

# Strategic Plan 2017-2020

Town of   
Turner Valley

# INTRODUCTION

With a population of more than 2500, Turner Valley is a growing town located at the base of the Rocky Mountains, on Calgary's urban fringe. The community reflects small-town values, with a balance between economic opportunity and healthy lifestyle. Outdoor recreation and cultural events are popular local and tourist attractions. Turner Valley is focused on developing its recreational, environmental, tourism, professional service and renewable energy sectors.

The Town of Turner Valley recognizes the value of having a vision to strive for, a strategy to guide, and a plan to follow.

## VISION

We aspire to be a responsible and caring community empowered by its people, culture, heritage and landscape providing recreational, social, and economic opportunities.

## VALUES

- Being part of a team that works in a positive & collaborative style, recognizing strengths of working together (Partnerships – Calgary Regional Partnership (CRP), Commissions – Westend Regional Sewage Services Commission (WRSSC), Corporations – Sheep River Regional Utility Corporation (SRRUC))
- Public Engagement – Social Media
- Respect, Safety, Vibrancy, Excellence in service, Proven Results, Continuous learning, and Environmental Stewardship

# OUR STRATEGIC PLAN

## GOALS

Commitment to Operational Excellence

Demonstrate Fiscal Responsibility

Develop and Cultivate Partnerships

Invest in Outdoor Recreation Opportunities



# GOALS & OUTCOMES

**GOAL:** The Town of Turner Valley is an organization committed to Operational Excellence.



## OUTCOMES:

1. Employees are informed, confident, and engaged.
2. Project and process planning defines and determines efficient operations.
3. Communication with the public and promotion of success leads to enhanced citizen satisfaction.
4. Organizational and community environmental consciousness is enhanced.
5. Clear direction and consistent service delivery enhance the prestige and appeal of Turner Valley.

# GOAL: OPERATIONAL EXCELLENCE

## ACTIONS:

1. Adopt a Business Plan that promotes the defined vision for the community.
2. Develop and align work plans for each project presented in the budget submission.
3. Directly link position descriptions to performance measures to ensure required competencies are achieved.
4. Cultivate leadership potential within the organization by providing example, opportunity, and motivation.
5. Provide the tools and resources necessary to ensure the highest standards of performance.
6. Foster an atmosphere of environmental awareness by ensuring each new initiative is measured in relation to environmental impact.
7. Utilize available software to educate, inform, and consult with the community through the Town of Turner Valley website.
8. Through use of all media, strongly promote the Economic Development Plan 2012 to encourage people to appreciate the benefits of working, living and playing in Turner Valley.

# GOAL: OPERATIONAL EXCELLENCE

## MEASUREMENTS:

1. Business Plan is adopted by Council.
2. Confirm that work plans are consistently accompanied by budget submissions.
3. During evaluations, performance measures are always directly linked to position descriptions.
4. Confirm through staff survey that leadership competency has been encouraged.
5. Confirm through a staff survey that employees believe they have the necessary tools and resources to do their jobs.
6. Each new business case will be accompanied by an environmental impact statement.
7. The town website has a community feedback option for all major projects.
8. Community feedback indicates that the public feel that the appeal of Turner Valley has been enhanced.
9. Appropriate staff compensation and development model in place.

# GOALS & OUTCOMES

**GOAL:** The Town of Turner Valley is a sustainable community that clearly demonstrates fiscal responsibility.



## OUTCOMES:

1. Each annual budget presentation will include an updated 10 year capital plan.
2. A Business Case outline will accompany all new projects presented for Council consideration.
3. An Asset Management process will be used consistently to support each annual capital and operational budget.
4. Funding source policies will define how and when to pursue or access dollars from grants, reserves, and borrowing.
5. The community will be clearly advised of the full range of municipal services and associated budget considerations.

# GOAL: FISCAL RESPONSIBILITY

## ACTIONS:

1. Using a lifecycle evaluation approach and a predicted growth initiative, adopt a 10 year Capital Plan and Funding Model.
2. Understanding that grant research and application often requires significant staff resources, policy statements will be defined to identify when and how grant dollars will be pursued.
3. Policies related to consistent standards and guidelines for the management of existing reserves, and the establishment of new reserves, will be reviewed and updated as required.
4. Borrowing policies will be reviewed to ensure that borrowing is considered as an option which may be the most equitable and efficient means of financing long-term capital assets.
5. Consultants will be requested to develop and implement a Business Case template to be applied to Operational and Capital Budget considerations.
6. Business Case presentations will be compatible with available software programs.
7. Business Case presentations will consistently demonstrate compliance with MGAA (2015) asset management standards.
8. Utilizing a visual communication format, municipal expenditures and revenues related to programs and services will be clearly presented to the public.



# GOAL: FISCAL RESPONSIBILITY

## MEASUREMENTS:

1. A 10 year Capital Plan and Funding Model is approved by Council.
2. Grant Policy will be approved.
3. Reserve Policies are reviewed and updated.
4. Borrowing Policies are reviewed and updated.
5. CAO approves a Business Case Template.
6. Software programs are used to present Business Cases.
7. Asset management standards are met.
8. Community feedback indicates that budget information was clearly presented.



# GOALS & OUTCOMES

**GOAL:** The Town of Turner Valley will develop and cultivate collaborative partnerships



## OUTCOMES:

1. The citizens of Turner Valley will be actively engaged in support of community based programs and events.
2. Sports and Culture groups will take a leadership role in promoting community participation and well-being.
3. Commercial opportunities will expand through development partnerships with the Town of Turner Valley.
4. Intermunicipal cooperation and mutual benefit agreements with other levels of government will complement the efficient delivery of community and government services

## GOAL: COLLABORATIVE PARTNERSHIPS

### ACTIONS:

1. Develop volunteer policy including recognition and incentive programs to broaden the base in support of community based events.
2. Utilizing the municipal website, inform, educate, and motivate citizens to actively participate in the life of the community.
3. Encourage sports and culture groups to organize and plan together, and empower themselves to initiate healthy lifestyle options for the benefit of the community.
4. Take actions to ensure that sufficient serviced land is available to allow for an increase in commercial development.
5. Business engagement and enhancement programs will be expanded to strengthen and grow the commercial base in Turner Valley.
6. The business inquiry process will be streamlined to ensure a comprehensive and timely response.
7. School officials will be invited to meet with the representatives of the Town of Turner Valley for the purpose of discussing potential facility joint use options.
8. Turner Valley will implement two new intermunicipal mutual benefit agreements each year.

# GOAL: COLLABORATIVE PARTNERSHIPS

## MEASUREMENTS:

1. Volunteer policy is developed.
2. Volunteer participation is increased.
3. The number of initiatives presented or implemented by sports or culture groups.
4. Land base available for commercial and recreational development is increased.
5. Business engagement and enhancement programs are implemented.
6. Business inquiry response times will be monitored.
7. Meeting with school officials has occurred.
8. Intermunicipal mutual benefit agreements will be monitored.



# GOALS & OUTCOMES

**GOAL:** The Town of Turner Valley is committed to investment in outdoor recreation opportunities.

## OUTCOMES:



1. Turner Valley is viewed as a great place to visit and spend the day.
2. Recreation facilities are designed and maintained to be inviting to visiting outdoor activity enthusiasts.
3. Sports groups will have access to facilities sufficient to support and grow their participation.
4. Facilities are in place to encourage outdoor exercise and social interaction.
5. Leisure and hobby pursuits are supported by designated municipal areas and facilities,
6. Investments in outdoor recreation will improve the effectiveness and efficiency of service delivery for public enjoyment.

# GOALS: OUTDOOR RECREATION

## ACTIONS:

1. Upgrade and enhance Millennium Park to serve as a welcoming area for resident and visitor activities.
2. Understanding the economic value of attracting tourists, plan and construct a campground sufficient to meet defined needs.
3. Outdoor activity opportunities in Turner Valley will be aggressively promoted through website, social media, and print.
4. A centrally located children`s playground will be designed and presented to Council for approval.
5. An outdoor sports area will be defined and one new ball diamond will be completed.
6. An annual cost for pathway extension will be approved allowing for continuous growth of the pathway system.
7. An area will be defined and fenced for use as an off-leash dog park.
8. Municipal land will be dedicated and serviced for use as a Community Garden.
9. Support each budget request related to outdoor activity with a business case justification of the project.

# GOALS: OUTDOOR RECREATION

## MEASUREMENTS:

1. Park enhancements will be monitored.
2. Needs are defined and camping area in operation.
3. Promotion initiatives will increase.
4. Playground design approved and implemented.
5. One ball diamond is complete and ready for use.
6. Annual budget amount for pathway expansion is approved.
7. Off-leash dog park is complete.
8. Community Garden is complete.
9. All decisions to invest in outdoor recreation opportunities will be supported by a business case review.



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