

# Town of Peace River



Strategic Plan  
2022-2025





In looking towards the future of Peace River, it is important that Council Members agree on what the final destination looks like. With this in mind, Council first decided on the Town's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

In March 2022, members of Council and our senior staff met to identify a strategic direction for our community and to set clear priorities for ourselves to achieve over the next four years. This high-level plan will guide Council and Administration's activities, provide a long-term vision for this Council and future Councils, and it will ensure that Council and Administration can work together in a common direction.

This plan will serve as a roadmap and set the stage for decision-making and priority setting for the Town of Peace River. Council recognizes that this is a planning document. At times, we will need to be flexible and responsive to our changing environment to allow for and build on successes. Our senior staff will utilize this plan to develop annual goals and work plans based on these priorities that will be extended through the budgeting process.

It is our job as Council to ensure that the priorities, goals, and strategies in this plan are kept in focus. From that point, our expert administrative staff will manage the implementation of projects, programs and initiatives identified in this plan as we continue to serve this community proudly.

Finally, we can use this Strategic Plan to be accountable to you. We invite you to review this strategic plan and to provide feedback and comments about our plan for the future of Peace River.

Sincerely,

Mayor Elaine Manzer on behalf of Town Council

## Vision

A community's Vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Peace River's Council and Administration. The Vision also indicates what makes Peace River unique.

## Peace River, the Future of the North

## Mission

A town's Mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Peace River does and who benefits from Council's activities. This Mission Statement was created based on key ideas about how to achieve the Town's Vision.

**We will strive to be an ambitious, prosperous, and supportive community.**

## Values

The values expressed here are the guiding principles that help determine how the Town will operate, both in public and privately:

### Courage

We act in the best long-term interests of the citizens, even when those decisions may not be popular in the short-term.

### Health & Wellbeing

We know that the most compelling communities are those where citizens are strong and active

### Integrity

We do what we say we will do.

### Synergy

We are a team, each bringing different strengths to the decisions we are asked to make.

### Vitality

We know that when we act with passion and have fun doing it, we bring others along with us.



### PRIORITIES FOR 2022-2023

Within the full list of Goals that appear in the Town's plans, Council has created a subset of "high-ranked Goals". The items on this list reflect the priorities that Council sees as both important and timely for this year.

Many other Goals are identified as having a moderate priority, meaning they will be worked in the Corporate Business Plan as resources allow or deadlines near. It is expected that the high priority Goal list will change over time as some high priority items near completion and new priorities emerge for the Town.

### THE HIGHEST PRIORITIES FOR 2022-23 INCLUDE:

High-Priority Goal	Pillar
Ensure that the Town of Peace River remains a sustainable and vibrant municipality	High-Functioning Local Government
Encourage investment and employment in Peace River	Robust and Sustainable Economy
Enhance a downtown that people want to visit	An Environment in Which People Want to Live
Foster a safe community	A Strong, Safe, and Connected Community
Ensure that everyone who wants to can find a home in Peace River	An Environment in Which People Want to Live

All these priority goals appear on the pages that follow in context of the rest of the goals in the related sustainability pillar.



## Pillars, Goals and Strategies

The plan identifies what the town will be working on over the course of the next four years. It is divided into Pillars, Goals, and Strategies/Tactics, all of which support each other.

**Pillar:** area of major concentration for Town Council in terms of this strategic plan.

**Goal:** change over time that is supported by Town Council. This becomes the answer to 'what does the town do?'

**Strategy:** expected activity in support of the Goal. This becomes the answer to the question 'how does the town achieve the goal?'

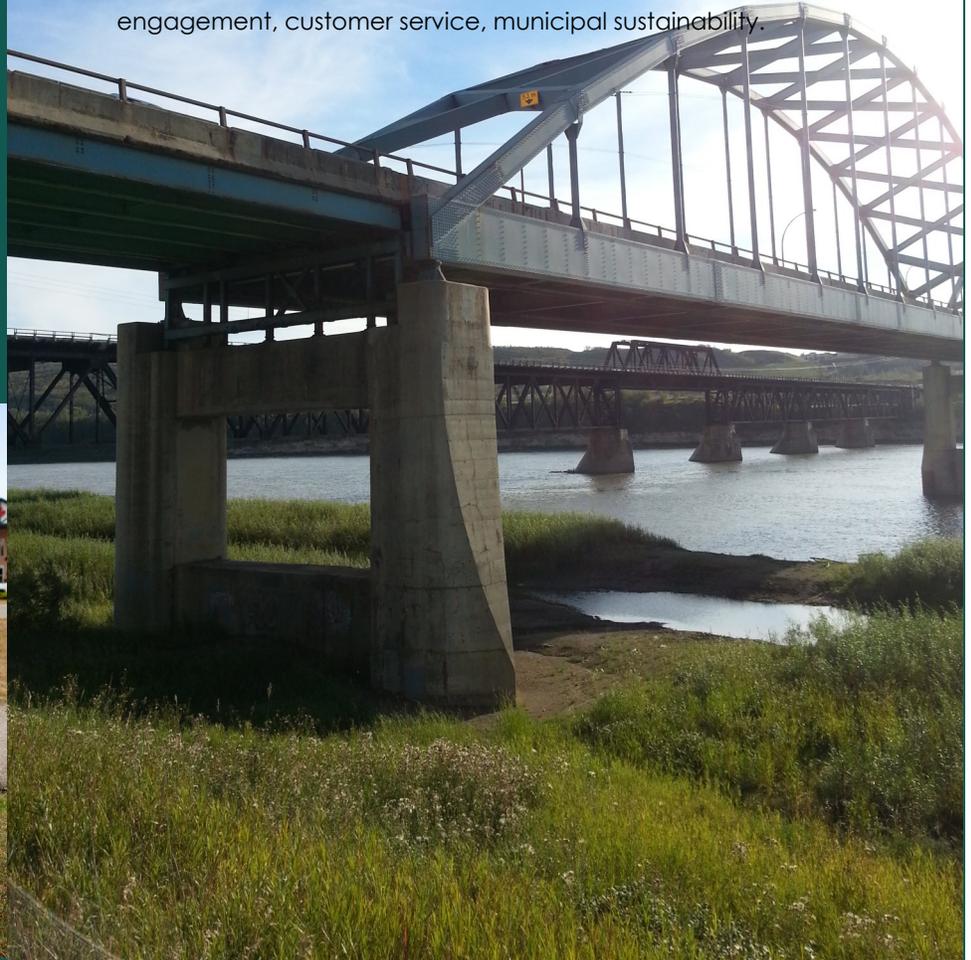
**Measure:** indications of how Council knows whether the strategic plan's goals are being achieved. These are often outcome measures, or an indication of change over time.



In this Strategic Plan, the pillars and goals are governance related. How these goals get achieved is through the use of strategies. Strategies are building blocks of the Town's Corporate Business Plan. As such, the strategies in this plan are illustrative rather than predictive. Town Managers will adapt the strategies over time to provide the Town with the best chance of achieving its goals.

### GOALS, STRATEGIES AND PRIORITIES ARE BASED ON THESE STRATEGIC PILLARS AND TOPICS RELATED TO THEM:

- **A Strong, Safe, and Connected Community:** recreation, history, social interactions, culture, youth, and seniors.
- **A Robust and Sustainable Economy:** diversification, zoning, transportation.
- **An Environment in Which People Want to Live:** urban beautification, environmental impact, housing.
- **A High Functioning Local Government:** Council, partnerships, engagement, customer service, municipal sustainability.



## A Strong, Safe and Connected Community

Individuals and families choose to move to Peace River and they choose to remain in Peace River for a variety of reasons. The Town has a role in building a community that is safe and attractive; it also has a role in building relationships with neighbours near and far.



### GOALS:

#### 1. Foster a safe community

Potential strategies:

- ⇒ Work with the community partners to roll-out new community safety strategies.

How we will know when we are successful in achieving this goal:

- ◆ Enforcement and social service organizations report that per capital crime and social disorder measures fall over time.

#### 2. Build a socially connected community

Potential strategies:

- ⇒ Host Town/community events
- ⇒ Partner with provincial and national organizations to promote immigration opportunities in Peace River.
- ⇒ Promote Peace River regionally, provincially and nationally.
- ⇒ Work with provincial and federal governments to attract foreign workers and their families to Peace River.

How will we know when we are successful in achieving this goal:

- ◆ Number of successfully held Town/Council events.

# A Strong, Safe and Connected Community

*continued*

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## **GOALS:**

### **3. Build a physically connected community**

Potential strategies:

- ⇒ Add or refurbish amenities such as gazebos, power and lighting to parks where it makes sense and to improve public safety.
- ⇒ Add public parking at the west end of the new Peace River bridge.
- ⇒ Increase opportunities for citizens to use the Peace River bridge walkway.
- ⇒ Provide clean and safe parks and trails that attract users.

How we will know when we are successful in achieving this goal:

- ◆ Public satisfaction indicators illustrate higher levels of use of public spaces.

### **4. Expand relationships with local Indigenous partners**

Potential strategies:

- ⇒ Adopt the Truth and Reconciliation Commission's Calls to Action that have an impact on local government, including adopting a land acknowledgement.
- ⇒ Embrace opportunities to recognize Indigenous ceremony and culture in Peace River.
- ⇒ Engage with the Indigenous community to promote tourism and economic development.

How will we know when we are successful in achieving this goal:

- ◆ Indigenous partners experience the Town of Peace River as a partner and ally.
- ◆ Continued presence of indigenous ceremonies, cultural and heritage within our community.

## A Robust and Sustainable Economy

People live in Peace River in part because there is employment that is both attractive and challenging. The Town has a role to work with partners in the community and beyond to make sure the local economy is maintained and diversified. That those jobs remain in the town and that the economy adjusts to changes in the wider world.

### GOALS:

#### 1. Grow investment in Peace River

Potential strategies:

- ⇒ Foster attractive retirement opportunities in our community.
- ⇒ Explore incentive options for businesses to locate in Peace River.
- ⇒ Explore options to maintain businesses in our community.
- ⇒ Promote our community in the region and beyond.
- ⇒ Work with partners to determine the types of services and amenities that would be attractive to business.

How we will know when we are successful in achieving this goal:

- ◆ The number of building permits issued increase each year.
- ◆ The current number of business licenses are maintained and increase in number over time.

#### 2. Deliver needed Town programs and services efficiently

Potential strategies:

- ⇒ Improved levels of communication and engagement with municipal customers and applicants while streamlining the delivery of services and permitting processes. Adapt to identified changes in the required mix of town-provided programs, services, amenities, and facilities as they change over time.

How will we know when we are successful in achieving this goal:

- ◆ Implement "How did we do" survey for municipal services and permitting.



## An Environment in Which People Want to Live

Everything that the Town of Peace River does has an impact on the physical environment. Peace River is a steward of that environment in the interests of generations to come.



### GOALS:

#### 1. Enhance a downtown that people want to visit

Potential strategies:

- ⇒ Businesses and organizations are invited to participate in clean-up, landscaping, and overall revitalization of the physical image of the downtown area.
- ⇒ Seek community and public involvement and input on downtown beautification.

How we will know when we are successful in achieving this goal:

- ◆ Increased number of people living, working and playing downtown.
- ◆ Results of resident satisfaction surveys and programs uptake.

#### 2. Ensure that everyone who wants to can find a home in Peace River

Potential strategies:

- ⇒ Attract infill housing development to designated residential and commercial areas.
- ⇒ Explore opportunities within the town and with other potential partners to increase development of a mix of attainable housing types.

How will we know when we are successful in achieving this goal:

- ◆ Housing density in Peace River rises over the course of this Strategic Plan.

## An Environment in Which People Want to Live

*continued*

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### **GOALS:**

#### **3. Reduce the Town's impact on the environment**

Potential strategies:

- ⇒ Complete an Environmental Master Plan for the Town.
- ⇒ Explore opportunities to further improve the town's residential and commercial waste management and recycling programs.
- ⇒ Improve water and wastewater processes and procedures to make water and wastewater infrastructure management as efficient as possible.

How we will know when we are successful in achieving this goal:

- ◆ The proportion of waste that is diverted from the landfill grows over the course of this Strategic Plan.
- ◆ Decreased water loss within the water system.



## A High Functioning Local Government

Council is elected to serve the people in the best, most effective way possible. By providing a framework for focused leadership, the Town helps to ensure that Peace River remains attractive, remains a great place to live, and remains a great place to locate a business. The Town's leadership acknowledges a responsibility to both current and future residents.

### GOALS:

#### 1. Ensure that the Town of Peace River remains a sustainable and vibrant municipality

Potential strategies:

- ⇒ Advocate to the province and stakeholder associations for sustainable municipal funding model.
- ⇒ Incorporate appropriate recommendations of the organizational review.
- ⇒ Determine the sustainable level of asset management based on the Asset Management Plan.
- ⇒ Identify and facilitate long term investment and revenue partnerships.
- ⇒ Conduct a service level review.

How we will know when we are successful in achieving this goal:

- ◆ These will be assessed on a complete/incomplete basis.

#### 2. Engage with members of our community

Potential strategies:

- ⇒ Increase awareness of the Town's bylaws and policies.
- ⇒ Increase opportunities for Council to engage with young people in Peace River.

How we will know when we are successful in achieving this goal:

- ◆ Resident satisfaction surveys.



## A High Functioning Local Government

*continued*

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### GOALS:

#### **3. Collaborate with regional partners and other orders of government for the betterment of all**

Potential strategies:

- ⇒ Engage the Provincial Government in advocating for greater ability to provide programs and services regionally.
- ⇒ Host regular relationship-building events for regional partners in Peace River.
- ⇒ Present opportunities and ideas for greater depth of regional collaboration with neighboring municipalities.

How we will know when we are successful in achieving this goal:

- ◆ These will be assessed on a complete/incomplete basis.



The pages of Peace River's 2022-2025 Strategic Plan provide a roadmap that was developed by the Town's elected officials and senior administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment within the town is always shifting. In response, the Town plans also must change to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.



## Creation Credits

The following individuals participated in the initial creation of this strategic plan. Their contributions are significant and vital.

### Members of Peace River Town Council

Elaine Manzer	Mayor
Byron Schamehorn	Deputy Mayor
Marc Boychuk	Councillor
Brad Carr	Councillor
Orren Ford	Councillor
Don Good	Councillor
Shelly Shannon	Councillor

### Members of Peace River Town Administration

Tanya Bell	Director of Community Services
Terry Websdale	Director of Corp. Services & Ec. Dev
Jim McCuaig	Director of Engineering & Infra.

### External Advisors

Pam Malach & Mike Mamona, Strategic Steps Inc.