

Strategic Plan

November 2011

VISION

A dynamic community built on the strength and diversity of its people where we live, work and play.

MISSION

To provide committed leadership that promotes a healthy vibrant economy and environment.

CORE VALUES

- ❖ **Balance:** the weighing of future needs with affordability, environmental sustainability, risks and recognition of the past
- ❖ **Fairness and Equity:** decisions that are impartial and with consideration for the needs of all individuals
- ❖ **Consistency:** messaging and decisions reflect strategy and provide the City with stability and reliability for citizens, companies and investors
- ❖ **Transparency and Accountability:** clear and concise communication of issues and decisions
- ❖ **Outward Looking:** engagement and empowerment of citizens and corporate driven solutions and partnerships that help/assist to guide and shape community
- ❖ **Valuing Administration:** empowerment of Administration with the recognition that they are valued

PRIORITIES

Branding & Marketing

North Battleford requires strong and proactive branding and marketing to encourage a positive image among residents and outside stakeholders. A sustained and polished approach will require use of internal and external media expertise and mechanisms.

Downtown Development

As noted by resident surveys and merchant interviews, North Battleford's downtown requires attraction of new business (niche, services, government, professionals and entertainment), residents and a positive change in the environment with an emphasis on cleanliness, safety and events programming.

Managing Growth

The North Battleford economy is booming. Rapid growth in residential population labour (short-term and permanent) and industry has stretched infrastructure and budgets. Balancing growth and current needs against costs, risks, and environmental sustainability will be a major challenge for the City.

Partnerships & Communication

The City can achieve more with effective and committed partners and open and consistent communication. Partners include but are not limited to Tribal Councils, Education organizations, Chambers of Commerce, Health organizations, corporations/business, rural municipalities, the Town of Battleford, and Provincial & Federal governments.

Business Retention & Attraction

The City is focused on creating a healthy business environment where current businesses can thrive and new businesses are attracted to fill existing gaps. The City will proactively engage in attraction strategies to bring new business in specific industries and in specific location to North Battleford.

Valuing Administration

Administration is experienced, innovative and valued. Council and Administration need to find ways to reinforce this message at all levels. The City of North Battleford will be the best place to work in North Battleford.

INITIATIVES

Branding & Marketing	<ul style="list-style-type: none"> • community brand and slogan (community contest) • build process of engagement with public • strengthen external media relations to share our story • pride in quality services • partnership and community engagement (regional and local marketing) • website and social media • sell yourself/lead by example
Downtown Development	<ul style="list-style-type: none"> • change the environment • incentives and disincentives • alive with activity (festivals/parades/markets) • safe and clean initiatives • beautification • banks retention

Managing Growth	<ul style="list-style-type: none"> • job creation strategy • housing – for all incomes; stages of life • protective services, infrastructure, recreation • health care development (recruitment & retention) • post secondary education programming
Partnerships & Communication	<ul style="list-style-type: none"> • community conference with partners • national leader in growing relationships with First Nations and Metis • communication to local groups and organizations • regular meetings with all partners
Business Retention & Attraction	<ul style="list-style-type: none"> • quality of life factors improvement • regional centre expansion • targeted sector strategies – attraction • business engagement • regulatory concerns (zoning, bylaws, taxation)
Valuing Administration	<ul style="list-style-type: none"> • build morale • process reviews • communication up and down • equality across organization • trust • professional development

NEXT STEPS

This strategic plan is focused, simple and does not prescribe actions plans. It will be the responsibility of Administration to use their expertise and resources to determine the action plan that will match the strategic direction of Council and that will be ultimately approved by Council. Council, too, must prove that they support this plan and first steps in this regard could include posting the Core Values, Vision, Mission and Priorities in Chambers, integrating the priorities into their decision making processes and supporting Administration in the creation of work plans that are directed to the strategy.

CONCLUSION

The City of North Battleford is rapidly evolving. Previous strategic plans focused on declining populations, decaying infrastructure, the negatives of increasing First Nations populations, and a challenging business environment. As 2011 comes to a close, North Battleford is a city of opportunity with an increasing and diverse population, renewing infrastructure, massive capital projects, rising interest in business and residential investment, increased First Nations economic participation, an excited and progressive Council, and an expert and experienced Administration.