

# CITY OF SWIFT CURRENT



## *Business Plan*

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*2007 – 2009*

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**CITY OF SWIFT CURRENT**  
where life makes sense



# Table of Contents

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Introduction. . . . .	1
Overall Framework. . . . .	2
Vision Mission and Values. . . . .	3
Council’s Priorities. . . . .	4
Sustainable Utilities . . . . .	6
Sound Infrastructure. . . . .	7
Community Growth & Development. . . . .	8
Economic Development. . . . .	10
Communication & Community Relations. . . . .	11
Financial Well Being. . . . .	12
Environmental Sensitivity . . . . .	13
Effective Management . . . . .	14



# Introduction

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To identify and address major issues over a three year term, the City of Swift Current employs strategic planning. The first step in this process is the consideration of our vision for the community, a mission statement, and a set of values. These are revisited regularly to ensure their relevance in a rapidly changing world. These basic building blocks, including Council's priorities, were originally developed by City Council and Administration with input from the community. They are reviewed and updated by Council and Administration on a regular basis as planning sessions are held quarterly.

Driven by these core priorities in the Strategic Plan, management's role is to put these priorities into action.

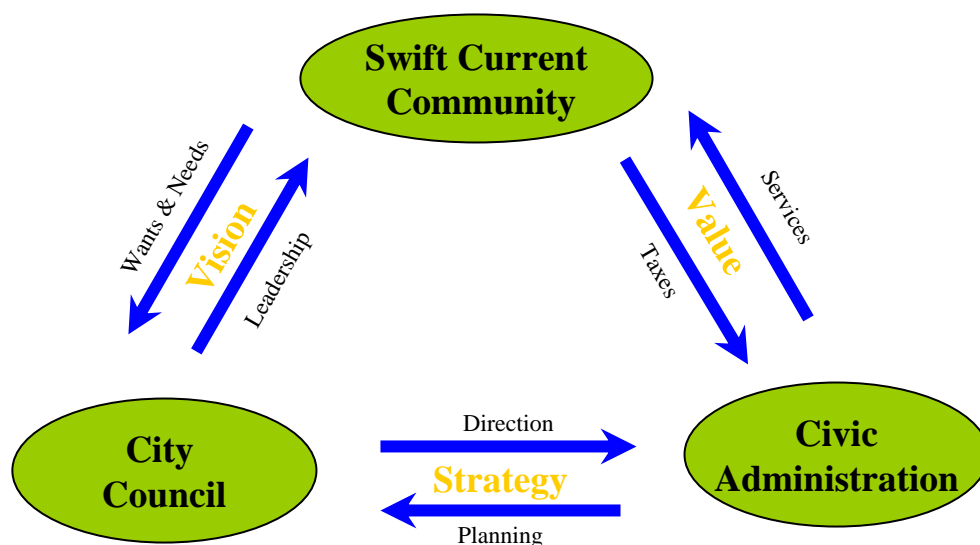
The city's Business Plan briefly outlines the changes Administration will attempt to accomplish in the years 2007, 2008, and 2009. It does not restate normal and ongoing business activities, which will obviously continue. Rather each department will use this plan to develop specific actions which they undertake throughout the course of the business plan's time frame.

This business plan attempts to reflect the changes that are occurring in our community. Our city is growing, which increases demand on our infrastructure, and we must be cognizant of the issues surrounding our core neighbourhoods and downtown. Swift Current is a financially strong municipality, and this strength will be used to benefit all citizens. The first step in this process is the development of a vision for the community, a mission statement, and a set of values.



# Overall Framework

*This framework describes the elements of the management plan, including the cycle of planning, implementation, and improving.*



The Strategic Plan identifies eight key areas that Administration is to focus on as it pursues Council’s Vision and mission. Within each priority, Council has approved specific strategies where progress is expected each year. From these core priorities and strategies, an overall business plan is developed along with departmental business plans. These plans then form the basis of the annual operating and capital budgets. Resources are then allocated from each department to meet the priorities and specific strategies.

There are two key ingredients for making a contribution. A degree of understanding of the subject matter, and a willingness to consider options with an open mind. *source: Gerry Labas*



# Vision, Mission & Values

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## *Our Vision:*

Our vision for Swift Current, is to be a growing vital, thriving city, the choice location in Saskatchewan in which to live, work, invest and play.

This is predicated on building upon the eight pillars associated with the city's brand.

- Accessibility
- Affordability
- Culture
- Education
- Environment
- Health
- Recreation
- Security

## *Our Mission:*

Our Corporation the City of Swift Current exists to provide cost effective, high quality municipal services consistent with our vision.

## *Our Values:*

- Integrity
- Accountability
- Well being of residents
- Continuous Learning & development
- Cost effectiveness in all we do
- Creativity
- Excellence in customer service
- Empowerment



# Council's Priorities

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*The Business Plan will be driven by eight key priorities. These priorities then have specific action items to direct Administration. At the end of the year progress on these priorities will be reviewed and feedback obtained to provide guidance for the development of the next planning cycle.*

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*The priorities are as follows:*

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- 1. Sustainable Utilities:** Swift Current's favourable cost of living is supported through the ownership of its Electric, Water, Wastewater and Solid Waste Utilities. Council continues to offer attractive utility rates and use the revenues to generate annual dividends to offset requirements for property taxes.
- 2. Sound Infrastructure:** Infrastructure contributes not only to the quality of life for the people living in Swift Current, but it significantly supports the economy as well. Council strives to maintain sound infrastructure through wise expenditure of public funds and solid planning for the future.
- 3. Community Growth & Development:** Council is committed to offering the highest quality environment, services, and amenities necessary to maintain sustained growth. Municipal government creates the environment and infrastructure necessary to continue to allow for continued growth in our population. Council is dedicated to a balanced approach for developing and enhancing the overall well-being of our community

It is Council's desire to ensure residents of this community can: continue to feel safe and have their property protected; enjoy a clean environment and attractive open spaces, participate in a diverse blend of cultural, recreational and leisure activities; avail themselves to organized and accessible modes of transportation; and find appropriate local social support mechanisms when circumstances warrant.

- 4. Economic Development:** Council continues a strong commitment to economic vitality. As municipal government creates the business environment and the infrastructure necessary for prosperity, Council's strategies center around creating a balance approach for economic opportunities and sustained growth. Not only is there a constant effort to attract new business and industry to the City, a priority has been given to retaining our existing businesses as well as working towards making the business climate in Swift Current more alluring for the business expansion to occur.



# Council's Priorities

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*The Business Plan will be driven by eight key priorities. These priorities then have specific action items to direct Administration. At the end of the year progress on these priorities will be reviewed and feedback obtained to provide guidance for the development of the next planning cycle.*

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*The priorities are as follows:*

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5. **Communications & Community Relations:** Swift Current residents are interested in the actions taken by their municipal government to serve the community. They also expect to be informed on emerging issues and critical Council decisions. Regular communication is required and access to relevant information is necessary. City council recognizes the significant role it plays in keeping the community informed, and wants to ensure that it performs its communications role to a high standard. In support of Council, the Administration is required to provide accurate information to the community and to be accessible in answering public inquiries and concerns. A high level of customer service is expected in the areas selected by Council.
6. **Financial Well Being:** Council strives to ensure services provided by the City of Swift current are affordable and well managed.
7. **Environmental Sensitivity:** Council recognizes the key strategic, economic, and social values of a healthy environment and that maintaining its quality represents a community-wide obligation. In this regard, council has focused its strategies on making the City a leader of responsible environmental decisions and actions.
8. **Effective Management:** The City is proud of its diverse and dedicated work force. We understand that excellent service to the community starts with a skilled and motivated staff. City council strives to have the City's organization as *the choice location to work*.



# Sustainable Utilities

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**Strategy:** *Swift Current's favourable cost of living is supported through the ownership of its Electric, Water, Wastewater and Solid Waste Utilities. Council continues to offer attractive utility rates and use the revenues to generate annual dividends to offset requirements for property taxes.*

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1. Ensuring a continuing safe and dependable water supply
2. Maintaining a dependable wastewater disposal system:
  - Complete Water Treatment Plant expansion to ensure capacity meets expected growth and demand.
3. Providing safe reliable and cost effective power to our residents:
  - Complete the 5kv to 25kv conversion.
4. Explore alternative energies for the City.
  - Alternate energy committee.
  - Continue to explore cogeneration opportunities.
5. Ensure high standards in the provision of water and wastewater processes:
  - Construct UV protection.
  - Design and construct membrane filtration.
  - Finish/Implement master plan to meet new water quality standards and to increase plant capacity.
6. Pursue alternate methods of civic service delivery to improve service and reduce cost.
7. Pursue partnership opportunities with other levels of government and other private and public institutions.
8. Continue to pursue the expansion of our Light & Power franchise area.



# Sound Infrastructure

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**Strategy:** *Sound Infrastructure: Infrastructure contributes not only to the quality of life for the people living in Swift Current, but it significantly supports the economy as well. Council strives to maintain sound infrastructure through wise expenditure of public funds and solid planning for the future.*

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1. Maintain and preserve existing physical assets:
  - Encourage infill development.
  - Monitor long term funding requirements to address deterioration of existing assets.
  - Continue to address capital maintenance requirements to meet annual replacement needs.
2. Design and construct new neighbourhood developments.
  - Hospital area
  - Northwest area possible partnership with a developer.
  - Large lots southeast area.
3. Address issues with respect to future growth:
  - New over or under pass for #4 highway
  - Push for proper redevelopment and alignment of the interchange of the #1 and #4 highways.
4. Develop and Maintain infrastructure rehabilitation programs (take care of what we got).
5. Development of target populations parks, for example seniors, persons with disabilities, youth, animal, etc..



# Community Growth & Development

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**Strategy:** Council is committed to offering the highest quality environment, services, and amenities necessary to maintain sustained growth. Municipal government creates the environment and infrastructure necessary to continue to allow for continued growth in our population. Council is dedicated to a balanced approach for developing and enhancing the overall well-being of our community. It is Council's desire to ensure residents of this community can: continue to feel safe and have their property protected; enjoy a clean environment and attractive open spaces, participate in a diverse blend of cultural, recreational and leisure activities; avail themselves to organized and accessible modes of transportation; and find appropriate local social support mechanisms when circumstances warrant.

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1. Improve the safety and security of residents through:
  - Optimizing major emergency and disaster planning and preparedness.
  - Continue to provide basic emergency measures training for identified corporate staff.
  - Optimize major emergency and disaster response planning and awareness education to enhance public safety and security.
2. Promote cultural diversity of our community and support growth through immigration.
3. Work with Federal Government, Province of Saskatchewan and the LARC Committee to encourage expand immigration to the province and the city.
4. Maintain timely, efficient, and effective response of emergency services:
  - Continue to investigate location for and design of new or second fire hall.
  - Development of training ground.
5. Develop a new master plan for Recreation facilities, parks, pathways etc. based on future needs/growth of our community in conjunction with our long term plan.
6. Continue to support initiatives that enhance the artistic and cultural qualities of the city.
7. Take a leadership and advocacy role to ensure comprehensive health care services are available and provided within the community.



# Community Growth & Development

**Strategy:** *Council is committed to offering the highest quality environment, services, and amenities necessary to maintain sustained growth. Municipal government creates the environment and infrastructure necessary to continue to allow for continued growth in our population. Council is dedicated to a balanced approach for developing and enhancing the overall well-being of our community. It is Council's desire to ensure residents of this community can: continue to feel safe and have their property protected; enjoy a clean environment and attractive open spaces, participate in a diverse blend of cultural, recreational and leisure activities; avail themselves to organized and accessible modes of transportation; and find appropriate local social support mechanisms when circumstances warrant.*

8. Cross-cultural training for all employees within the corporation.
9. Continue to develop partnerships with post secondary educational institutions to create opportunities for the delivery of new programs to attract and retain youth and increase our population.
10. Initiate and develop formal annual meetings between City council and File Hills Tribal Council.
11. Ensure growth is consistent with the current development plan for the City
12. Explore seniors housing options which will allow for the retention of existing seniors and the attraction of seniors to the city from outside areas.
13. Continue to work with and support our Regional Communities with a goal of growing the economy and population of the southwest.
  - Develop a regional concept to sustain services such as fire, water etc.
14. Continue to pursue innovative and alternative funding to develop a leisure water park/soccer facility.
15. Continue to provide/ensure that the community has adequate police, EMS, and Fire protection.
  - Potential for joint detachment building reducing costs and providing upgraded facilities.
16. Provide opportunities for Tourism to increase/support people to participate in community events/activities that attract people to visit the City/region.



# Economic Development

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**Strategy:** *Council continues a strong commitment to economic vitality. As municipal government creates the business environment and the infrastructure necessary for prosperity, Council's strategies center around creating a balance approach for economic opportunities and sustained growth. Not only is there a constant effort to attract new business and industry to the City, a priority has been given to retaining our existing businesses as well as working towards making the business climate in Swift Current more alluring for the business expansion to occur.*

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1. Continue development of new subdivision area behind the new regional hospital.
2. Ensure sufficient serviced industrial and commercial land is available.
  - Develop plan for expansion of City boundaries to accommodate 20 to 30 years of expected growth.
3. Continue to offer incentives for both expansion and attraction of existing businesses as well as incentives applicable for new manufacturing or processing businesses willing to locate within the city.
4. Sell land at market price or at a price that allows the city to recover all costs associated with development of the property.
5. Complete a review of economic development policies in the S.C. planning district in cooperation with the R.M. of Swift Current.
6. Complete Highland Area development:
  - Begin installation of underground services.
7. Continue to pursue affordable and or innovative housing initiatives.
8. Continue to encourage infill development through available incentives to encourage downtown housing.
9. Ensure teamwork between all departments continues for all potential developments so that they are satisfied with the level of service and cooperation from City Hall.
10. The city remains in the "land business" since the community relies on the city to have "lot" inventory available during high growth and minimal growth periods.



# Communications and Community Relations

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**Strategy:** *Swift Current residents are interested in the actions taken by their municipal government to serve the community. They also expect to be informed on emerging issues and critical Council decisions. Regular communication is required and access to relevant information is necessary. City council recognizes the significant role it plays in keeping the community informed, and wants to ensure that it performs its communications role to a high standard. In support of Council, the Administration is required to provide accurate information to the community and to be accessible in answering public inquiries and concerns. A high level of customer service is expected in the areas selected by Council.*

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1. Enhancing public access to information.
  - Public
  - Media
  - Outside interests
2. Develop and implement communication strategies emphasizing:
  - Recycling/Waste Diversion
  - Pesticides
  - New landfill
3. Important civic issues requiring public understanding and involvement are widely published.
  - Possible use of townhall meetings when necessary for important issues.
4. Council communicates policy and direction, while civic staff address technical administrative matters in advising the community.
5. Establish and attitude of innovation and improvement that is reflected in the procedures and practices.
6. Develop a marketing strategy for the city.
7. Meet with various boards/community groups as needed to further relations/discussions of possible strategies/benefits (Ag&Ex, schools, chamber, etc.).
8. Investigate web site sign-up for electronic mail outs.



# Financial Well Being

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**Strategy:** *Council strives to ensure services provided by the City of Swift current are affordable and well managed.*

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1. Manage property tax increases:
  - To maintain current levels of service, future property tax increases, fees and charges will use the Consumer Price Index as a benchmark.
2. Investigate the possibility of private/public partnerships for major capital funding sources.
3. Continue to pursue alternate sources of revenue.
4. Provide annual comparisons of the City's tax fee and rate structures.
5. Ensure a plan is in place that addresses our infrastructure needs both growth and replacement and is supportable financially in line with our overall long term plan for the community.
6. Continue to balance the use of debt and equity to ensure that both current and future ratepayers share appropriately in the cost of new infrastructure.
  - Reserve comparisons, is the debt level appropriate?
7. Explore self insurance options with other cities.



# Environmental Sensitivity

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**Strategy:** *Council recognizes the key strategic, economic, and social values of a healthy environment and that maintaining its quality represents a community-wide obligation. In this regard, council has focused its strategies on making the City a leader of responsible environmental decisions and actions.*

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1. Maximize the life of the existing landfill.
2. Continue to expand and enhance the Chinook Pathway System.
3. Develop Waste Management Strategy, adopting environmentally friendly waste disposal programs.
4. Continue use of and enhance environmentally friendly operating practices, with respect to our green spaces and pest control.
5. Establish and promote conservation of our resources
  - Implement policies for water conservation.



# Effective Management

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**Strategy:** *The City is proud of its diverse and dedicated work force. We understand that excellent service to the community starts with a skilled and motivated staff. The city is committed to helping employees achieve their full potential through an open sharing of information and by supporting a variety of training and personal development initiatives. Just as the City strives to create a community in which to live, work, invest, visit and play, City council strives to have the City's organization as **the choice location to work.***

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1. Ensure leadership continuity of all key positions.
  - Encourage career planning and professional development to promote succession planning
2. Continue employee recognition program.
3. Support the health and well-being of employees:
  - Integrate education and awareness of health and safety initiatives within the corporation into the day-to-day activities of departments.
4. Develop a strategy to attract and retain employees:
  - Increase the marketing of our organization to potential employees and strengthen relationships with educational institutions.
  - Identify and implement family friendly workplace strategies.
  - Develop strategies around an aging workforce.
5. Continue with a Corporate Training Plan that meets the current and future job requirements.
6. Develop a human capital plan for presentation in 2008 or earlier.
7. Conduct a confidentiality and Privacy Commission course for people in customer services in the City.



# CITY OF SWIFT CURRENT



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