



June 12, 2012

Town of Maple Creek
Strategic Plan
2012 - 2014



Table of Contents

Executive Summary	3
Message from the Mayor.....	4
Message from the Town Administrator.....	5
Community Profile.....	6
Strategic Planning Process.....	7
Strategy Map 2012 – 2014.....	10
Strategic Themes and Planned Actions.....	10



EXECUTIVE SUMMARY

Beginning in 2011, the Town of Maple Creek Council and the Senior Management Team participated in a planning process to create a Strategic Plan for the municipality. Together, the Town of Maple Creek Council and the Senior Management Team were committed and dedicated to create a strategic plan for three main reasons:

1. To help make overwhelming issues more manageable;
2. To enable the municipal government to become more proactive; and
3. To plan for the future.

The starting point for this strategic planning process was the recently completed, Official Community Plan, a 2009 community-build document.

Official Community Plan

In 2009, the Town of Maple Creek's municipal vision, and municipal goals were adopted by Council. Sections 29 & 30 of the *Planning and Development Act 2007* require a municipality to prepare and adopt an Official Community Plan. The Official Community Plan for the Town of Maple Creek is intended to serve as a framework for community development and a reference to help the Town and the community to work together to make decisions on planning and land use management. The OCP is a community-built document. It was created with input from Steering Committee meetings, Open Houses, questionnaires and key informant interviews from organizations, government agencies and non-profit groups.

Strategic Plan

Guided by the Official Community Plan, the Town of Maple Creek Council and the Senior Management Team completed the Strategic Plan 2012-2014. In summary,

- The Official Community Plan is where the community wants to be, and
- The Strategic Plan is how the community is going to get there....It is the "Roadmap" to achieving the Vision.

The Strategic Plan 2012 – 2014 is a living document. This means that it will respond to changes and adjust as needed. For more information about the Town of Maple Creek, please visit www.maplecreek.ca



MESSAGE FROM THE MAYOR

In 2011, the Town of Maple Creek Town Council and Administration decided to undertake a Strategic Planning process which would enable us to have a long term plan for the future. With the Official Community Plan already in place, this set out the basis for the Strategic Plan. There was a lot of dedicated effort put into the plan after which was developed a Business or Operating Plan. This process ensures we have a "road map" for the future that can be used by all Town Employees and Councils in the future. Involvement by all for the development and future development of ongoing plans will be an annual process.

Having a solid plan again gives the community more stability for existing businesses wanting to expand or for new economic development that may come to our community. Council and Administration feels it is imperative to have a plan that is solid and transparent to show good Governance of our local tax dollars collected.

Maple Creek is a wonderful place to be, we are the HUB of the SW with a productive and successful rural area surrounding us. With good attitude and partnerships we can get better. Sustainability in Rural areas/regions is hard to maintain. Here in Maple Creek we know we can do it.

Barry Rudd, Mayor of Maple Creek



MESSAGE FROM THE TOWN ADMINISTRATOR

Maple Creek is truly a great place to call home. It is ideally located and full of tremendous opportunities for a bright future. It is the hub of the Southwest. With these opportunities, however, there come some very big challenges that must be addressed.

As an example, renewal of our town's aging and deteriorating infrastructure is one of the most significant challenges facing Maple Creek and every other community, large and small, in the province. Tackling this daunting situation with limited budgets will require creativity, new and innovative solutions and, of course, a carefully thought out strategic approach. Some of the needed projects will take years to prepare for and undertake. As such, continuing to move forward with planning and budgeting on a year-to-year "ad hoc" sort of basis is no longer sufficient if Maple Creek is to grow and evolve to reach its obvious potential.

In order to address this challenge and others, Town Council and Management embarked on a strategic planning initiative in late 2011 in order to develop a framework for how to move forward proactively. The strategic plan that is outlined on the pages that follow in this document draws on the community-lead direction established in the Town's Official Community Plan to identify the areas of priority and to begin to meet these challenges in a measured and sustainable way.

Mark D. Caswell
Administrator



COMMUNITY PROFILE

The Town of Maple Creek is the hub of the southwest.

Ideally positioned along the Trans-Canada Highway & the CPR mainline; this community of 2,500 is centrally located an equal distance between the major urban centres of Saskatoon, Regina, Calgary & Great Falls; and an hour from the regional centres of Medicine Hat and Swift Current. This convenient proximity offers the community ready access to major shipping corridors, as well as ready access to connector flights to international airports.

A number of industries use Maple Creek as an important service centre, including; ranching, farming, oil & gas and tourism. Located within Tourism Saskatchewan's recently designated Cypress Hills Destination Area, tourism returns are a significant aspect of the community's commercial sector.

Maple Creek offers its diverse population the less complicated lifestyle of a smaller community, while providing all the cultural and recreational amenities one would expect of a regional centre.

Culturally vibrant, the community of Maple Creek boasts numerous annual festivals and cultural events. The community is proud of its rich heritage, which is evident in its two museums, downtown Heritage District and numerous rodeos.

A long standing cooperative relationship with Nekaneet First Nation, as well as opportunities for new immigrants; rounds out the multi-cultural face of the community.

Modern infrastructure amenities such as recently upgraded educational facilities (K-12), a new regional integrated health care facility, a satellite campus of the regional college, and new water treatment plant; all contribute to the development and well-being for those who visit, live and do business in Maple Creek.

Various community facilities ensure that recreation & leisure opportunities abound, including; walking trails, parks, skating & curling rinks, swimming pool, golf course, spray-park, seniors' centre and more.

Maple Creek is a "shovel-ready" community that currently has residential, commercial & light-industrial lots available.

Maple Creek is a great place to visit, to live and to do business!

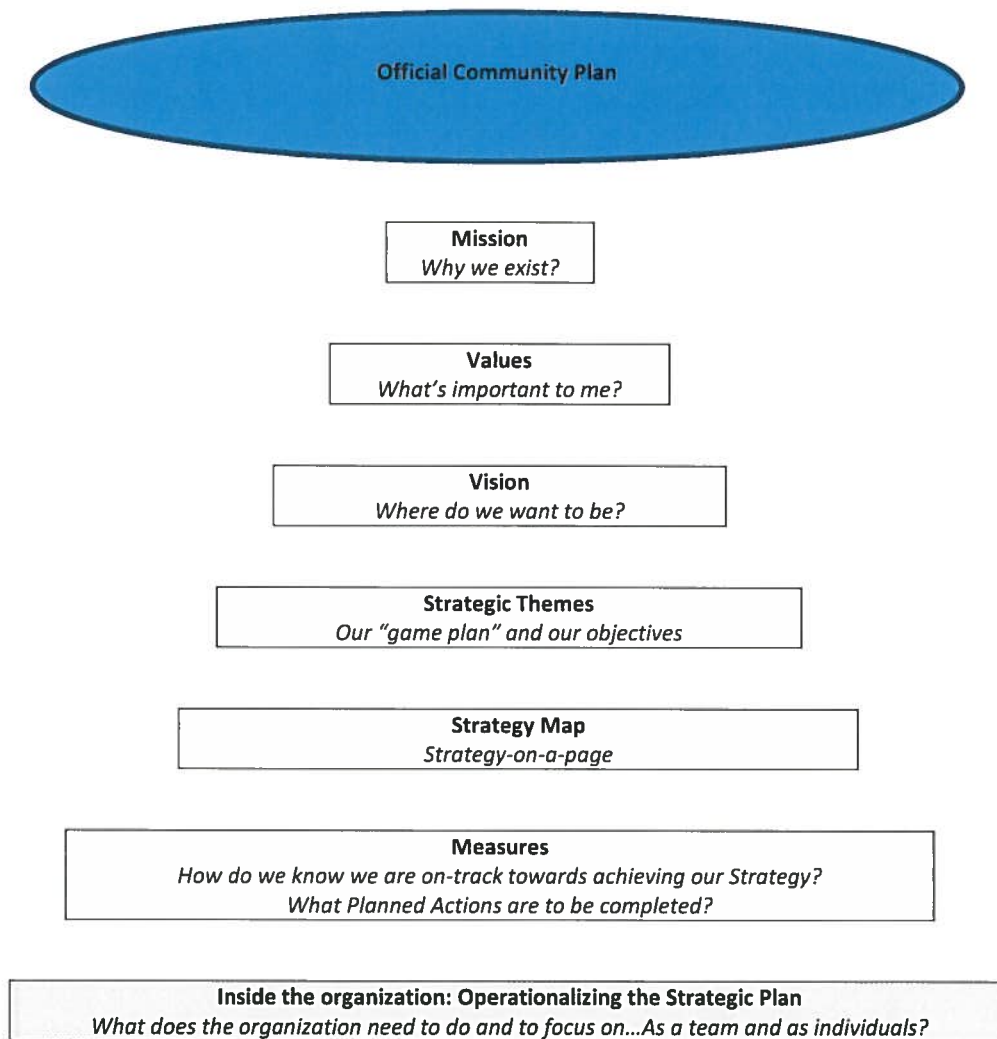
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STRATEGIC PLANNING PROCESS

Strategic Planning Framework

The Town of Maple Creek Council and the Senior Management Team used the following leading practice framework to create the Strategic Plan 2012 – 2014. The Strategic Plan 2012 – 2014 is designed to cascade into the organization, or in other words, guide the work to be focused inside the organization; This Strategic Plan 2012 – 2014 document includes the results of the planning process up to that point:





The Town of Maple Creek Council and Senior Management reaffirmed the municipal Vision and core values as presented in the Official Community Plan, analyzed and created a new Mission statement, and enhanced the Vision to provide a long term time strategic direction for the Town of Maple Creek.

Mission Statement

A mission statement is important because it clearly articulates what the organization does and why it exists. During the strategic planning process, the Town Council and Senior Management Team validated the core values within the OCP municipal vision and established a mission statement to guide the operations of the municipal government administration:

Mission

The Town of Maple Creek provides efficient and effective service through partnership, innovation and fiscal responsibility, laying the foundation for a future of prosperity and sustainable growth.

Vision Statement

As stated in the OCP (page 3), a key element in the preparation of the Town of Maple Creek's Official Community Plan is partnerships with community members and civic leaders to develop a vision statement that portrays the community's distinct characteristics and shared aspirations. The municipal vision truly is a shared vision among many partners such as the health district, the RCMP, churches, businesses, education, recreation, cultural organizations, the Tourism Committee, and the Town Council. The values of the people of Maple Creek are articulated in the new vision statement and the Official Community Plan's municipal vision:

Vision

Maple Creek is the hub of the Southwest

The Town of Maple Creek's vision is to provide a safe and relaxed place in which to live, work and play. Residents desire an attractive, prosperous, diverse, and sustainable community which is culturally and socially-fulfilling for its residents.

The people of Maple Creek are fond of their community. They like its size, its friendly streets, colourful citizenry, history and its small town atmosphere. Maple Creek is a good place for families, children, seniors, and others who appreciate a softer and less complicated life-style. The citizens of Maple Creek aspire to achieve a diverse community that:

- *Maintains its unique "small-town" characteristics and preserves its heritage;*
- *Achieves sustainable and environmentally friendly economic growth;*
- *Develops and maintains quality parks, recreation and community services for its residents;*
- *Protects its natural environment;*
- *Works in partnership with other community stakeholders*
- *Further its unique identity, focusing on greenery and cultural assets to attract new businesses, tourists and residents;*
- *Is the "hub" of opportunity.*



Gap Analysis: Current state to Future state

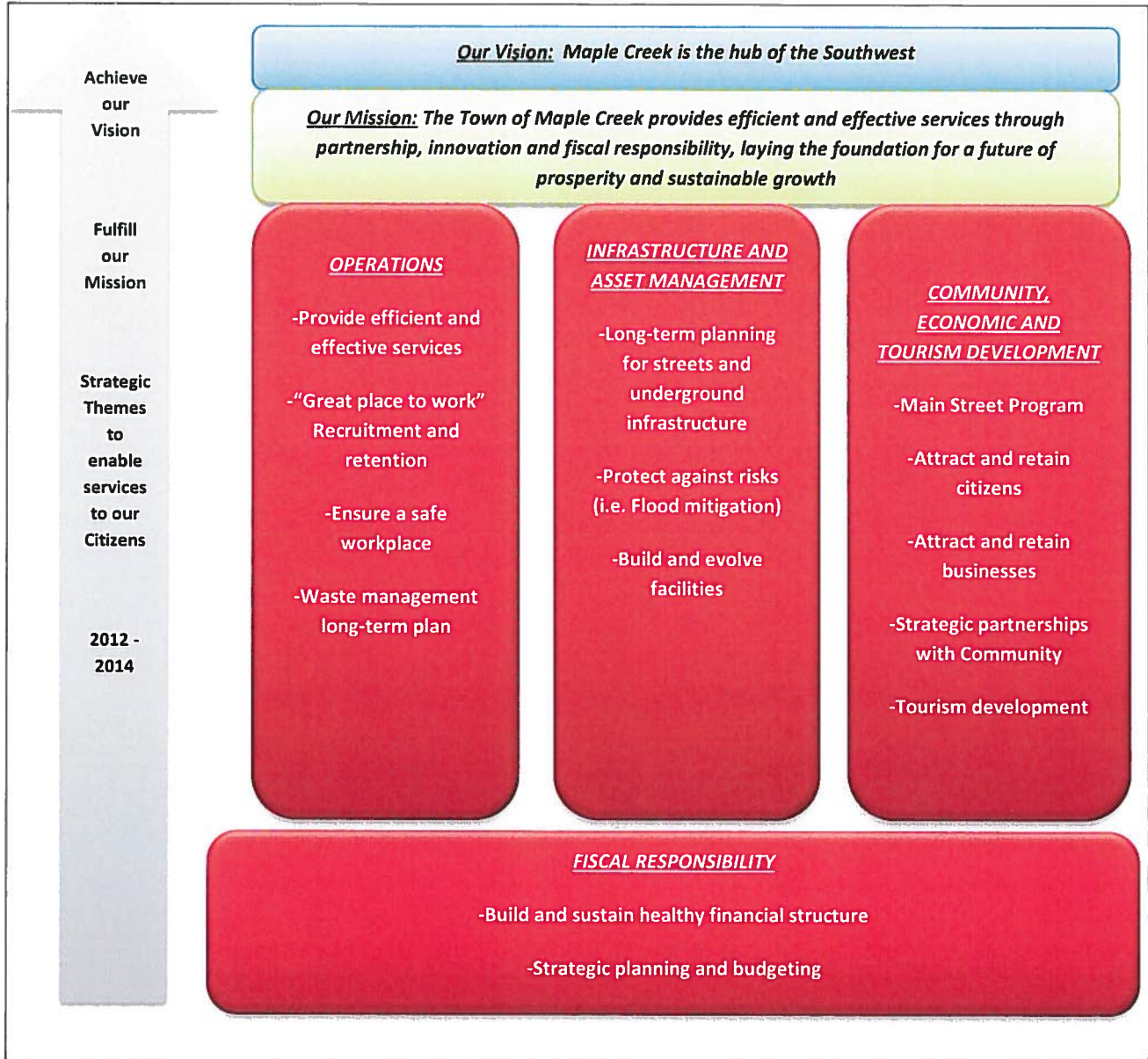
There is a gap between the Town of Maple Creek’s current state and its future state (Vision) that the strategic plan will address. It is very helpful to understand the Town’s strengths, weaknesses, opportunities and threats (SWOT) so that the strategic plan is designed to answer: *What do we need to do in order to move closer to achieving our Vision? What do we need to address in order to move closer to achieving our Vision?*

SWOT Analysis

<u>S</u> trengths	<u>W</u> eaknesses
<p data-bbox="183 737 691 842"><i>Internal attributes that are helpful to achieving Vision; Existing strengths of the organization</i></p> <ul data-bbox="233 884 732 1129" style="list-style-type: none"> • Our people: Staff, council, community groups, businesses • Leadership • A “shovel-ready” community sharing the work and investment • As the local government, we are seen as “a partner” 	<p data-bbox="776 737 1360 804"><i>Internal attributes that are harmful to achieving Vision; Existing weaknesses of the organization</i></p> <ul data-bbox="826 884 1395 1020" style="list-style-type: none"> • A lack of infrastructure long-term planning • A need to create a clear understanding among citizens of the true cost of municipal service delivery
<u>O</u> pportunities	<u>T</u> hreats
<p data-bbox="183 1245 748 1312"><i>External attributes helpful to achieving Vision; Emerging opportunities for the organization</i></p> <ul data-bbox="233 1354 748 1528" style="list-style-type: none"> • Diversity of industries to leverage • Tourism and Main Street Program Pilot • Attract a balance of demographic groups and meet their needs: From young professionals to retirees 	<p data-bbox="776 1245 1386 1312"><i>External attributes that are harmful to achieving Vision; Worrisome threats facing the organization</i></p> <ul data-bbox="826 1354 1411 1598" style="list-style-type: none"> • Economic changes are unpredictable, therefore, we need to be ready and maintain momentum and stability in times of slower economic growth • Relying on traditional or only a few industries would be a threat, therefore, need to diversify



Strategy Map 2012 – 2014



Strategic Themes and Planned Actions

The four Strategic Themes have Planned Actions to guide the focus 2012 – 2014.



Strategic Theme: Operations

Critical outcome:

The Town of Maple Creek provides effective and efficient services. Services are organized into the departments of General Government, Protective Services and Environmental Services.

3-year Objectives	Planned Actions		
	2012	2013	2014
1. Provide effective and efficient services	Review of Services Offered: -Begin a review	Review of Services Offered: -Consult with Council on the review findings -Create Service Standards -Communicate with citizens	Review of Services Offered: -Implement Service Standards -Ongoing monitoring and evaluating
2. "Great place to work" Recruitment and retention strategies	Ongoing focus: -Professional development -Succession planning -Corporate knowledge management	Ongoing focus: -Professional development -Succession planning -Corporate knowledge management	Ongoing focus: -Professional development -Succession planning -Corporate knowledge management
3. Ensure a safe workplace	Earn Safety Certification and provide Safety Training	Earn Safety Certification and provide Safety Training	Occupational Health and Safety Audit
4. Waste management long term plan	Long-term planning	Implementation planning	Implementation planning

Strategic Theme: Fiscal Responsibility

Critical outcome:

The Town of Maple Creek is fiscally responsible throughout all economic cycles in the provision of services to citizens: *Fiscally appropriate decision-making ("Spending money wisely") with long-term financial planning.*

3-year Objectives	Planned Actions		
	2012	2013	2014
1. Build and sustain healthy financial structure	Strategic allocation of budget for specific future capital projects and maintenance of general reserve	Strategic allocation of budget for specific future capital projects and maintenance of general reserve	Strategic allocation of budget for specific future capital projects and maintenance of general reserve
2. Strategic planning and budgeting	Strategic planning and budgeting Exploring additional funding sources and partnership opportunities	Strategic planning and budgeting Exploring additional funding sources and partnership opportunities	Prepare: Strategic Plan 2015 – 2017 Exploring additional funding sources and partnership opportunities



Strategic Theme: Infrastructure and Asset Management

Critical outcome:

The Town of Maple Creek has long-term infrastructure and asset management planning in place so that informed decisions can be made for life cycle maintenance and protection against risks.

3-year Objectives	Planned Actions		
	2012	2013	2014
1. Long-term planning for streets and underground infrastructure	Street and underground infrastructure: -Condition documentation -Consultant's report to create a long-term plan	Street and underground infrastructure: -Create street monitor plan -Begin implementation recommendations	Street and underground infrastructure: -Ongoing monitor and implementation (15-year plan) -\$1M repaving per street
2. Protect against risks (i.e. Flood mitigation)	Flood mitigation: -Develop plans -Significant budget implications Ongoing equipment maintenance and replacement Regional Emergency Measures/Public Safety assessment initiated by Southwest Public Safety Region Inc.	Flood mitigation: -Implement and complete -Significant budget implications Ongoing equipment maintenance and replacement North Lift Station: Rehabilitate	Flood mitigation: -Complete -Significant budget implications Ongoing equipment maintenance and replacement West Lift Station: Replacement Investigate an increase to reservoir capacity \$1M
3. Build and evolve facilities	Maintain buildings and monitoring plans: Recycling annex, Cemetery, Rink, Pool, Parks, Old Shop/New Shop, Highways building Armoury Rehabilitation Plan: Conduct a review New Fire Hall: Conduct review	Maintain buildings and monitoring plans: Recycling annex, Cemetery, Rink, Pool, Parks, Old Shop/New Shop, Highways building Armoury Rehabilitation Plan: Draft recommendations and initiate implementation New Fire Hall: Planning	Maintain buildings and monitoring plans: Recycling annex, Cemetery, Rink, Pool, Parks, Old Shop/New Shop Highways building, Armoury Rehabilitation Plan: Implementation New Fire Hall: Planning for implementation



Strategic Theme: Community, Economic and Tourism Development

Critical outcome: The Town of Maple Creek has an attractive community with a thriving economic development and tourism sectors. The services are organized into the departments of Planning and Development, and Recreation and Culture.

3-year Objectives	Planned Actions		
	2012	2013	2014
1. Main Street Program	Follow the 4-point approach: -Community organization -Economic restructuring: Planning -Heritage design/conservation -Promotions	Follow the 4-point approach: -Community organization -Economic restructuring: Planning -Heritage design/conservation -Promotions	Follow the 4-point approach: -Community organization -Economic restructuring: Planning -Heritage design/conservation -Promotions
2. Attract and retain citizens	Increase cultural activity and its prominence and enhance quality of life by increase opportunity for people to participate in cultural activity that is sustainable	Increase cultural activity and its prominence and enhance quality of life by increase opportunity for people to participate in cultural activity that is sustainable	Increase cultural activity and its prominence and enhance quality of life by increase opportunity for people to participate in cultural activity that is sustainable
3. Attract and retain businesses	Develop a business retention and expansion strategy	Develop an economic development strategy	Implementation
4. Strategic partnerships with Community	Partnerships: -Communities in Bloom -Main Street Program Committee -Metis Cultural Centre -Nekaneet First Nation -Museum & cultural groups -Chamber of Commerce -Tourism Maple Creek -Sports & recreation groups -RMs & Hutterite colonies Be open to new partnerships	Partnerships: -Communities in Bloom -Main Street Program Committee -Metis Cultural Centre -Nekaneet First Nation -Museum & cultural groups -Chamber of Commerce -Tourism Maple Creek -Sports & recreation groups -RMs & Hutterite colonies Be open to new partnerships	Partnerships: -Communities in Bloom -Main Street Program Committee -Metis Cultural Centre -Nekaneet First Nation -Museum & cultural groups -Chamber of Commerce -Tourism Maple Creek -Sports & recreation groups -RMs & Hutterite colonies Be open to new partnerships
5. Tourism development	Tourism development strategies: -Website enhancements -Sign corridor/gateway signage -Marketing plan -Visitor Centre Operations -Collaborate at the regional level for the Cypress Hills Destination Area Plan Implementation	Tourism development strategies: -Website enhancements -Sign corridor/gateway signage -Marketing -Visitor Centre Operations -Collaborate at the regional level for the Cypress Hills Destination Area Plan Implementation	Tourism development strategies: -Website enhancements -Sign corridor/gateway signage -Marketing -Visitor Centre Operations -Collaborate at the regional level for the Cypress Hills Destination Area Plan Implementation