Council Strategic Plan

2023-2028



FERNIE

CITY OF FERNIE
BRITISH COLUMBIA



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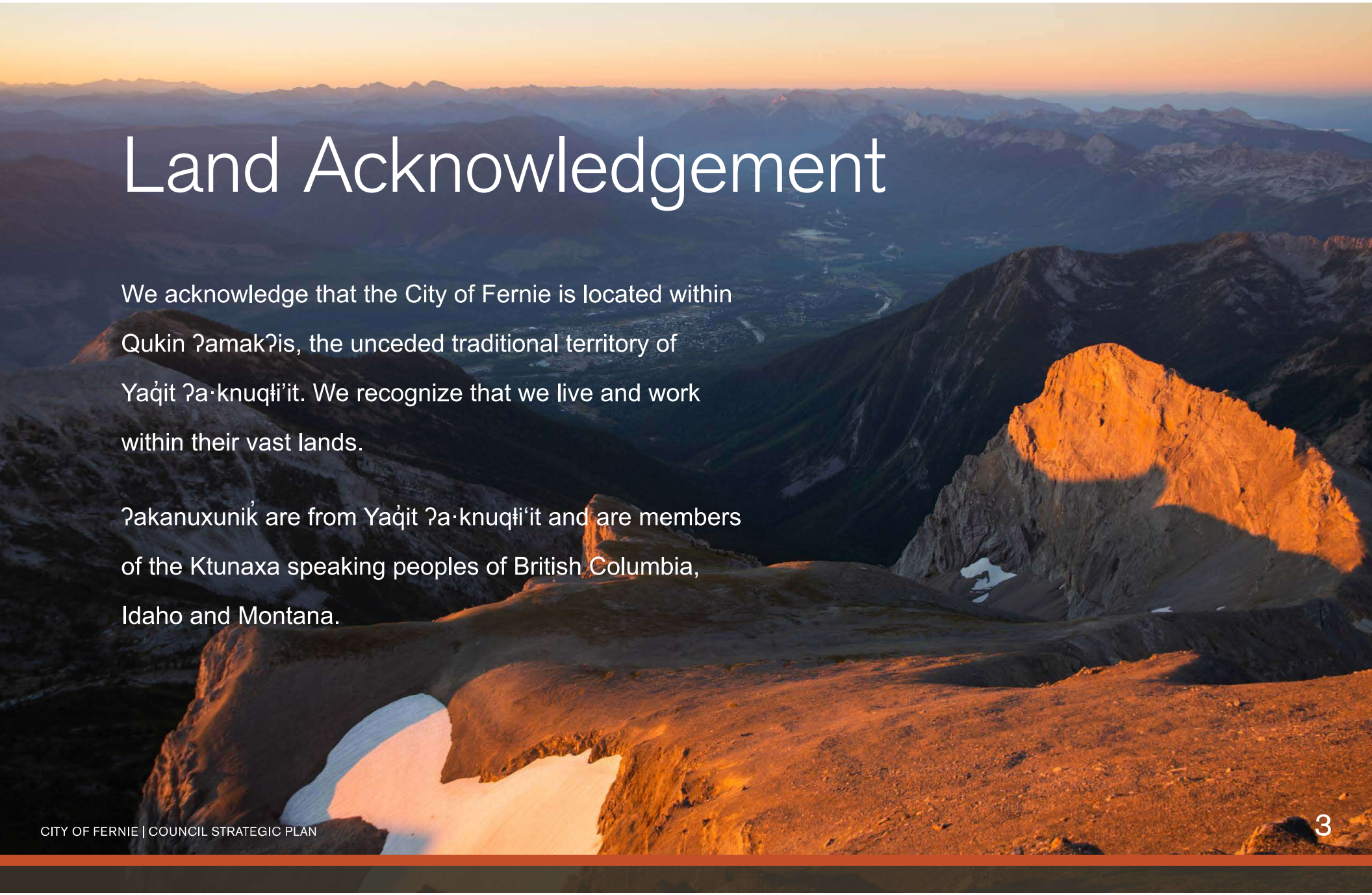
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PHOTOS BY VINCE MO (UNLESS OTHERWISE NOTED)



Land Acknowledgement

We acknowledge that the City of Fernie is located within Qukin ʔamakʔis, the unceded traditional territory of Yaq̓it ʔa·knuqƚi'it. We recognize that we live and work within their vast lands.

ʔakanuxunik̓ are from Yaq̓it ʔa·knuqƚi'it and are members of the Ktunaxa speaking peoples of British Columbia, Idaho and Montana.



Council's Strategic Plan

Council's Strategic Plan has been developed through facilitated working sessions and is intended to be a guiding document for the next five years.

YOUR CITY COUNCIL

Council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. Together, Council members set the direction of the municipality through their role as policy makers.

The current Council was elected in 2022 to serve a four year term to 2026.

Photo Credit: Jamie Hide

VISION

We are a respectful, responsible, and resilient community.



Mayor, Nic Milligan



Kyle Hamilton



Tracey Audia Kelly



Kevin McIsaac



Troy Nixon



Harsh Ramadass



Ted Shoesmith

MISSION

To foster a liveable community by providing quality services through organizational excellence.

Photos Credit: Jamie Hide

Values

LEADERSHIP

We make informed decisions by thoughtfully considering the full range of available facts.

FISCAL RESPONSIBILITY

We are mindful that tax dollars come directly from the pockets of our community members.

INTEGRITY

We operate with openness, honesty, and accountability.

KINDNESS

We recognize that every decision we make—or don't make—impacts the lives of people in our community.

FORWARD THINKING

We are open to new ideas and maintain a long-term vision.

RESILIENCE

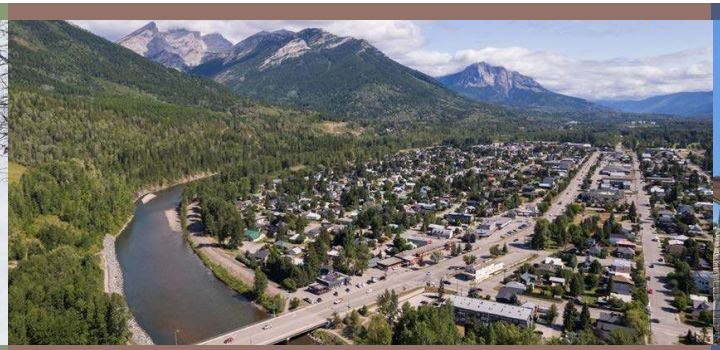
We continually develop capacity to withstand or recover from the difficulties we face.

Objectives



Quality Services

Deliver dependable, sustainable services that meet the expectations of the community.



Liveable Community

Ensure citizens can flourish in an inclusive and diverse community with sustainable infrastructure, amenities, and services.



Organizational Excellence

Improve our organization and culture as we learn and adapt to the changing needs of the community.

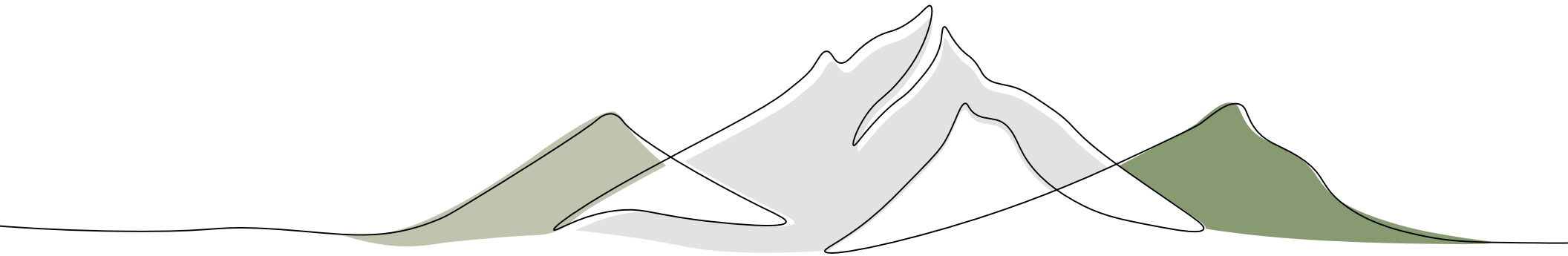
Quality Services **Goals**

Community Engagement

Provide accessible, consistent, and clearly defined avenues for community engagement with City Council and the organization on service delivery and community priorities.

Service Insight

Improve decision-making, budgeting, and engagement with the community by better understanding the services we deliver, service levels, community expectations, and the associated costs.



COMMUNITY ENGAGEMENT

ACHIEVING OUR GOALS

1

CITIZEN SATISFACTION

Create a clear process and supporting, educational materials for addressing and responding to customer inquiries.

- ☑ Citizens and customers feel more satisfied with the services and information we provide.

2

CUSTOMER SERVICE

Establish customer service standards, including baseline and target levels of service.

- ☑ Improved and standardized customer service across all service areas.

3

CIVIC ENGAGEMENT

Develop and implement a consistent, centralized framework and delivery model for community engagement.

- ☑ Adoption of a civic engagement policy and improvement of public engagement.



Photo Credit: Jasperdo, flickr.com/mytravelphotos

COMMUNITY ENGAGEMENT

ACHIEVING OUR GOALS

4

CITY COMMUNICATIONS

Engage with the community to understand preferred communication methods, and incorporate findings to make delivery methods more accessible.

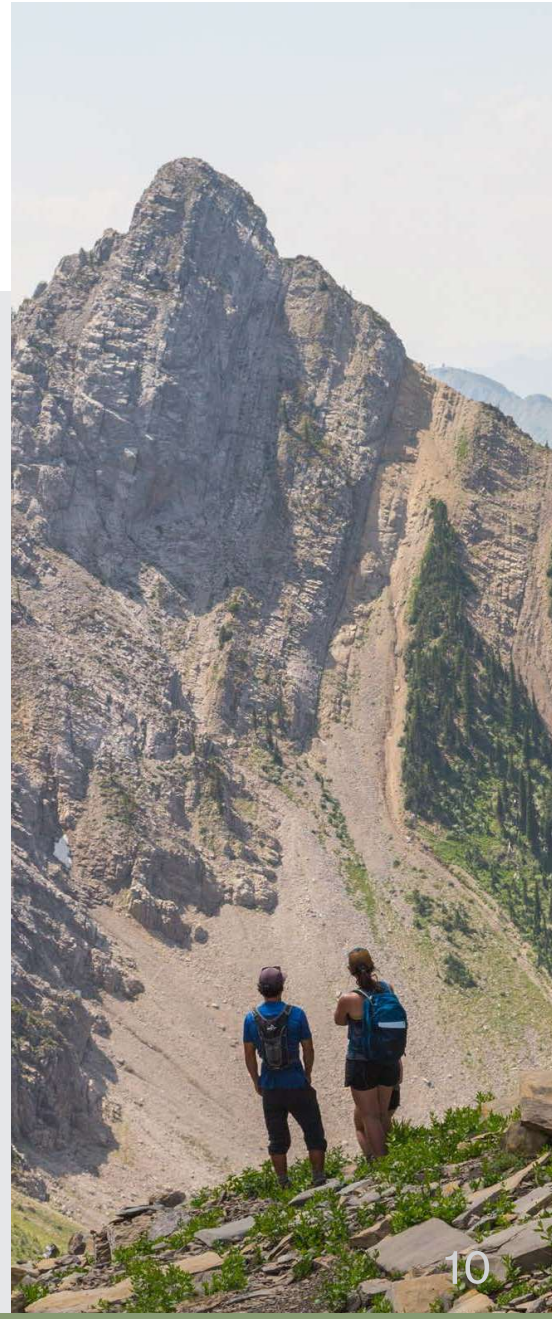
- ☑ Improved accessibility and awareness of city projects and initiatives.

5

ENGAGEMENT OPPORTUNITIES

Identify, develop, track and report on Council engagement opportunities relating to key annual reporting points.

- ☑ Council engagement points are established and reported on.



SERVICE INSIGHT

ACHIEVING OUR GOALS

1 SERVICE INVENTORY

Establish a cross-functional team to build a service inventory, prioritize service areas for review, and conduct level of service assessments.

- ☑ Complete inventory of services and assessment of current service levels.

2 SERVICE ANALYSIS

Conduct comprehensive, priority-selected service area reviews that include a community engagement component.

- ☑ Completion of one comprehensive service area assessment per year.

3 BUDGETING FOCUS

Transition the organization to service-based financial reporting.

- ☑ Policy-driven budgeting is focused on services and assets that support Council's strategic plan.



Liveable Community **Goals**

INCLUSION AND RECONCILIATION

Meaningfully advance inclusion and reconciliation within our communities.

HOUSING AND CHILDCARE

Support families' quality of life by increasing access to affordable housing and childcare.

HOUSING DIVERSITY

Increase the diversity of housing options and supports for individuals at every stage of life.

AFFORDABILITY

Improve affordability by actively managing the overall financial burden of city services for community members.

COMMUNITY SERVICES

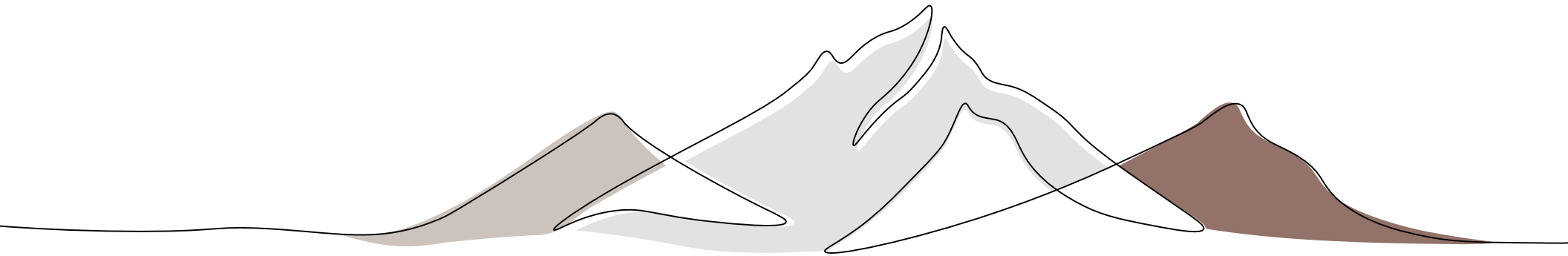
Contribute to improved quality of life in Fernie by developing relationships, partnerships, and community capacity to deliver extended services.

CLIMATE POLICY

Integrate a climate lens in the planning, design, and delivery of programs, services, and assets.

ASSET MANAGEMENT

Better understand city-owned assets, how they support services we deliver, their maintenance and replacement needs, and future retirement obligations.



INCLUSION AND RECONCILIATION

ACHIEVING OUR GOALS

1

TRUTH AND RECONCILIATION

Advance authentic relationships, protocols, and agreements that enable meaningful progress on reconciliation.

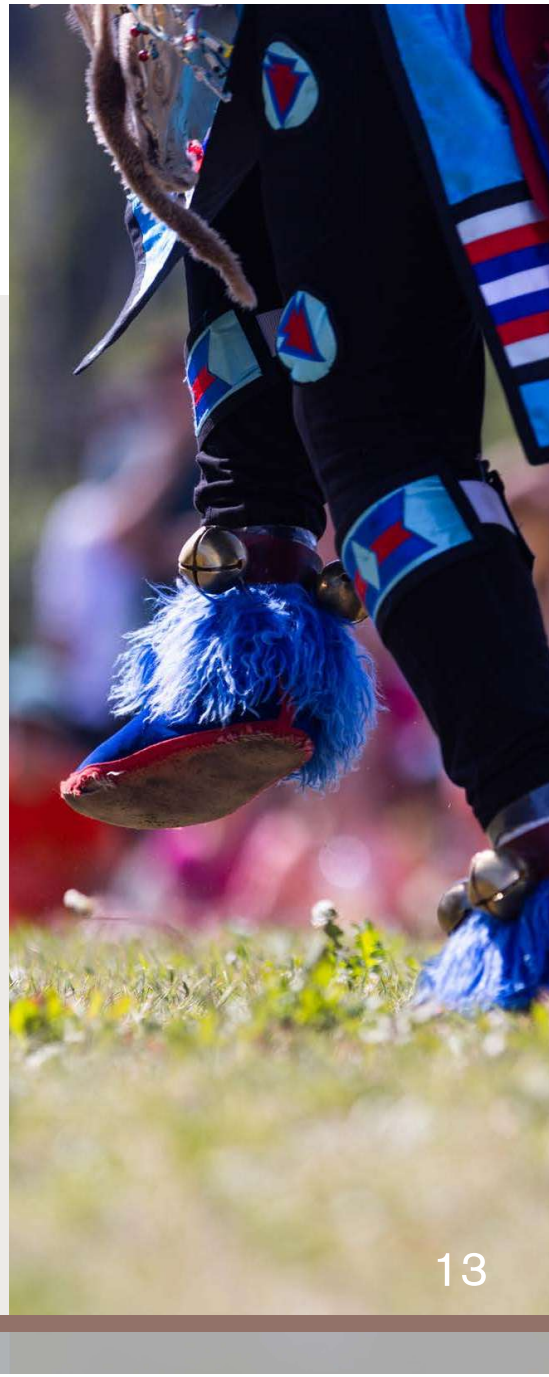
- ☑ Established agreements, partnerships, and collaboration on major initiatives.

2

EQUITABLE OPPORTUNITY

Establish and implement standards for diversity, equity, and inclusion within city committees, working groups, community engagement initiatives, and service delivery.

- ☑ Diversity, equity, and inclusion standards are established, implemented, and measured.



HOUSING AND CHILDCARE

ACHIEVING OUR GOALS

1 IMPROVE ACCESS

Leverage underdeveloped city-owned lands, existing and new facilities to create additional child care space and non-market housing.

☑ Improved access to childcare and non-market housing.



HOUSING DIVERSITY

ACHIEVING OUR GOALS

1

HOUSING TYPES

Identify and advance policy options and incentives to encourage age-in-place, multi-generational, and other diverse housing options.

- ☑ Increased multi-family and infill development.

2

COMPLETE NEIGHBOURHOODS

Identify neighbourhoods suitable for increased commercial property and reduce average travel distance from residential neighbourhoods to amenities and services.

- ☑ An increase in the number of services within walking distance of neighbourhoods.



AFFORDABILITY

ACHIEVING OUR GOALS

1

SERVICES AND FEES

Set policy-based support targets for municipal services and establish centralized management and annual review of fees and charges.

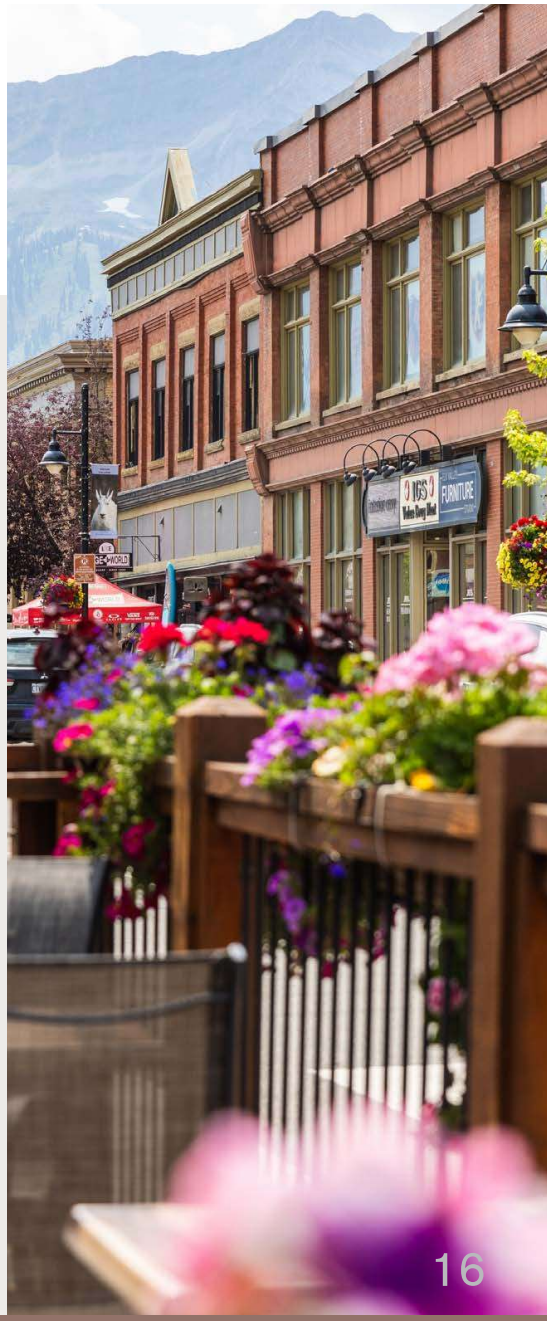
- [x] Improved processes and outcomes of service, fee, and bylaw reviews.

2

INFRASTRUCTURE DEFICIT

Pursue opportunities within existing projects and services to equitably redistribute life cycle costs of assets and services.

- [x] Reduction in infrastructure deficit per dwelling by end-of-term.



ACHIEVING OUR GOALS

1 QUALITY OF LIFE

Support community capacity to provide diverse community services by leveraging existing city assets, shared service agreements, and partnerships.

☑ Increased availability of extended services that support the community's quality of life.



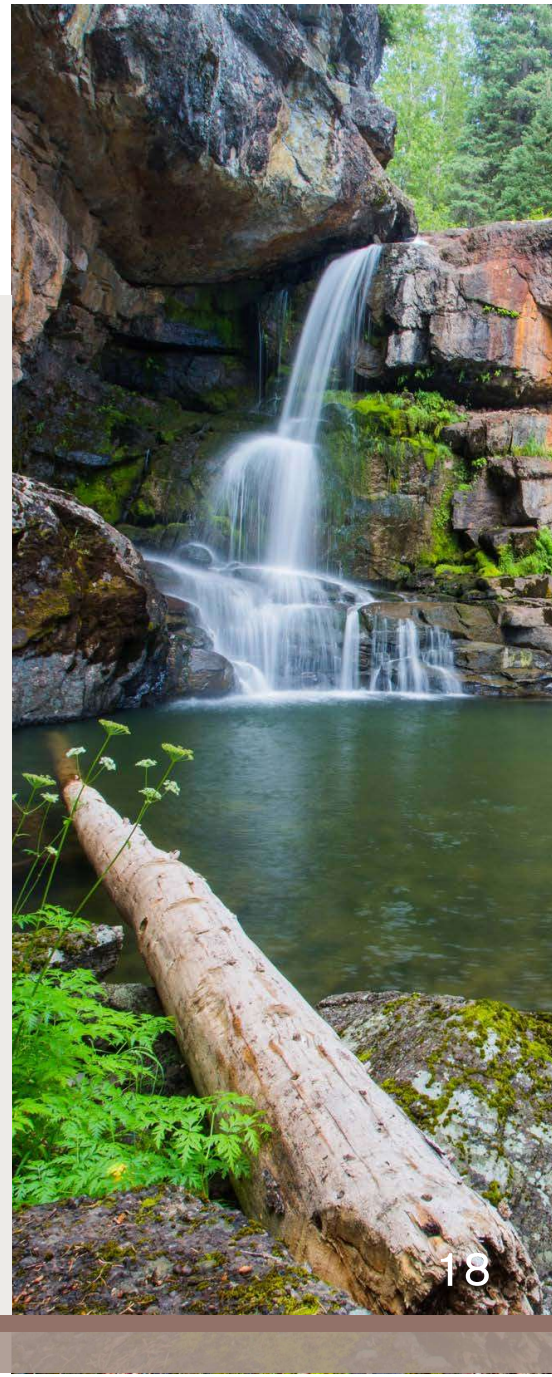
ACHIEVING OUR GOALS

1 CLIMATE ACTION

Develop policy to apply climate and environmental sustainability considerations to planning and project delivery.

☑

Climate action is prioritized and clear climate objectives are established.



ASSET MANAGEMENT

ACHIEVING OUR GOALS

1

ASSET AWARENESS

Develop and implement community education campaigns and produce an annual infrastructure report card.

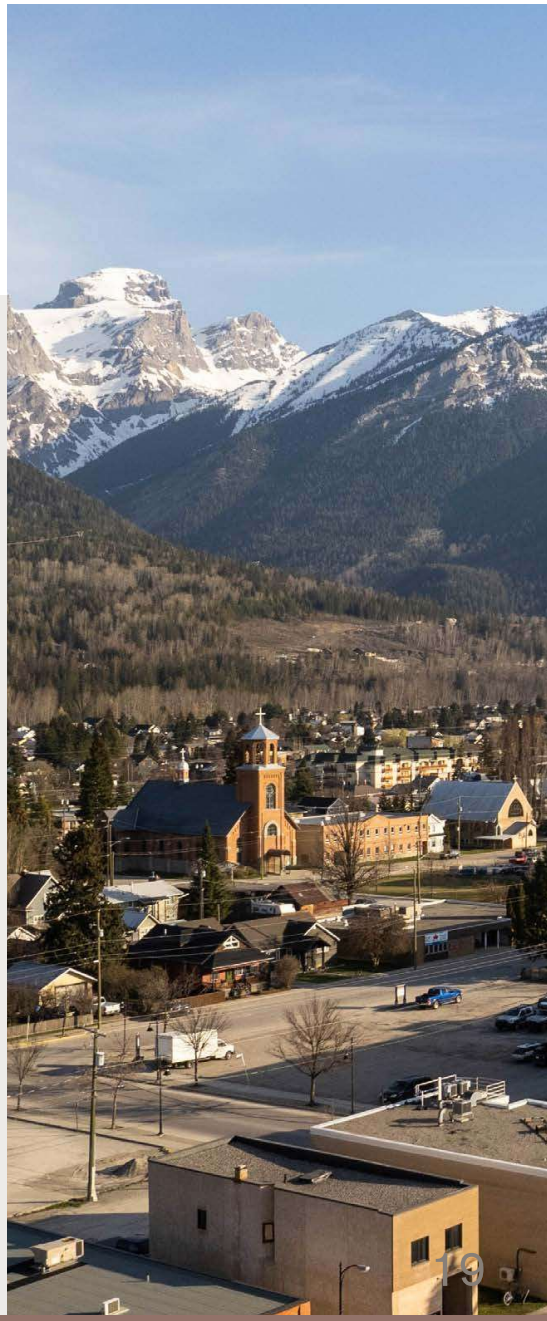
- [x] Increased public awareness of the city's asset position.

2

CAPITAL INVESTMENT

Formalize long-term plans to maintain and replace community assets.

- [x] A generational plan for capital investment in public assets.



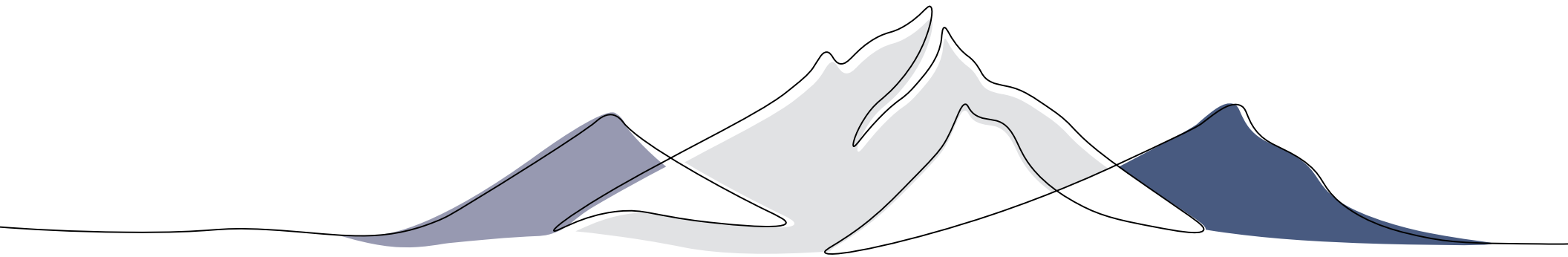
Organizational Excellence **Goals**

Organizational Culture

Continuously foster a strengthened culture focused on health, safety, and organizational excellence.

Business Modernization

Prioritize business modernization to support the enhanced delivery of city services.



ORGANIZATIONAL CULTURE

ACHIEVING OUR GOALS

1

EMPLOYEE SATISFACTION

Resource a Culture Committee to action recommendations from employee surveys and workshops.

- Improved satisfaction, recruitment, and retention of municipal employees.

2

CELEBRATE ACHIEVEMENTS

Increase communication both internally and externally through announcements and press releases.

- Increased awareness of the achievements of individual employees and the organization as a whole.

3

EMPLOYEE DEVELOPMENT

Establish and resource a formalized employee training program addressing safety, professional, and personal development.

- Investment in staff training and development.



BUSINESS MODERNIZATION

ACHIEVING OUR GOALS

1 PERMITTING PROCESS

Digitize building and development application intake, tracking, and approval processes.

- ☑ Improved process for building and development applications.

2 BUSINESS SYSTEMS

Advance the implementation of industry-standard practices, processes, and systems to support effective operations.

- ☑ Enhanced operational efficiency through business system improvements.

3 PROJECT COLLABORATION

Establish goals for project collaboration and cross-functional teams to support advancement of organizational priorities.

- ☑ Increased effectiveness of project communication and collaboration.



Photo Credit: Vladimir, flickr.com/vladm2007



Measuring Progress

Council's Strategic Plan will be supported by an Implementation Plan and reviewed each year. Progress will be published in the *Annual Municipal Report.*

FERNIE

CITY OF FERNIE
BRITISH COLUMBIA



City Hall
501-3rd Ave., Box 190
Fernie, BC V0B 1M0

email council@fernie.ca
tel (250) 423-6817
fax (250) 423-3034

fernie.ca | letstalk.fernie.ca