



STRATEGIC PLAN
2018 - 2023

Adopted by Town of Aberdeen Feb 26, 2018

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introduction

The Strategic Plan identifies key strategic priorities for the Town of Aberdeen. The implementation of these priorities is supported by Council and, consequently, by its management team.

The priorities of the Strategic Plan were developed through a process of Council and management input as well as a survey of community residents. The Strategic Plan balances priorities against opportunities and challenges, while supporting the principles of community sustainability.

The goal of the Strategic Plan is to guide the responsible use of resources, effectiveness and efficiency in municipal service delivery and ultimately, accountability to citizens, council and stakeholders.

background

The Strategic Plan was developed to assist the Town of Aberdeen prioritize, plan and implement future actions.

By setting direction, desired outcomes and a monitoring process the Strategic Plan focuses the efforts of the Municipality on continually improving the quality of life of citizens now and in the future.

The Strategic Plan will be revisited on an annual basis to ensure responsiveness to new opportunities and challenges, and as a guide for future municipal plans and initiatives.

term and scope of the strategic plan

The Strategic Plan is intended to guide and inform the actions of the municipality, with goals that reflect the priorities of council, citizens and stakeholders within the specified 5 year period of time. The Plan will be adjusted as new issues, challenges and opportunities emerge over the planning horizon of the Strategic Plan.

The Strategic Plan will be used in the following ways:

Align all Municipal planning decisions

All municipal actions will be guided by the priorities identified in the Strategic Plan. Council's evolving priorities and regular input by the members of our team will provide the impetus to make appropriate revisions to the priorities and actions of the Strategic Plan.

Provide direction for municipal plans and budgets

The Strategic Plan will guide all municipal planning and budgeting efforts. The strategies, actions and initiatives of each department along with their respective budgets will be aligned to achieve the current priorities of the Strategic Plan.

Continually monitor progress towards desired outcomes

The priorities of the Strategic Plan and departmental strategies, actions and initiatives in support of the Strategic Plan, will be monitored to gauge our success. This will be achieved through the establishment of performance indicators and targets that best represent the key issues being addressed. Performance results will serve to evaluate our progress and the next cycles of decision making.

Why a Strategic Plan?

The successful management of our municipality requires the coordination of a series of activities and decisions supported by knowledgeable staff advising Council on how to best direct resources in order to achieve compliance with legislated standards and meet the needs of our residents. Further, a successful community also requires input from those people that call Aberdeen home. We are committed to the success of our community. The development of a Strategic Plan is an important component of ensuring that success and requires constant input while building on past work.

In April 2014, with the assistance of Crosby Hanna & Associates, the Town of Aberdeen prepared an Official Community Plan. The Plan was prepared in accordance with Sections 29 and 32 of *The Planning and Development Act, 2007* and outlined the goals, objectives and policies relating to approximately 20 years of future growth and development.

The planning goals established in the Official Community Plan include:

- I. To direct development and growth of Aberdeen towards a diversification of land use activity in a manner that will maintain a positive relationship with environmental values, resource capabilities, community strengths and the broader region.
- II. To protect the “small town” atmosphere of Aberdeen, while allowing land owners to develop suitable portions of their land, in an orderly, cost-efficient and appropriate way, consistent with the purpose of this plan and within the financial capability of the community.
- III. To promote and encourage innovative and sustainable development within the community, enhancing residents’ quality of life while conserving natural and financial resources.
- IV. To encourage commercial and industrial business development that is compatible with the Town of Aberdeen’s character and environmental values, providing new employment opportunities and contributing to tax revenues.
- V. To promote the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial and industrial structures.

- VI. To encourage a diversity of housing including seniors and rental housing.
- VII. To provide for an adequate supply of developable land to meet existing and future market demands for residential, commercial and industrial uses.
- VIII. To pursue partnerships and opportunities on economic development and other areas such as infrastructure and service delivery.
- IX. To market and promote the Town of Aberdeen.
- X. To obtain the support and assistance of senior governments in the realization of the goals and objectives of this plan where such realization is consistent with the protection and maintenance of federal and provincial interest.
- XI. To support and complement the Statements of Provincial Interest Regulations in the realization of the goals and objectives of this plan.

The development of the Official Community Plan was our foundation and this Strategic Plan is our roadmap. The Strategic Plan outlines what is important in the near term (5 years) and where we need to focus our energies. This Plan helps us to define those directions and provides a measurable “check and balance” during the decision-making process. It ensures the allocation of financial resources as well as staff time, equipment and other cost generating items are not expended in areas that have not been identified as Strategic Priorities for our municipality.

This plan will ensure Council, the municipal staff and our residents have a solid overview of our collective Strategic Priorities and the expected outcomes.

Our Commitment

Smart Growth. Smart Growth is an approach to development that encourages a mix of building types and uses, diverse housing options, development within a defined area and community engagement.

Communities can shape our lives. They are where we start and end each day, where our children learn and grow and where we spend time with our family and friends. Where we live can influence our health, our economic potential and our collective future.

The foundation of a smart growth approach to development includes mixed land uses; taking advantage of compact design, when appropriate; creating a range of housing opportunities and choices; creating walkable, liveable spaces; fostering a strong sense of place; preservation of open space, farmland, natural beauty and critical environmental areas; directing development within a defined area; making development decisions predictable, fair and cost effective; and encouraging community and stakeholder collaboration in development decisions.

Our community deserves investment, stewardship, and a supportive and thriving environment. Growth is smart when it gives us a better community, with more choices and personal freedom, good return on public investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grandchildren. A smart growth approach to development is about creating the opportunity to make this possible.

Our Intended Outcomes

We set the following intended outcomes as we began development of our Strategic Plan:

1. Engage the members of our community in this effort to better understand their priorities for Town of Aberdeen
2. Clearly define our municipal vision, mission and values
3. Establish realistic strategic priorities consistent with our vision and mission
4. Identify the outcome, objective, task(s) and action timeline for each strategic priority
5. Create an effective Communication Plan

1. Community Engagement

Our first intended outcome in the development of this strategic plan was to engage the members of our community so that we might better understand their priorities for Town of Aberdeen.

We believe that people want to play an effective role in decision-making by being actively involved in defining the issues, identifying solutions, and developing priorities for action and the resources those actions will require. To encourage and support participation we created and distributed a Quality of Life Survey. That survey was distributed to each resident through a campaign that included door knocking, direct email, Facebook posts and a link on our website.

93 surveys were completed and submitted. That number represents about forty per cent of the households in our community.

Here's a quick look at the demographics of our survey responders:

Demographic of survey respondents:

- *about 40% of households responded*
- *average age of respondents was 45*
- *83% of respondents have lived in Aberdeen for 5 years or more*
- *85% of respondents made the decision to move to, and call, Aberdeen, home*
- *More than half of the respondents commute 30 km (or more) to their employment*

Recurring themes:

- *Friendly, caring community*
- *Infrastructure improvements required*
- *General appearance of the community*
- *Business development*
- *Increased efforts to grow the community as well as the sense of community*
- *Increase in recreational programs and/or services*
- *Many want to be more engaged in the community*



The analysis of all surveys resulted in the identification of these three recurring themes:

Business Development

Infrastructure/Resource Management

Community Development

Comments from survey respondents:

- *We need to open up and treat our community like it should deserve to grow and flourish like so many small towns around it.*
- *We need a hook to bring people in to support our businesses or get people talking or current people proud.*
- *Infrastructure is HUGE.*
- *We have the potential to be a great little town!*
- *This town was built on heart and hard work. Let's get at it!*
- *It takes one person to make a change - I'm not afraid to be that person.*
- *If we're making our community better - my family will do their best to be involved.*

As a council we believe that our local government can make better decisions and have a greater positive impact in our community if we increase the frequency, diversity and level of engagement of our residents.

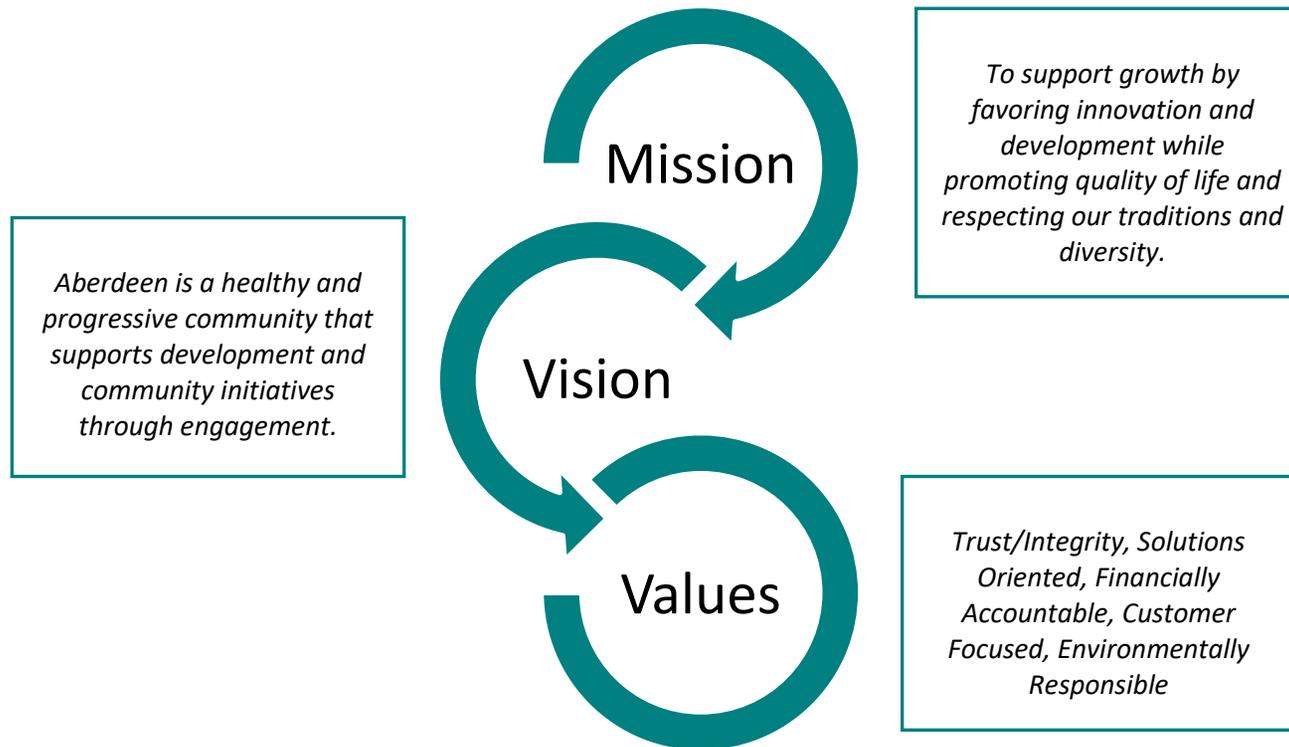
Why does it matter? While research regarding the benefits and importance of community engagement varies, several key opportunities are commonly identified. Among these are:

- Increase the likelihood that projects or solutions will be widely accepted.
- Create more effective solutions. Drawing on local knowledge from a diverse group generally creates solutions that are practical and effective.
- The more we know; the better it is. Greater knowledge allows each of us to see multiple sides of the problem including the opportunity.
- Empower and integrate people who, otherwise, might not have the opportunity to get to know each other.
- Create local networks of community members. The more people who know what is going on and who are willing to work toward a goal, the more likely a community is to be successful in reaching its goals.
- Create several opportunities for discussing concerns. Regular, on-going discussions allow people to express concerns before problems become too big or out of control.
- Increase trust in community organizations and governance. Working together improves communication and understanding. Knowing what government, community citizens and leaders, and organizations can and cannot do always brings positive results.

We are committed to engaging the members of our community as we move forward. The development of a 'community engagement' plan is included as one of the objectives in our Communication Plan.

2. Vision, Mission, Values

The foundation of our Strategic Plan began with the development of our Vision for the community, our Mission, and a statement of our Values.



Our Mission

Our Mission is to *support growth by favoring innovation and development while promoting quality of life and respecting our traditions and diversity.*

Our Vision

Our Vision is that *Aberdeen is a healthy and progressive community that supports development and community initiatives through engagement.*

Our Values

Our values are our shared beliefs, behaviours and attitudes that guide us in our decisions and in the delivery of service to members of our community.

Trust/Integrity:

- We are honest, forthright and keep our promises
- Our decisions are made with consideration for the collective good versus a single group or individual

Solutions Oriented:

- We strive to look beyond “why we can’t” to “how we can” by applying collaborative and creative approaches to finding solutions
- We know the results we are trying to achieve

- We can monitor and report our results
- We use comprehensive information to support recommendations and Council's decision-making
- We track data over time to monitor trends and seek improvement

Financially Accountable:

- We can demonstrate and report on our financial performance
- We have solid evidence supporting our decisions in setting annual budget targets
- We can measure efficiency
- We can demonstrate cost-benefit
- We are fiscally responsible with the community's dollars and ensure we manage our assets with a long-term view

Customer Focused:

- We know who our customers and key stakeholders are
- We listen to and seek to understand our customers' needs and expectations
- We have defined service levels
- We focus on solutions
- We have a "can do" attitude

Environmentally Responsible:

- We will conduct our work in a manner that values, protects and enhances our natural assets (air, land, water and natural features) for future generations
- We consider our impact on the environment, both positive and negative, in our approach to business
- We take responsibility to learn from our community and to ensure that environmental matters are considered in our decisions.

The creation of a Vision, Mission and Values Statement for our community is important. Each of these statements will serve as the foundation to which all decisions will be measured against.

3. Strategic Priorities

The Town of Aberdeen plays a critical role in helping to shape our quality of life, creating a sense of place and providing fiscal stability for the community.

A sustainable community requires a sustainable economy. A sustainable economy means that residents can find appropriate employment and afford to live in the community; that businesses are able and encouraged to start, remain and expand in the community; and that everyone can expect quality municipal services and sustainable infrastructure. This Strategic Plan will serve as our roadway to achieving our sustainable community.

Members of Council reviewed a number of community documents including the Official Community Plan, the Quality of Life Survey results and the SREDA report, “Helping Communities Win” to determine where the issues/ideas identified shared common space. Those issues/ideas were then prioritized and re-stated as three key strategic priorities: Infrastructure/Resource Management, Business Development and Community Development. Each priority was considered against our Vision, our Mission and our Values to ensure that steps we take, take us in the right direction.

In order to achieve our Vision we intend to focus on the following strategic priority areas:

- ***Infrastructure/Resource Management***
- ***Business Development***
- ***Community Development***

Each of the three strategic priority areas is further discussed in the following pages and identifies specific outcomes, objectives, tasks and action timelines associated with this initial work. Each outcome identified in the Strategic Plan will require further detail in terms of tactics and targets for timelines, budget allocations, or other resources that may be required. That required detail will be determined during the annual planning cycle for the Town of Aberdeen as it prepares municipal budgets.

Strategic Priority - Infrastructure/Resource Management

Outcome	Objective	Tasks	Action Timelines	Estimated Cost	Lead
A robust asset management plan.	To provide sustainable service delivery while managing risks and minimizing costs by focusing on each asset's life cycle.	Work with infrastructure experts to create a Plan	2018	\$37,500.00	Susan with Cattrell & Wright
	To provide sustainable service delivery with consideration for maintenance, rehabilitation and replacement of all Municipal Infrastructure	Work with infrastructure experts and maintenance foreman to create a plan.	2019	\$37,500.00	Susan, Brad, Cattrell & Wright
	Complete lagoon construction to accommodate a population of 1200	Monitor and complete construction project	2018/2019	\$3million	Susan, Brad, Cattrell & Wright
Improve the street appeal of our community.	Pave 100% of our municipal roadways by 2025	Create a paving plan which includes an assignment of priority (follows)	2019-2025		TBD based on tenders
	Paving Plan				
	Pave 8 th to MacDonald without curbs	<ul style="list-style-type: none"> Tender for contract Finalize schedule 	2020/TBD	\$42/sq. m. for 75 mills	Councillor Wudrick/Roads Committee/Brad/Contractor
	Pave Hamm Court without curbs	<ul style="list-style-type: none"> Tender for contract Finalize schedule 	2020/TBD	\$42/sq. m. for 75 mills	Councillor Wudrick/Roads Committee/Brad/Contractor

	Pave 6 th without curbs	<ul style="list-style-type: none"> • Tender for contract • Finalize schedule 	2020/TBD	\$42/sq. m. for 75 mills	Councillor Wudrick/Roads Committee/Brad/Contractor
	Pave 7 th without curbs	<ul style="list-style-type: none"> • Tender for contract • Finalize schedule 	2020/TBD	\$42/sq. m. for 75 mills	Councillor Wudrick/Roads Committee/Brad/Contractor
	Pave all streets in municipality	<ul style="list-style-type: none"> • Tender for contract • Finalize schedule 	2012-2015	\$42/sq. m. for 75 mills plus curbs	Councillor Wudrick/Roads Committee/Brad/Contractor
	Maintenance & Repair				
	Pave 3 swales, two on Blake; one on 4 th	25' both sides of swale	2018	\$20,000.00	Councillor Wudrick/Roads Committee/Brad/Contractor
	R & R curb and gutter from Cannon to MacDonald	<ul style="list-style-type: none"> • Place geo pit run and base both sides • Survey 	2018	\$60,000.00	Councillor Wudrick/Roads Committee/Brad/Contractor
	Repair soft spots on 4 th to prep for sidewalk curb and gutter	<ul style="list-style-type: none"> • Repair soft spots • Prepare for sidewalk curb and gutter 	2018	\$10,000.00	Councillor Wudrick/Roads Committee/Brad/Contractor
	Continue mud jacking sidewalks on Blake	<ul style="list-style-type: none"> • Mud jack as required 	2018	\$5,000.00/year	Councillor Wudrick/Roads Committee/Brad/Contractor
	Sidewalks	<ul style="list-style-type: none"> • Set removal schedule for old sidewalks • Begin removal process 	2018-2019	\$6,000.00/year	Councillor Wudrick/Roads Committee/Brad/Contractor
	Upgrading Main Street paving	<ul style="list-style-type: none"> • Reseal Main Street 	2018-2019	\$75,000.00	Councillor Wudrick/Roads Committee/Brad/Contractor
	Beautify Main Street	<ul style="list-style-type: none"> • Meet w/owners of current buildings • Meet w/owners of mall to complete buildings for rental opportunities 	2018	TBD	Mayor or designate/Council

	Completion of Manhole Maintenance/Repairs				
	Completion of annual maintenance and repairs	<ul style="list-style-type: none"> Assess priority schedule Tender for contract Complete work 	Annual	\$30,000.00/year	Councillor Wudrick/Roads Committee/Brad/Contractor
Improve the street appeal of our community.	To remove all sidewalks and grass and/or gravel crush the property adjacent to roadways thru ditch to private property so as to improve the appearance of our community and address drainage issues.	Create a removal, replacement and implementation plan: <ul style="list-style-type: none"> Drainage Sidewalks Grass/gravel 	2018	Cost of materials and supplies TBD	Maintenance Staff
	To ensure privately owned lands within the municipality are appropriately maintained	Ensure bylaw enforcement - follow through on ticketing	Ongoing	\$600/month	By-law Enforcement Officer
Reduce service delivery costs	Maximize the reach of our municipal budget by reducing expenditures	Explore a partnership with RM of Aberdeen re: shared service opportunities <ul style="list-style-type: none"> Place on agenda for next meeting 	Annual	\$0.00	Joint council and RM meeting twice per year
		Investigate the role, if any, with private contractors	2019	TBD	Mayor Horner/Council

Strategic Priority - Business Development

Outcome	Objective	Tasks	Action Timelines	Estimated Cost	Lead
The Aberdeen Advantage	Increase our 'market presence' in the region	Work collaboratively, when appropriate, with economic development organizations like SREDA, Sagehill and SEDA. <ul style="list-style-type: none"> • • • • 	2018	\$0.00	Mayor Horner/Councillor White. SREDA tour and website development
		Determine what business or individual relocation opportunities open up with the pending completion of the north bridge in Saskatoon <ul style="list-style-type: none"> • • • • 	2019	\$0.00	Mayor Horner/Councillor White/City of Saskatoon
		Determine what opportunity, if any, exists as a result of 400+ vehicles carried by Clarkboro Ferry on a daily basis <ul style="list-style-type: none"> • • • • 	2019	\$0.00	Mayor Horner/Councillor White/Highways
		Develop a community marketing campaign <ul style="list-style-type: none"> • • • 	2018-2019	TBD	Councillor Leveque/Council

Outcome	Objective	Tasks	Action Timelines	Estimated Cost	Lead
Increased number of businesses operating in Aberdeen	Increase the non-residential portion of our municipal tax base	Identify commercial and industrial sectors that present a good match for Aberdeen. • • •	2018	\$0.00	Mayor Horner/Councillor White/SREDA
		Review existing tax incentive policies and update where appropriate • • • •	2018	\$0.00	Council revision of current by-laws
		Review current zoning to determine whether it meets future needs • Review and update of 2014 Plans • By-law amendments as required •	2018	\$0.00	Strategic Planning/Council
Business attraction strategy	Increase the number of employment opportunities in Aberdeen	Develop strategy that considers the preferred mix of retail, service, home-based, highway commercial and industrial. • • • •	2019	TBD	Strategic Planning/Council

Strategic Priority - Community Development

Outcome	Objective	Tasks	Action Timelines	Estimated Cost	Lead
Medical Services	To provide health services locally.	<p>Meet with Health Authority to determine how services might be provided in Aberdeen.</p> <ul style="list-style-type: none"> • Meet with nurse at ARC • Identify contact person within the new health region • Set up meeting to discuss issues/concerns/requests with health region representative 	2018-2019	TBD	Councillor Griffiths/Strategic Planning/Council
Appropriate Protective Services	To ensure the safety and security of our residents and their property, to the best of our ability	<p>Review existing protective services contract. Connect with neighboring municipalities to determine how they are meeting the needs of their residents.</p> <ul style="list-style-type: none"> • • • • 	2018	TBD	Councillor White/Councillor Leveque/Council
Coordinated approach for community green space, recreation & leisure facilities	To work more closely with Parks & Rec Committee, Rec Plex Committee and Communities in Bloom	<p>Schedule regular meetings to share plans and budgets</p> <ul style="list-style-type: none"> • Parks and Rec • Charities Board • Communities in Bloom/Community Garden • 	2018	TBD	Councillor White/Councillor Leveque/Council

Outcome	Objective	Tasks	Action Timelines	Estimated Cost	Lead
Increase Community Engagement	To encourage active participation in the future of our community by the majority of residents	Establish an Annual Meeting format that encourages participation. <ul style="list-style-type: none"> • • • • 	2018-2019	TBD	Strategic Planning Committee/Council
		Encourage volunteering by using an asset mapping approach to identify individual skills and strengths. <ul style="list-style-type: none"> • • • • 	2018-2019	TBD	Strategic Planning Committee/Council
		Include acreage owners within a 10-15 km radius in all communications <ul style="list-style-type: none"> • • • • 	2018-2019	TBD	Strategic Planning Committee/Council
Brand our community	Define the Aberdeen Advantage	Explore the opportunity of a community identifier (Vegreville's Easter Egg, for example) <ul style="list-style-type: none"> • • • • 	2018-2019	TBD	Councillor Leveque/Council

Community development is a planned effort to build assets that increase the capacity of residents to improve their quality of life. These assets may include several forms of community capital: physical, human, social, financial, environmental, political, and cultural.”

4. Communication Plan

Communication plays a fundamental role in each of our lives. Here is why an effective communication plan is important to Town of Aberdeen:

1. **Builds and maintains relationships** - Relationships are built and can be maintained by experiencing positive encounters with others. Communication is key to this planning process.
2. **Facilitates innovation** - When each of us feels comfortable in openly communicating new ideas, cooperation and innovation will be at an all-time high.
3. **Builds an effective team** - Open communication will build a more cohesive and effective community team. Good communication also tends to boost community morale. When everyone is well informed good things happen.
4. **Contributes to growth of our community** - Communication can also lead to productivity and helps to avoid unnecessary delays in the implementation of policies, the resolution of issues, the identification of opportunities and the implementation of new programs and services.
5. **Ensures transparency** - A direct outcome of regular communication is transparency. This will be important in building trust in our community, in our brand, and in our programs and services

The first step in our communication plan will be to hold a community meeting. The objective of getting together will be to share the Strategic Plan with members of the community, ask for input, make any changes necessary and then begin the work of implementing our Plan.

During this community meeting we will also determine from those in attendance their preferred communication method, and frequency. For those residents unable to attend we will make direct contact.

A solid communication plan will help us move our Strategic Plan forward.

Outcome	Objective	Tasks	Action Timelines	Estimated Cost	Lead
Implementation of an Effective Communication Plan	To include all employees in the strategic plan discussions	<ul style="list-style-type: none"> Set up meeting for employee input 	Spring 2018	\$0.00	Councillor Griffiths/Strategic Planning Committee/Council
	Inform the community that the strategic plan has been approved	<ul style="list-style-type: none"> Notice with the month end billing Website Facebook Mail drop at Post Office 	March 2018	\$100.00	Councillor Griffiths/Strategic Planning Committee/Council
	To review the results of the survey and how they fit into the strategic plan. Get community input into the plan.	<ul style="list-style-type: none"> Public meeting to be held at community hall Set up/attend meeting with Seniors Group Set up/attend meeting with business owners Set up and attend a meeting with Youth through school 	April 2018 April/May 2018 May 2018 May 2018	\$300.00 \$50.00 \$50.00 \$50.00	Councillor Griffiths/Strategic Planning Committee/Council
	To review the results of the survey and how they fit into the strategic plan. Get community input into the plan.	Meetings with: <ul style="list-style-type: none"> Park and rec Charities Board Community Hall Board Library Board Community Garden - Communities in Bloom Board 	June 2018	\$150.00	Councillor Griffiths/Strategic Planning Committee/Council
	Share the results from community input	<ul style="list-style-type: none"> Follow up public meeting-community hall 	Fall 2018	\$300.00	Councillor Griffiths /Strategic Planning Committee/Council

Town of Aberdeen

