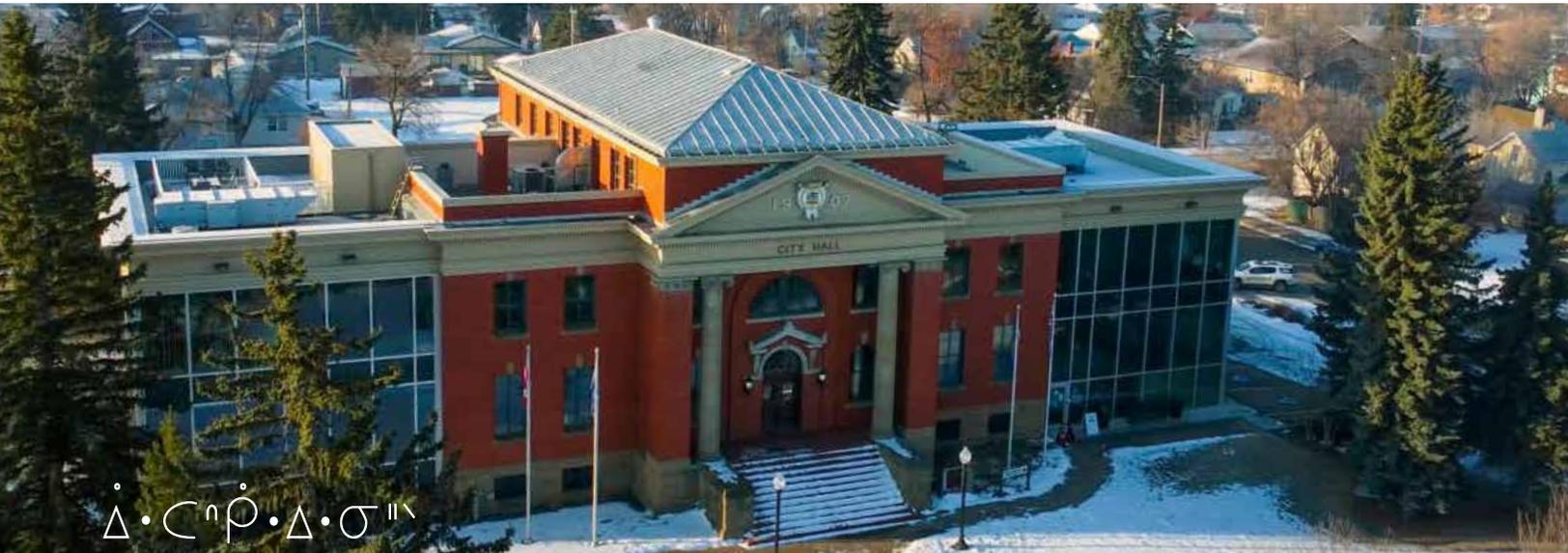


CORPORATE BUSINESS PLAN 2023-2026



Committing to the community vision
and delivering on council's strategic plan.

CONTACT

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TREATY SIX TERRITORY

[We]taskiwin is located on Treaty Six Territory — the ancestral and traditional gathering place of the nêhiyawak (Cree), niisitapi (Blackfoot), Nakota Sioux, Iroquois, Dene, Ojibway, Saulteaux, Anishinaabeg, and Métis peoples whose histories, languages, and cultures continue to influence our communities and ways of life.

Grateful for the land's blessings and teachings, we recognize that we are visitors to Turtle Island and honour those who have walked in harmony with the spirit of this land since time immemorial.

[We]taskiwin: The City We Share

Readers will notice the unique styling of [We]taskiwin throughout this document. This is intended to visually remind readers of the City's tagline — *The City We Share* — which honours the natural Cree law of *wītaskēwin*. This natural law reflects an idea of coming or being together on the land in peace and harmony. Essentially, it means learning to live on this land together. Readers are encouraged to remember the spirit of this sacred and ancient agreement whenever they see the word [We]taskiwin.

MESSAGE FROM THE CITY MANAGER



SUE HOWARD (she/her)
PL.Eng., PMP, CLGM

City Manager,
City of Wetaskiwin

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“ On behalf of the City of [We]taskiwin’s dedicated employees, I am excited to present the city’s *Corporate Business Plan*. This plan marks the beginning of something new for [We]taskiwin — it is how administration will show council the progress made on their goals. It holds administration accountable while setting realistic and achievable workloads for all city employees.

Through the *50-Year Community Vision* initiative, we heard what mattered to [We]taskiwinites. This feedback — shared by more than 1,000 community members — was used to develop council’s strategic plan and is continuously being woven into administration’s corporate culture. We are in a time of transition, which brings about an opportunity to reflect on what we do well, what we can do better, and how we can be successful in serving our community.

The *Corporate Business Plan* is our four-year action plan. It will be used by our leadership team to support council’s strategic priorities, while ensuring our core service delivery is meeting both the community and council’s expectations. The plan allows us to respond to opportunities and challenges with innovation and creativity while helping prioritize the work we do by focusing our efforts and resources.

With inflation, the COVID-19 pandemic, and other world issues influencing our economy, the city will need to find creative ways to reframe our processes. We are developing strong policies, confirming fiscal values, and aligning our processes and service delivery models to ensure the best value for tax dollars is achieved.

I am proud of the work staff have done to make this plan a reality. I look forward to our team continuing to serve this community by leading with integrity, trust, and resourcefulness.

— Sue Howard, City Manager



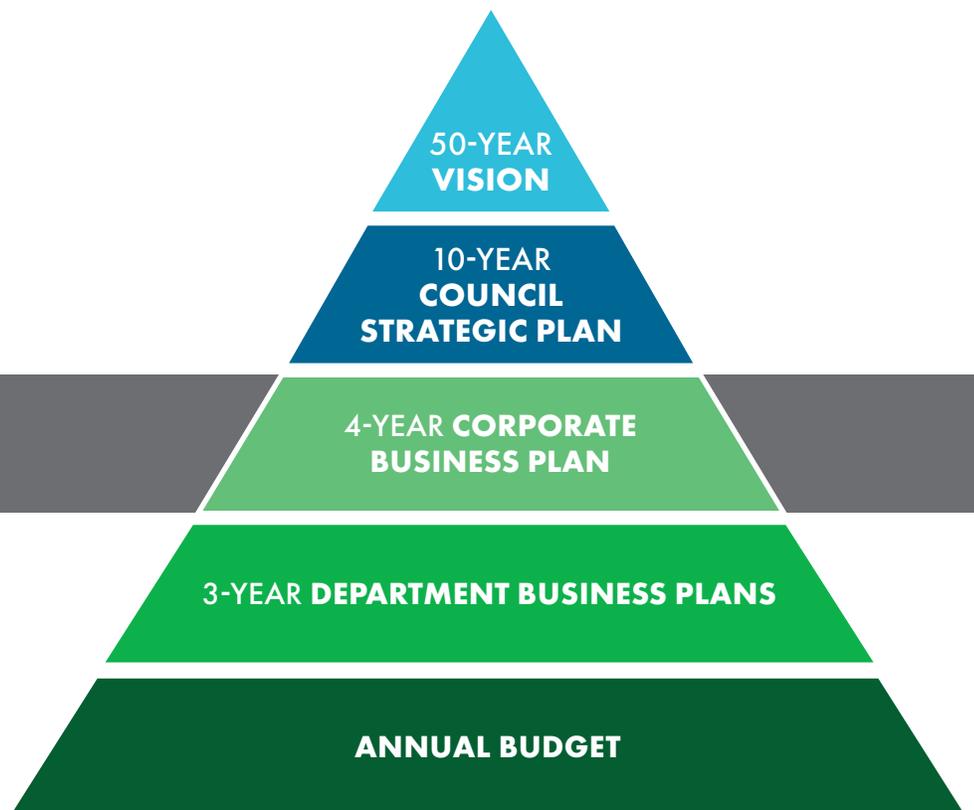
STRATEGIC PLANNING FRAMEWORK



Our blueprint for success

The *Corporate Business Plan* articulates the City of [We]taskiwin’s priorities until 2026. This plan is used by the city’s senior leadership team to make good on the goals voiced by [We]taskiwintes in the *50-Year Community Vision*, to make progress on council priorities, and to make continuous improvements to the delivery of services.

As a key piece of the strategic planning framework, this guiding document will help staff remain focused on key priorities while fostering a greater understanding of how their work relates to the achievement of the city’s long-term goals.





THE COMMUNITY VISION

50-YEAR

[We]taskiwin’s *50-Year Community Vision* is at the heart of all we do.

The culmination of an engagement with more than 1,000 [We]taskiwinites, the *50-Year Community Vision* reflects the city’s long-term commitment to engaging the community-at-large to understand collective priorities and concerns, actioning community-guided goals, and reporting back on milestones, setbacks, pivots, and related news.

Throughout the development process for the *50-Year Community Vision*, five common themes emerged which have been organized into core pillars to support the vision.

“ This business plan is essential; it is our blueprint for delivering on community-guided aspirations while meeting the strategic goals of council.”

— Sue Howard, City Manager

VISION THEMES

Nestled by the hills where peace was made, [We]taskiwin is a vibrant, sustainable, and self-sufficient small city distinguished by our:

- Easy access for people of all abilities
- Abundant nature inside and outside the city
- Thriving downtown core that honours our past
- Resilient economy rich with opportunity
- Unquestioned safety of person and property for residents and visitors alike



COUNCIL STRATEGIC PLAN

10-YEAR



Measuring our milestones

The city's long-term goals are developed in alignment with [council's strategic plan](#). These goals provide a strategic framework that is used to plan, organize, and align the city's programs and initiatives. To keep the *Corporate Business Plan* flexible and relevant, initiatives associated with our long-term goals are reviewed and refined each year. The *Corporate Business Plan* is an important part of the city's planning and execution framework. It helps ensure that, over time, budget funds are allocated properly, invested effectively, and spent efficiently.

“ Council has recognized the importance of clear direction to administration while they work to deliver on the community's long-term well-being desires. The goal statements in our ten-year **strategic plan** will be used to align our resources toward achieving success in the delivery of quality of life.”

— Tyler Gandam, Mayor



CORPORATE MISSION & VALUES

Tenets of our actions and decisions

The *Corporate Business Plan* is firmly rooted in the city’s mission of community well-being and guided by the core values woven through the fabric of our organizational culture: trust, resourcefulness, and integrity. To support the city’s mission and help its leaders make good on the *50-Year Community Vision*, goals and objectives are established via strategic planning processes and articulated within the *Corporate Business Plan*.

MISSION

We cultivate the well-being of our community and build capacity through our team’s dedication to fulfilling relationships.

VALUES

Trust

The firm belief in the character, ability, and truth of each member of our team.

Resourcefulness

The ability to find clever ways to overcome difficulties and achieve our goals, even if our methods challenge the status quo.

Integrity

Choosing to act with unwavering commitment to our team and our community through the continuous practice of our values.



STRATEGIC DIRECTION

Goals, actions, and metrics of the City's Corporate Business Plan



Working collaboratively, we bring forward corporate initiatives that align with our twin objectives of stewarding community well-being and achieving council's strategic goals.

[We]taskiwin city council developed its ten-year strategic plan — inspired by the *50-Year Community Vision* — to assist in making decisions that are in line with the community's aspirations. In the *Council Strategic Plan 2022-2032*, council identified four goals: **economy, safety, community, and the environment**.

City administration, in parallel with the development of council's strategic plan, cultivated three internally focused goals to ensure the organization has a solid foundation in place to promote a supportive, high performing team culture capable of sustainably delivering programs and services to the community.

These internally focused goals are: **team communication and collaboration, building a harmonized, vibrant work culture, and working together towards our community vision**.

This *Corporate Business Plan* combines the goals set by council and the internally-focused goals set by administration to identify specific actions city administration will focus on for the duration of council's term. City council has provided advice to administration regarding activities that may be undertaken to support their strategic priorities. The city manager, with support from the leadership team, has developed this *Corporate Business Plan* to achieve the desired results.



Each initiative is chosen based on its potential for maximum impact in focused areas, or for the broad impacts it can make across many different areas deemed a priority.

An **improvement initiative** is an undertaking identified by administration that assists in our collective ability to successfully achieve our stated mission. These types of initiatives resonate throughout the team, and are chosen for the long-term impacts they have the potential to make on our culture. When we implement improvement initiatives, we enhance our values accordingly.

As its name suggests, a **strategic initiative** clearly aligns with the goals identified in *Council's Strategic Plan 2022-2032*. These initiatives are chosen to demonstrate to both council and the community that our collective efforts are driving the results they want to see. Wherever possible, strategic initiatives will possess tangible benefits. They can come from a variety of different areas such as capital plans, program/service enhancements, and master plans that serve community needs and aspirations.

Setting priorities (A, B, or C)

The initiatives contained within the City of [We]taskiwin's *Corporate Business Plan (2023-2026)* have been prioritized as follows:

Priority A

Priority A initiatives are considered **top priority**, and meet the majority of the following criteria:

- considerable budget impact and/or human resource effort
- significant council or community interest
- dependence on external partners
- mandatory or legislated

Priority B

Priority B initiatives are still very important and meet some of the criteria listed under 'Priority A', however, they may be deferred if required.

Priority C

Priority C initiatives are important but may be deferred if time and/or resources are not available.



STRATEGIC INITIATIVE

**GOAL ONE:
ECONOMY**

Goal statement

A resilient economy and sensible, accountable financial management practices empower us to reach our full potential.



ACTIONS	PRIORITY
Develop an economic development strategy	A
Update long-term statutory planning documents	A
Transition from MuniSight to ESRI GIS mapping software	A
Continue to develop the asset management plan	B
Develop tax strategy	A
Develop land strategy	B
Streamline bureaucratic processes that impact business	C

METRICS

The following metrics will help guide our success:

- Our economic development strategy aligns with our community vision
- A tax strategy is in place that recognizes competitiveness, value in service delivery, and investment into quality of place
- Citizens and businesses choose to grow, stay, and relocate here
- Council and the community have confidence in the financial function of the municipality

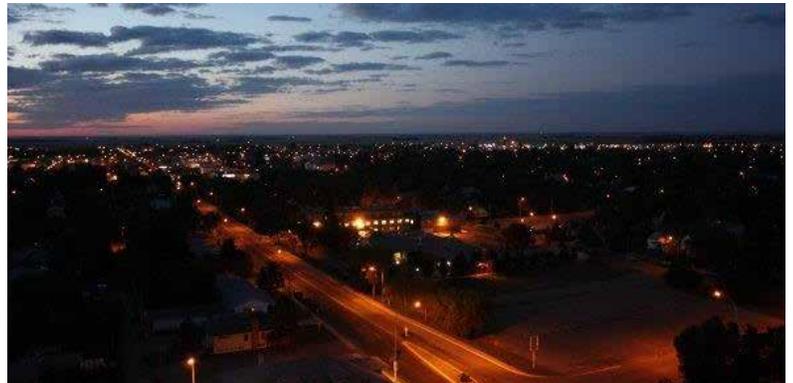


STRATEGIC INITIATIVE

**GOAL TWO:
SAFETY**

Goal statement

Working together, we will ensure the sustained safety, security, and inclusivity of our city and the many communities thriving within.



ACTIONS	PRIORITY
Fund the development of a community safety and well-being strategy	A
Develop advocacy for community safety supports	B

METRICS

The following metrics will help guide our success:

- City council works with the RCMP to develop the community policing priorities
- Community initiatives incorporate crime prevention through environmental design, and engineering safety design principles
- Local citizens’ perception of safety in **[We]**taskiwin



STRATEGIC INITIATIVE

GOAL THREE:
COMMUNITY

Goal statement

[We]taskiwin preserves its storied past while cultivating a progressive, inclusive, and opportunity-rich present.



ACTIONS	PRIORITY
Review and expand grants to organizations	A
Update <i>Recreation Master Plan</i> to incorporate arts, culture, and heritage	B
Develop a Truth and Reconciliation strategy	B

METRICS

The following metrics will help guide our success:

- People visit and relocate to our community based on our community character
- Stakeholders in the community feel they are a contributor to our story
- [We]taskiwin is positively known



STRATEGIC INITIATIVE

GOAL FOUR: ENVIRONMENTAL

Goal statement

As environment stewards, we must pursue opportunities and implement practices that diminish our environmental footprint.



ACTIONS	PRIORITY
Explore energy program and grant opportunities	A
Develop <i>Parks and Open Spaces Master Plan</i>	B

METRICS

The following metrics will help guide our success:

- Comprehensive watershed planning is completed
- Land use planning considers environmental offsets
- Increase inventory of urban gardens, nature trails, and urban forests
- Environmental impacts are factored into decisions



IMPROVEMENT INITIATIVE

**GOAL ONE:
TEAM COMMUNICATION & COLLABORATION**

Goal statement

We commit to setting clear priorities, managing our staff capacity, and building strong teams through routine collaboration.



ACTIONS	PRIORITY
Roll out internal staff portal	A
Develop and formalize corporate service level inventory	A
Develop department business plans	B
Create corporate engagement opportunities to improve internal collaboration	C

METRICS

The following metrics will help guide our success:

- Resident satisfaction with city services
- Staff satisfaction with internal engagement and communication



IMPROVEMENT INITIATIVE

**GOAL TWO:
A HARMONIZED, VIBRANT WORK CULTURE**

Goal statement

We strive to empower our employees by enabling, involving, and encouraging them to tell our story and build a team-oriented work culture.



ACTIONS	PRIORITY
Establish internal processes and procedures	A
Develop employee work culture committee	A
Develop employee retention and recruitment plan	B
Create an internal social connectedness plan	C
Create a corporate training development plan	C

METRICS

The following metrics will help guide our success:

- Employee satisfaction with work culture
- Retention rate for permanent city employees
- Annual training budget as a percentage of payroll costs



IMPROVEMENT INITIATIVE

**GOAL THREE:
WORKING TOGETHER TOWARDS THE VISION**

Goal statement

We commit to focusing on the priorities set by council and the community, valuing quality over quantity, and engaging with the community regularly to ensure we are delivering programs and services in line with expectations.



ACTIONS	PRIORITY
Create a customer service navigator position	A
Review and update customer service processes and procedure	A
Implement City Works system	A
Create corporate planning and reporting structure	B
Automate established processes to create efficiencies	B

METRICS

The following metrics will help guide our success:

- Positive interactions between citizens and city employees
- Citizen’s perceived value for tax dollar

CORPORATE BUSINESS PLAN 2023-2026



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