

## Vision Statement:

City Council adopted a VISION that set an exciting and challenging picture of the kind of community it intends Melville to be:

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

City Council has adopted a tagline for the purpose of promoting the community. The tagline appears on the City logo, and reads:

### "Endless Opportunities".

### Strategies

Based on the Vision – as well as the priorities and issues identified by Council, Administration and stakeholders – Council developed a set of Strategies. These Strategies were developed to be the highest-priority, long-term directions to be pursued, and each Strategy has a set of goals. The Goals:

- Define what is intended by the Strategy; and
- Provide a means for developing activity and measuring progress

#### Strategies:

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## Strategy #1 – Civic Governance

Develop a comprehensive program to enhance and streamline municipal services and operations so the City can be more efficient and effective

Objective	Department(s) Responsible	Target Date(s)
<ol> <li><u>Management Review</u> <ul> <li>Clarify roles and responsibilities and establish fair compensation</li> </ul> </li> </ol>	City Manager will be working with LADR Consulting	Starting early February and expected completion late August
Status: The management team has met with Ms Rusnak, owner of LADR Consulting and each manager will meet with her in early February. The process is as follows: 1. Review and obtain a comprehensive understanding of the current status including the organizational structure and Council Strategic Plan. Out-of-scope job descriptions and		

- organizational structure and Council Strategic Plan. Out-of-scope job descriptions and salary schedule will be reviewed. Managers will meet with Ms Rusnak one-on-one for input to help her understand the current status and challenges, opportunities and threats.
- 2. Review municipal data, organizational structure, job descriptions and salaries for 4-5 municipalities of similar size.
- 3. Develop 2 3 restructuring options with overall goal of improved service with key objectives being to:
  - create a more efficient, effective municipality;
  - improve recognition of human capital, financial resources and technology;
  - remove fragmentation and align similar functions and services to eliminate duplicated redundant or overlapping services;
  - streamline reporting to improve decision making process leading to better and faster decisions and execution to improve the level of municipal services;
  - expedite critical decision making capacity by establishing clear lines of responsibility and authority;

- improve coordination of municipal services/departments value added services;
- unlock potential for better performance and engagement of employee talents;
- ensure restructuring options align with organizational goals aligned with Council's strategic plan, and
- improve communication.
- 4. Focus Group session with Managers and Council.
- 5. Ms Rusnak will compile, input and develop a recommendation for formal approval to Council of a new organizational structure.
- 6. Draft revised job descriptions aligned to new organizational structure.
- 7. City Manager and Ms Rusnak will review salary information and recommend new salary schedule for Council consideration.

2.	Management/Employee Retention and		
۷.	Recruitment		
	- Conduct employee surveys once a year or	City Manager to	Completed
	every two years to see what the City is	develop survey and	January/2015
	doing well and what needs improvement	distribute to all	with next
	<ul> <li>Review or implement staff policies to</li> </ul>	departments to	
		•	survey scheduled for
	incorporate strategies which will help staff	complete during work hours.	late 2015 or
	feel more valued and improve employee	nours.	
	morale, as well as inform all staff of such		early 2016
	policies/strategies, including:	City Clark (City	At least twice
	<ul> <li>Staff recognition</li> <li>Office hours (flow time)</li> </ul>	City Clerk/City	
	<ul> <li>Office hours/flex time</li> </ul>	Manager with	a year, April
	<ul> <li>Benefits such as healthy lifestyle</li> </ul>	Assistance from LADR	& July
	incentive	Consulting	
	<ul> <li>On call policy for departments to</li> </ul>		
	distribute responsibility and prevent burn-out		
	<ul> <li>Staff education and</li> </ul>		
	training/development		6
	<ul> <li>Prepare an orientation guide for all new</li> </ul>	City Clerk/City	Sept/2015
	employees of the City of Melville.	Manager	D /2015
	- Implement succession plan (part of	All Department	Dec/2015
	management review process) as well as	Managers with	
	cross-training	Assistance from LADR	
	<ul> <li>Maintain and plan for replacement of</li> </ul>	consulting	
	equipment to assist employees with job	All Department	Nov -
	performance	Managers provide list	Dec/2015
		of needs to City	
		Treasurer, compiled in	
L		Budget presented to	

Status: Management is currently reviewing and prep Council. We are also waiting for the Management Re information will be valuable to assess where changes	eview to be complete as	•
<ul> <li>3. <u>Peer Review</u> <ul> <li>Compare City's costs for services to 4 – 5 other similar municipalities</li> <li>Perform 360 Review internally for Council members and Managers once every few years, as well as self-appraisal. Hire a consultant to develop the review and analyze the data. Data can be used to assist with Council's review of City Manager as well as City Manager's review of Department Managers.</li> </ul></li></ul>	City Manager to present information to City Council	Late 2015
Status: I have discussed this with LADR Consulting as Council's consideration.	well. A quote will be pr	ovided for



# Strategy #2 – Communications

Increase communications internally and externally to improve public/community awareness of the major issues in our City.

Objective	Department(s) Responsible	Target Date(s)
<ol> <li><u>Centralized Calendar</u> <ul> <li>Utilize Social Media to bring attention to the Centralized Calendar on the City's Website.</li> <li>Promote the calendar at information nights and within water bill inserts</li> <li>Advertise the calendar with local media such as local newspaper, through Tourism announcements on local radio</li> <li>Implement a policy to clarify roles and responsibilities (give authority to managers to use facebook and twitter)</li> <li>Notify user groups by word of mouth and letters</li> </ul> </li> </ol>	City Hall Administration staff, Horizon Credit Union Administration staff, City Managers	April/2015
<ul> <li>Encourage employees to utilize one internal Centralized Calendar for communication with other staff</li> </ul>	City Manager/City Clerk	April/2015
Status:		
<ul> <li><u>Website Enhancement</u> <ul> <li>Streamline to make it easier to navigate to be more user-friendly for the public. Ask visitors to our website to do a survey to see</li> </ul> </li> </ul>	City Clerk as Administrator of the website	Fall/2015

Sta	<ul> <li>how we can improve it.</li> <li>Research other websites to find a format that we would like to establish and ask our current website design firm to change the format to better suit our needs.</li> <li>Try to establish as many fillable application forms as we can to the website to ease in online submissions. This could include development permit applications, business license applications, fitness class applications, etc.</li> <li>Add meeting agendas to website for transparency to public</li> </ul>		
Jta			
3.	<ul> <li>Focus Attention on Existing Communication Tools</li> <li>Publish news releases shortly after Council Meetings on our website and using social media to take a proactive approach to informing the public. Also continue with Mayor's Corner and water bill inserts.</li> <li>Utilize free advertising through radio and television for upcoming events which the City sponsors. The Tourism Department is very good at this but other departments could use these services as well.</li> <li>Fix internal issues with network regarding internet accessibility.</li> </ul>	City Manager with assistance of all Department Managers	Summer 2015
	<ul> <li>Publish City Directory in pamphlet form for the public similar to our advertisement in the Blue pages of the phone book (seems like a large portion of the public is not aware that this page is in the phone book).</li> <li>Hold an informal annual public meeting or information night where members of the public can address City Councillors and City Managers (kiosks set up for each department, Councillors present for one- on-one discussion). Unionized City Employees could be encouraged to attend to have the chance to talk with Council.</li> <li>Review City's current image/branding and</li> </ul>	City Council and Managers	Sept/2015 Spring 2016

revamp to match vision statement in this Strategic Plan. - Look at changing meeting format from the current Workshop format to Committee Structure	City Manager to present to City Council	Fall 2015
Status:		

## Strategy #3 –

## **Regional Collaboration**

Pursue collaboration with neighbouring municipalities, industries and First Nations to develop cooperative approaches to economic development, infrastructure and resources (including the proposed new Medical Clinic).

Objective	Department(s) Responsible	Target Date(s)
<ol> <li><u>Pro-active Regional Initiatives - Council</u> <ul> <li>Extend invitation to neighboring Municipalities to meet on a regular basis.</li> <li>Start discussions and use knowledge from other communities (City of Yorkton) to help with challenges.</li> <li>Pursue training opportunities which identify potential regional development opportunities as well as help improve communications</li> </ul> </li> </ol>	Council City Manager/Economic Development Manager	March/2015 ongoing
Status:		
<ol> <li>Asset Management         <ul> <li>Explore funding initiatives which encourage Regional Collaboration, including grants through private and public agencies and potential fundraising groups (for</li> </ul> </li> </ol>	City Manager/City Treasurer/Economic Development Manager	March/2015 ongoing

infrastructure such as lagoon, landfill, swimming pool, etc.)		
Status:	1	
<ul> <li>3. Pro-Active Regional Initiatives - Management <ul> <li>Build relationships by compiling <ul> <li>information and distributing to rural users</li> <li>of City services to inform them about</li> <li>current operations as well as upcoming</li> <li>changes through a newsletter targeted at</li> <li>that group. Could be done by a mail drop</li> <li>to rural box #'s and/or by way of sending</li> <li>information to rural municipalities and</li> <li>villages to distribute in their tax notices or</li> <li>water bills (lagoon, landfill, water,</li> <li>recreation, fire etc.)</li> </ul> </li> <li>Help smaller communities in areas we can</li> <li>offer expertise or by sharing costs of</li> <li>projects where we could all benefit (we</li> <li>currently do this for fire protection</li> </ul></li></ul>	All City Managers	May/2015 Ongoing
<ul> <li>services).</li> <li>Host a Regional Municipal Night Meeting.</li> <li>Invite leaders from neighboring municipalities to discuss infrastructure and services which we share.</li> </ul>	City Council	Fall/Winter 2015
Status:		



## Strategy #4 –

## **Civic Infrastructure**

Create a program to better plan for the development of new infrastructure and the maintenance/replacement of existing facilities, roads and utilities.

Objective	Department(s) Responsible	Target Date(s)
<ol> <li><u>Water Treatment Plant</u> <ul> <li>Partner with SaskWater for development of new Water Treatment Plant</li> <li>Apply for funding through grants such as the Building Communities Fund</li> </ul> </li> </ol>	Water Utility Manager/City Treasurer/City Manager	Jan/2015
Status: Received proposal from SaskWater Decemb 2015.	er, 2014. Applied for BC	- F grant January,
<ul> <li>2. <u>Sewage Collection System</u> <ul> <li>Identify sources of infiltration, such as sump pumps pumping into sanitary sewer instead of storm sewer.</li> <li>Research and implement bylaws to reduce infiltration.</li> <li>Budget to build reserves address issues with lift station failure and sewer line replacement.</li> </ul> </li> </ul>	Public Works Managers and City Manager/City Clerk Public Works Managers/City Manager/City Treasurer	March/2015 March/2015
Status:		

<ul> <li>3A. Equipment <ul> <li>Develop a realistic 10 year capital plan to</li> <li>replace equipment and use surplus money</li> <li>to build reserves each year</li> </ul> </li> </ul>	Department Managers to prioritize list of equipment needs.	October each year
Status:		1
<ul> <li>3B. <u>Medical Clinic</u></li> <li>-Communicate with the Medical Clinic</li> <li>Committee and Physician Recruitment and Retention committee regarding progress (location, design, funding).</li> <li>-Review funding models from other communities (Kamsack, etc.)</li> </ul>	City Treasurer/City Manager	Fall /2015 (in line with Budget Discussions)
Status:		1
<ul> <li>4. <u>Swimming Pool</u> <ul> <li>Engage a group of citizens in the community to begin fundraising for a new swimming pool.</li> <li>Budget to build up a reserve account each year</li> </ul> </li> </ul>	Recreation Manager/City Treasurer/City Manager	Spring/2015 and Budget i October/201
Status:		