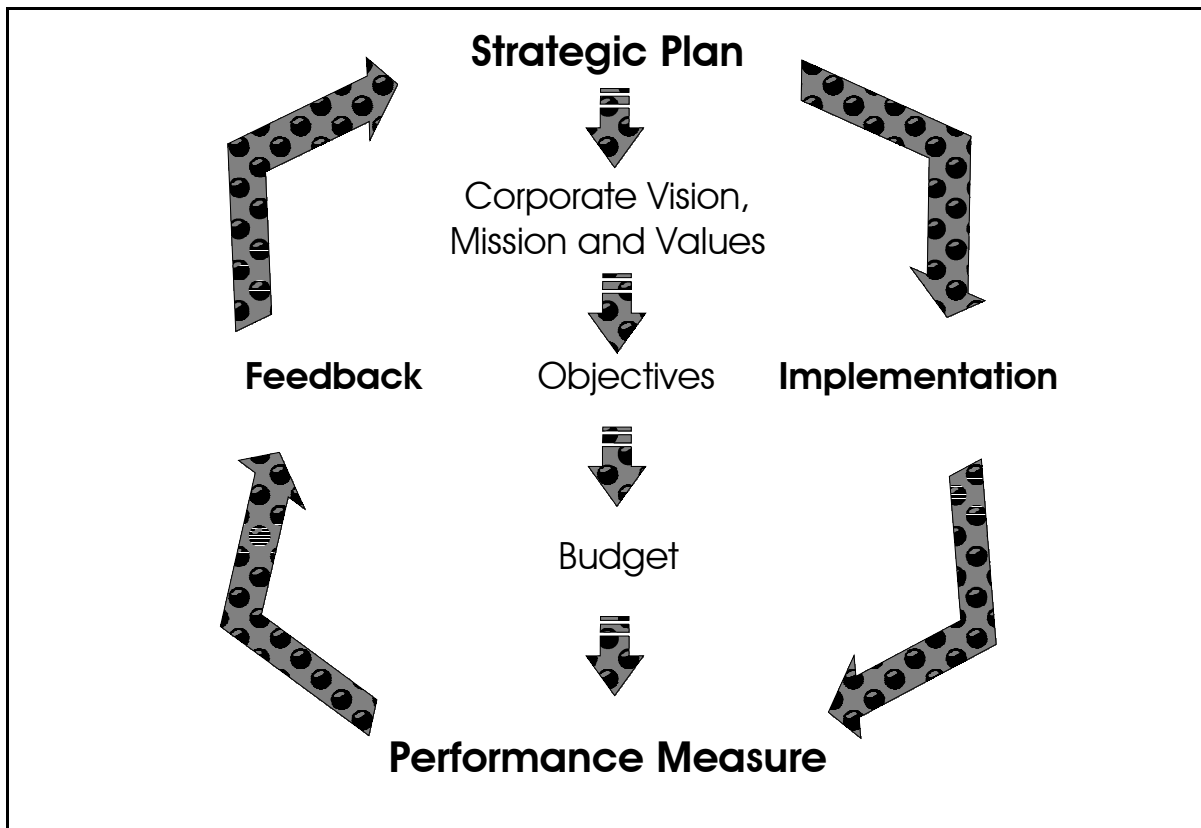


Preface

The Government of the City of Melville is conducted under powers contained in an enactment of the Legislature of the Province of Saskatchewan known as the Cities Act.

The Mayor is the Chief Executive Officer of the City, There is one appointed City Manager and the Council has, by bylaw, delegated, subject to its legislative jurisdiction, administrative powers and duties to the City Manager.

The Corporation is comprised of the Mayor, City Council and several departments, boards and commissions.



Introduction

**This document sets out
our action plan to the year
2010 and beyond.**

To identify and address major issues over the short-term, the City of Melville employs strategic planning. The first step in this process is the development of a vision for the community, a mission statement and a set of corporate values. These are revisited regularly to ensure their relevance in a rapidly changing world.

The Strategic Plan was originally developed by City Council and Administration with input from the

community and employees.

The Strategic Plan is not a detailed blueprint, but a guide for the City of Melville. From these basic building blocks, a set of objectives is established and a five year business plan is developed. Each civic department uses this plan to develop specific actions which they undertake throughout the course of the business plan's time frame.

Using this plan as a guide, the City will be able to set a course to ensure the community grows and prospers to 2010 and beyond.

The Strategic Plan will be reviewed in 2008 and 2010.

Our Vision

This vision statement describes our hopes and dreams for our community in the twenty-first century.

Vision Statement:

...Melville will be a City of choice by maintaining a clean, safe and friendly community, with sustained growth through citizen involvement and employee dedication...

Our Vision Includes:

- an enhanced quality of life;
- a vibrant economy;
- promotion of a united community;
- planned growth; and
- satisfying our citizens needs

Our Mission

Our mission statement describes our key success factors, who we serve and what services we provide.

...Melville, a City rich in tradition while embracing the future...

...rich in tradition:

...because Melville has had a long history of growth, prosperity and association with the railroad, sports, education since its celebrated beginning in 1908. We are proud of our history and intend to exhibit the same spirit of our past that will lead us into the future.

...embracing the future:

...because we intend to take a proactive approach by anticipating the types of services that will help us to attract and retain new citizens and businesses to our thriving community. We will not depart from our mission; however we will continue to search for opportunities that will further enhance our core competencies. We will focus our time, energy, attention and investment on achieving our long-term goals of sustainable growth and diversity.

Our Core Values

These Values are the basic principles and beliefs of the City of Melville. They govern the way we make our decisions and carry out our actions.

In order to achieve our vision, we commit ourselves to:

- Satisfying our citizens' needs;
- Conducting our business with integrity, ethics and professionalism;
- Focusing on finding solutions to our citizens' problems;
- Open communication; and
- providing our employees with a work environment that is safe, challenging and a venue for personal development and growth.

Objectives

The 10 objectives for the City of Melville that will move our organization from present day to our vision for the future.

Objectives:

1. Communication Page 8
2. Marketing Pages 9 to 11
3. Land Development Page 12
4. Tourism Pages 13 to 14
5. Business Development Page 15
6. Community Development Page 16
7. Economic Development Page 17
8. Water (Future Development) Page 18
9. Infrastructure and Waste Water Pages 19 to 20
10. Parks and Recreation Page 21
11. Emergency Fire and Rescue Pages 22 to 23

Objective ~ Communication

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Check into the cost of a sound system for Council Chambers so that meetings can be televised once again.	Administration	Oct. - 2006
	Status:		
2.	Continued usage of the media, including the Melville Advance and the Radio.	All Departments	Ongoing
	Status:		
3.	Continue to implement on-line information and services. <ul style="list-style-type: none"> ■ Increasing the amount of information on the City website and on the City's interactive map. Continue to develop a user friendly website with easy access to information. ■ Explore the option of implementing an interactive website that would allow our customers to pay for utilities, fines, taxes, licenses and permits on-line. 	Administration - Website Public works - City Map Administration	Ongoing Ongoing Oct. - 2007
	Status:		

Objective ~ Marketing

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	<p>In an attempt to increase our population, promote Melville by advertising in newspapers and magazines outside of our City and our Province, emphasizing our assets both Provincially and Nationally including:</p> <ul style="list-style-type: none"> ■ great place to raise a family and/or retire; ■ affordability; ■ safety; ■ schools; ■ hospital and health care facilities; ■ parks and leisure services; ■ facilities; ■ history and culture; ■ City services; and ■ location is close to larger centers. 	Administration, Economic Development & Tourism	
	<p><u>Action Items:</u> (1) Research the costs of advertising in newspapers and magazines outside of the City and Province. (2) Determine which papers/magazines we would like to advertise within and how much the City would like to spend on these advertisements (3) Place the advertisements</p>	<p>Administration</p> <p>Council</p> <p>Administration, Tourism</p>	<p>Jan. - 2007</p> <p>Feb - 2007</p> <p>Throughout the year of 2007</p>
	Status:		

Objective ~ Marketing

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
2.	Continue to try and attract a developer to build condos and/or a senior living facility and then develop an aggressive marketing campaign to advertise these facilities.	Economic Development	Ongoing
	Status:		
3.	Explore the possibility of hiring a Marketing Consultant including estimated costs and report back findings to Council.	Administration	Nov. - 2006
	Status:		
4.	Check into the costs involved in running a television commercial on different networks across the Province and Canada.	Administration	Aug. - 2007
	Status:		
5.	Develop an eye catching and inviting brochure or booklet to promote our City.	Tourism & Economic Development	Feb. - 2007
	Status:		
6.	Develop a promotional package to attract businesses to the City.	Administration & Economic Development	Aug. -2007
	Status:		

Objective ~ Marketing

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
7.	Update the kiosks at the entrances of the City with easy to read maps and explore the option of purchasing map place mats to keep at the Tourism Information Center and at local businesses so that directions can be written out and given to visitors.	Tourism & Parks, Recreation and Leisure Services	Feb. - 2007
	Action Items: (1) Obtain cost estimates prior to the 2007 budget.	Tourism & Parks, Recreation and Leisure Services	Feb.- 2007
	Status:		
8.	Purchase a new display booth and projector screen for use at trade shows to promote the City and attractions.	Administration & Economic Development	Feb. - 2007
	Action Items: (1) Obtain costs for these items.	Administration	Jan. - 2007
	Status:		
9.	Explore the possibility of purchasing a video display for above the entrance to the City and sell advertising on the display.	Administration	Feb. - 2007
	Action Items: (1) Contact the City of Lloydminster to determine the cost of their display.	Administration	Jan. - 2007
	Status:		

Objective ~ Land Development

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Continue to promote vacant lots on the City website and in the newspapers including newspapers, magazines, etc. outside of our City.	Administration & Economic Development	Ongoing
	Status:		
2.	Add a section to the City website to promote the newest residential area of our city, Park Boulevard, including photos and a write up on the benefits of the area (i.e. proximity to the Regional Park, etc.)	Administration	Sept. - 2006
	Status:		
3.	Develop a Basic Planning Statement.	Administration & Public Works	Dec. - 2007
	Action Items: (1) Cost estimate for budget (2) Research, Public Hearing and Completion	Administration Administration & Public Works	Feb. - 2007 Dec. - 2007
	Status:		

Objective ~ Tourism

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Open the Visitor Information Center year round.	Tourism Board & Administration	Ongoing
	Status:		
2.	Repair and maintenance to the Railway Museum, steam engine, railcars and tourism caboose.	Public Works, Tourism Board & Parks and recreation	May - 2007
	Action Items: (1) Cost estimates	Public Works, Recreation & Administration	Dec. - 2006
	Status:		
3.	Update the kiosks at the entrances of the City and purchase or make additional signage for the Tourism Information Center and the Railway Museum.	Tourism Board	May - 2007
	Action items: (1) Cost estimates (2) Purchase of signs and installation	Tourism Board Tourism & Public Works	Feb. - 2007 May - 2007
	Status:		
4.	Promotion of the City facilities and tourism attractions.	Tourism Board & Administration	Ongoing
	Status:		

Objective ~ Tourism

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
5.	Encourage the establishment of a Western Canadian Hockey Hall of Fame within the City.	Administration, Tourism Board & Council	Ongoing
	Status:		
6.	Development of a 5 year Tourism Plan and priority list of action items.	Tourism Board	Feb. - 2007
	Status:		

Objective ~ Business Development

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Explore the possibility of meeting on a quarterly basis with the Chamber of Commerce to discuss issues of mutual concern.	Administration & Council	Ongoing
	Status:		
2.	Develop a policy for meeting with, enticing and encouraging prospective businesses to establish within our City and area.	Council & Administration	Jan. - 2007
	Status:		
3.	Continue to promote our existing tax incentives, both residential and commercial and explore the possibility of changing our tax incentives in order to aggressively promote our City including the development of a plan to attract land developers.	Economic Development, Administration & Council	Jan. - 2007
	Status:		
4.	Promotion of the downtown area.	Tourism Board, Economic Development & administration	Ongoing
	Status:		

Objective ~ Community Development

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Construction of a new recreation facility.	Parks and Recreation, Recreation Board, Council	Year 2012
	Action Items: (1) Commencement of Fundraising. (2) Development of a preliminary design and cost estimate. (3) Financial Plan for payment. (4) Construction	Parks and Recreation, Recreation Board, Council	Nov. - 2006 Feb. - 2008 Feb. - 2008 Year 2012
	Status:		
2.	Begin a financial plan to replace the existing deteriorating outdoor swimming pool.	Parks and Recreation & Administration	Feb. - 2008
	Status:		
3.	Purchase the old school board office and use the building as an incentive to attract a new business or industry to locate within Melville.	Administration	Ongoing
	Status:		
4.	Continue to maintain the existing parks, including replacement of existing playground equipment, benches and tables.	Parks and Recreation & Public Works	Ongoing

Objective ~ Economic Development

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Retain our membership with South Parkland Regional Economic Development Authority to ensure that the City of Melville has an Economic Development Officer.	Administration & Council	Ongoing
	Status:		
2.	Actively seek out and encourage businesses and industries to locate within the City or close proximity.	Administration, Council & Economic Development	Ongoing
	Status:		

Objective ~ Water (Future Development)

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Eliminate the use of surface water due to the deterioration of the surface water supply.	Water Department	Year 2009
	Status:		
2.	Development of a short and long term plan for the expansion of the water treatment plant, wells and pipelines.	Water Department & Council	Sept. - 2006
	Action Items: (1) Approval and/or modification of the Water Development Plan as drafted and submitted to Council.	Water Department & Council	Sept. - 2006
	Status:		

Objective ~

Infrastructure and Waste Water

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Research alternative methods to prevent leeching at the landfill.	Public Works	May - 2007
	Status:		
2.	Continue upgrading and paving of streets	Public Works	Ongoing
	Action Items: (1) Cemetery Road	Public Works	June 2010
	Status:		
	(2) Prince William Drive	Public Works	June 2008
	Status:		
	(3) 7 th Avenue to Agri Park Road	Public Works	June 2008
5.	Development of a pavement/water & sewer/sidewalk renewal program for the City.	Public Works	Dec. - 2007
	Status:		
6.	Restoration of the exterior of City Hall in time for the City's Centennial.	Public Works & Administration	
	Action Items: (1) Retrieve estimates and submit heritage grant application. (2) Completion of the work for restoration	Administration & Public Works	Aug. - 2006 Dec. - 2007

Objective ~

Infrastructure and Waste Water

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
7.	Explore the costs and work involved in the construction of a pedestrian underpass from 9 th Avenue to Heritage Drive.	Public Works	Feb. - 2008
	Status:		
8.	New sewage pumping station #2 plus force main replacement and Municipal Rural Infrastructure Fund (MRIF) Grant Application.	Administration Public Works	
	Action Items: (1) Complete MRIF Application for funding	Administration	Sept - 2006
	Status:		
	(2) Complete installation of new sewage pumping station #2 and force main replacement.	Public Works	Nov. - 2008

Objective ~ Parks and Recreation

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	Keep lines of communication open between the City and all facility user groups.	Parks and Recreation, Administration & Council	Ongoing
	Status:		
2.	Fundraising for the construction of a new recreation facility by the year 2012 as per the recommendations of the Recreation, Culture and Leisure Services Advisory Board.	Parks and Recreation	Feb. - 2008
	Status:		
3.	Continue to maintain parks and ensure that amounts are budgeted for the maintenance and replacement of playground equipment, benches and tables.	Parks and Recreation	Ongoing
	Status:		

Objective ~ Emergency Fire & Rescue

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
1.	To maintain and insure an active, sustainable, modern and up to date fire and rescue service within the City of Melville and District Fire Protection area.	Fire Department	Ongoing
	Status:		
2.	Continue to build, upgrade and maintain all safety equipment to modern standards.	Fire Department	Ongoing
	Status:		
3.	Build a partnership with Parkland Regional College to work together towards the establishment and promotion of the only certified fire training school in Saskatchewan within the City of Melville.	Fire Department	Mar. - 2007
	Status:		
4.	Expansion of the Fire Hall	Fire Department	Oct. - 2008
	Status:		
5.	Partner with all partners within the Melville and District Fire Protection area for the purchase of a new fire truck to replace the rural 1984 pumper.	Fire Department	May- 2009
	Status:		
6.	Investigate the possibility of a full time Deputy Fire Chief	Fire Department	Year 2010
	Status:		

Objective ~ Emergency Fire & Rescue

Initiatives 2006 to 2010

	Objective	Department(s) Responsible	Target Date(s)
7.	Certify all Melville Fire and Rescue personnel to the I.F.S.T.A standard.	Fire Department	Year 2011
	Status:		
8.	Obtain cost estimates to replace Pumper #1.	Fire Department	Year 2016