CITY OF Martensville

Municipal Sustainability Plan Highlights 2016

City of Martensville

www.martensville.ca

We are committed to sustainability so we can meet the needs of our citizens now and in the future.

Our Vision

Martensville is a community of families, friends, and neighbours where we work, play, and grow together in a safe, active, and healthy environment - Martensville is a great place to call home.

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INTRODUCTION

Martensville City Council is committed to providing and passing on a strategic direction and policy for future Councils that will continue to build a sustainable community within the values and beliefs expressed by the citizens of Martensville.

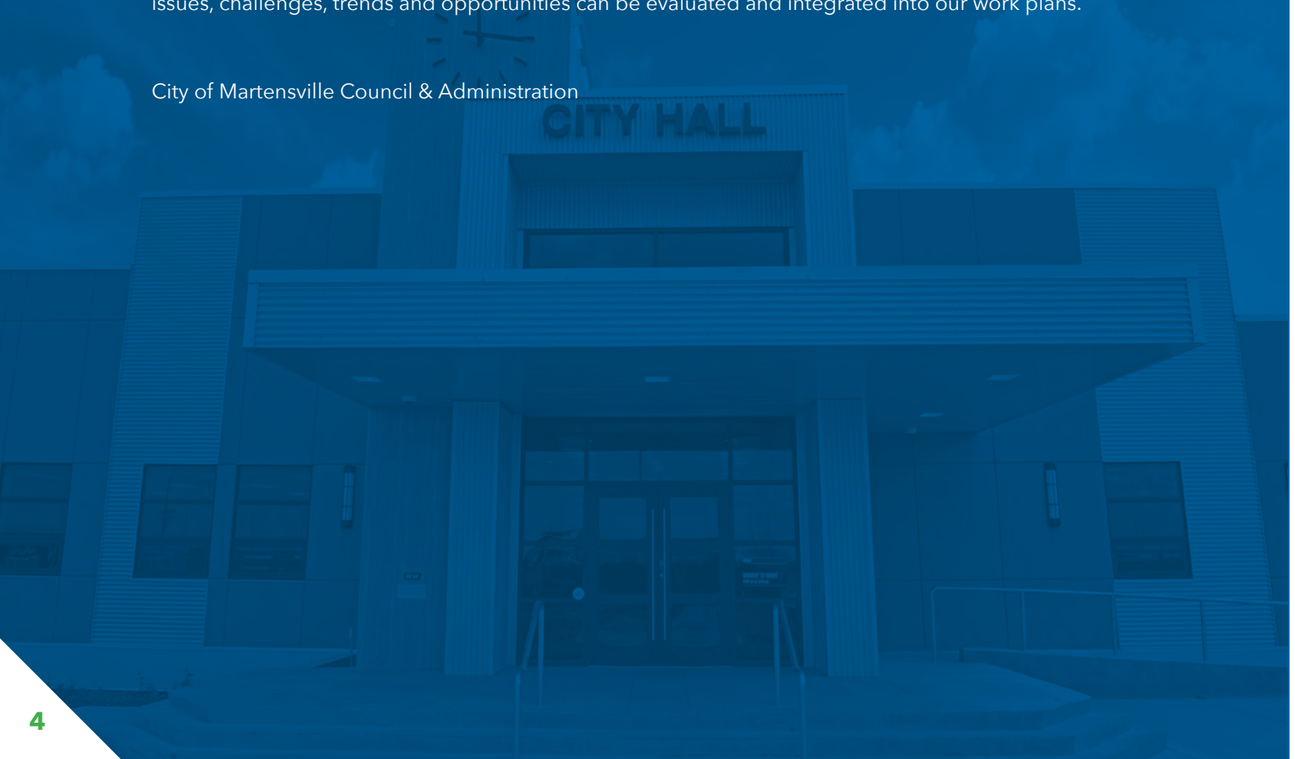
The Municipal Sustainability Plan provides the foundation by which Administration brings forward proposals or projects that will achieve City Council's long-term direction. This plan was developed in 2014 and is being used to guide departmental plans and budgets, and to deliver the programs and services our City requires, particularly as the City grows. It also takes into account the availability of human and financial resources. It outlines the strategic direction City Council and Administration will take to achieve our community vision:

"Martensville is a community of families, friends, and neighbours where we work, play, and grow together in a safe, active, and healthy environment - Martensville is a great place to call home."

The Plan focusses on the priorities of City Council within five pillars of sustainability – Governance, Culture, Social, Environment and Economy. These are fundamental areas that will propel our community to the forefront of municipal best practices and achieve sustainability. The Plan sets out goals for each pillar, and strategies to achieve them.

The Plan is reviewed on a quarterly basis to measure progress and ensure it continues to accurately reflect our priorities and the changing needs of the community. It is dynamic and evolving so that new issues, challenges, trends and opportunities can be evaluated and integrated into our work plans.

City of Martensville Council & Administration



PILLARS OF SUSTAINABILITY

Governance:

Good governance is the effective management of our community. It includes the development of policy and leadership to implement policy. Martensville is practicing good governance using a variety of tools including this Municipal Sustainability Plan, Growth Management Plans, resource planning (financial, human, capacity) and working with other municipalities to plan how our communities will grow collectively as one region.

Culture:

Culture is the fundamental objective of any sustainable community. Martensville is focused on preserving the strong community identity that has been created since the City was founded, and growing a diverse community that welcomes newcomers from all over the world. The Culture pillar also includes those things that make a good quality of life – recreation, the arts, and access to libraries.

Social:

Martensville is committed to ensuring the well-being of the community by ensuring the sustainability of emergency services, the availability of health care options, and education opportunities.
The Social pillar also includes a commitment to communication to and with residents, and corporate succession planning to help ensure continuity of work within the corporation.

Environment:

Without a healthy environment, the human pursuits of economy, society and culture cannot be sustained. Martensville is committed to the preservation and protection and of our natural environment by focusing on beautification and ensuring parks are included in land use planning. The Environment pillar also includes housing and infrastructure – making sure we are building smart, and implementing and maintaining infrastructure to support growth.

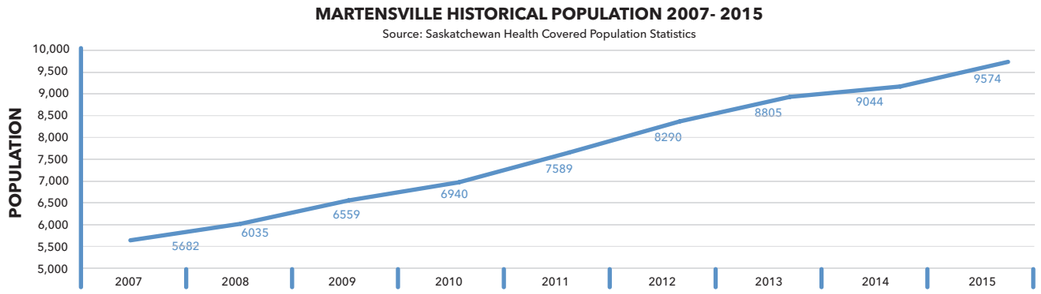
Economy:

Martensville focuses on strengths and opportunities for a vibrant, diverse and dynamic economy which attracts a good mix of business in various industries, retains skilled employees, brings new goods and services to market for residents, and ultimately results in community financial well-being.

CURRENT ENVIRONMENT

Martensville Is Growing:

Martensville is continually recognized as one of Saskatchewan's fastest growing communities. With a current population of over 9,000 people, Martensville is home to a young, educated and hard working population. Martensville has experienced positive growth since the community's incorporation just over 40 years ago. The City is projected to keep growing and become a significant centre in one of the province's main economic regions. In-migration has accelerated with 87% of residents moving to Martensville within the past 5 years. The community has already exceeded some of the population projections forecasted.



According to Statistics Canada population of Martensville increased 55% from 2006 to 2011.

Population Projections

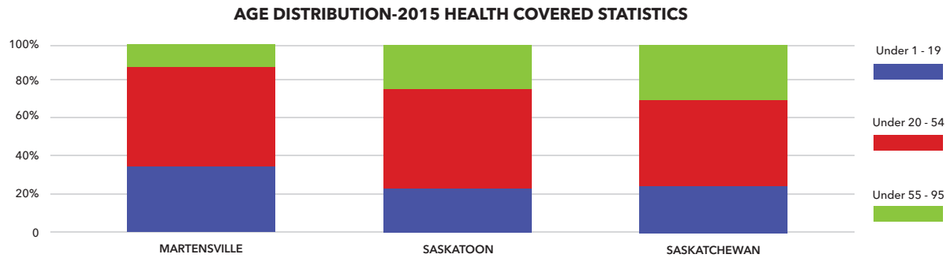
	2006	2011	2016	2021	2026	2031
Actual Population	4,968	7,716				
With 10% growth			12,427	20,013	32,232	51,909
With 8% growth			11,337	16,658	24,476	35,964
With 5% growth			9848	12,569	16.041	20,473
With 3% growth			8,945	10,370	12,021	13,936

Even the most modest population projections show that by 2021, 10,370 people will be living in Martensville. By 2031, population will be 13,936. At a growth rate of 10% per year, the population could reach 51,909 by 2031.

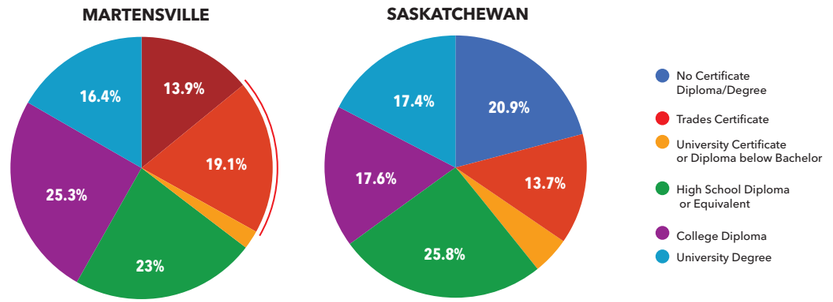
Martensville is Youthful, Educated and Employed:

Residents are employed - the Labour Force participation rate is 82.8% and unemployment is approximately 5.5%. The provincial unemployment is currently about 5.9%.

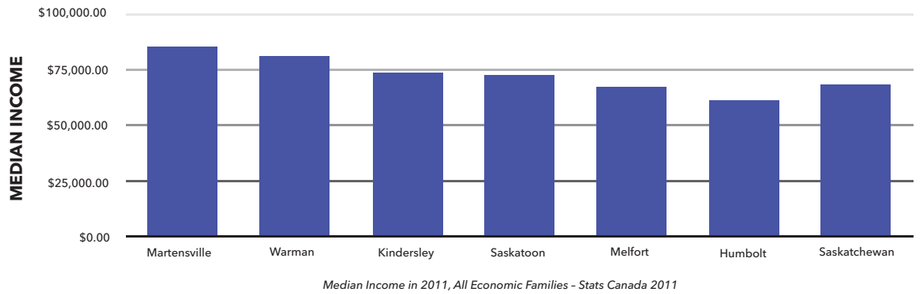
With a young population, Martensville is positioning itself to attract and grow its labour force. With a majority working in nearby Saskatoon, this skilled and educated workforce is looking for opportunities to work closer to home and family right in Martensville. New businesses and entrepreneurs wish to attract and retain Martensville residents as employees.



The majority of Martensville residents are under 45 years of age. Only about 10% of Martensville residents are over the age of 55. Both age ranges vary significantly from those of Saskatoon and the province.



63.1% of Martensville residents have a Post Secondary Certificate, Diploma or Degree. Across the province, the number of residents with one of these designations is 53.3%.



Median Income in 2011, All Economic Families – Stats Canada 2011

Martensville residents have the highest median income levels among some of Saskatchewan's main cities, and the province as a whole.

SUSAINABILITY PILLAR: GOVERNANCE

Governance Goals

- Proactively plan for infrastructure requirements and improvements.
- Ensure the long-term retention of City employees.
- Demonstrate that Martensville values its employees and the contributions they make to the organization.
- Ensure internal knowledge is preserved through good succession planning.
- Obtain proper staffing levels and resources to effectively serve the community.
- Promote creative and controlled growth in Martensville.

Strategies to Achieve Goals

- Develop an annual street maintenance budget.
- Provide a regional wastewater agreement.
- Create bylaws for community business district zoning. Include senior housing alternatives.
- Itemize drainage requirements (i.e. storm sewers, outflow to Opimihaw Creek).
- Improve Opimihaw Creek access to the river in conjunction with Saskatchewan Watershed Authority.
- Work with the Saskatchewan Department of Highways to create an overpass.
- Develop an integrated road network and pathway system.
- Use development levies to fund the cost of providing water to new neighborhoods.
- Ensure that offsite levies remain current to minimize property tax impact.
- Complete re-negotiation of current solid waste contract with solid waste provider.
- Ensure that internal knowledge is preserved through good succession planning.
- Ensure long-term retention of employees by offering competitive compensation packages.
- Build a sense of community among staff by providing a common staff room in one building for everyone to use.
- Develop clear employer expectations through policies and job descriptions.
- Foster staff morale by promoting teamwork and celebrating success.
- Offer job-related training and promotions based on job performance and cross training so that knowledge is not exclusive.
- Consider hiring a Human Resources staff member.
- Provide employees with the tools they require to do their jobs through proper maintenance and appropriate capital expenditures.
- Develop appropriate staffing levels within City departments.
- Review employee job satisfaction to determine if more resources are required.
- Complete a core neighbourhood zoning review.

SUSTAINABILITY PILLAR: CULTURE

Culture Goals

- Create a high-impact City entrance feature to provide citizens and visitors to Martensville with a great first impression.

Strategies to Achieve Goals

- Create a community heritage site on the Ens property.
- Develop a town square as the entrance feature of the community. The town square would consist of a physical structure as well as lighting, flowers, signage, trees, etc.

SUSTAINABITY PILLAR: SOCIAL

Social Goals

- Develop more diverse facilities to meet the changing needs of our citizens.
- Become the recreation centre for the region.
- Provide emergency fire and medical response to the community.
- Promote the development of health facilities to serve our citizens.
- Communicate the growth plan that enables Martensville to increase its population from approximately 7,700 to 10,000 over a four year time frame.

Strategies to Achieve Goals

- Identify the importance of a Communication Plan and associated resources required.
- Ensure Martensville has adequate green space. Determine whether current 10% allocation is enough.
- Develop outside partnerships to foster additional resources and ideas.
- Look for local and professional fundraising opportunities to assist with raising capital dollars for facility expansion.
- Consider regional cooperation in facility development (I.E. ice rink or regional trade-based high school).
- Explore a museum and information/tourist centre that would use the Ens property.
- Ensure that fire response has adequate equipment and training.
- Establish regional cooperation for emergency response.
- Explore hiring a full-time or part-time staff member (fire chief).
- Continue Primary Care Centre/ ambulance scoping with the health region.
- Become a regional centre of commerce (shopping/light industrial).
- Identify and secure a champion and/or partner for seniors' housing alternatives.
- Conduct a traffic study and associated modeling projections.
- Communicate Council's plan for the noted population growth, Martensville's intent to be, and be seen as, a progressive community with a critical mass of young families.
- Communicate that Martensville City Council and Administration is focused on the provision of green space that is family-friendly and which houses sporting facilities.
- Communicate that Martensville is finding a balance between development and providing both active and passive recreation opportunities and is poised to provide a wider array of shopping and retail offerings.
- Communicate that Martensville is focused on providing the services and amenities that current and future residents want, not merely focusing on growth for its own sake.

SUSTAINABILITY PILLAR: ENVIRONMENTAL

Environment Goals

- Ensure parks remain a focus as Martensville grows.
- Provide highly maintained parks and green spaces for City residents.
- Increase the tree population within Martensville through an urban forestry program.
- Improve intersection at Main and Centennial South Access and how City residents access Highway 12.

Strategies to Achieve Goals

- Complete plans for facilities: Kinsmen Park, Skatepark, Amphitheatre, and Campground.
- Ensure parks are identified and planned for when mapping out future growth areas.
- Work with developers to make sure parks remain a focus.
- Create a capital asset replacement plan for all infrastructure.
- Provide adequate resources, both manpower and equipment, and schedule work to ensure expected standards can be met.
- Work with developers to maintain sustainable (low maintenance) aesthetic spaces.
- Improve the urban environment using trees.
- Create a neighbourhood tree planting program through which residents can plant City supplied seedlings on their property.
- Develop a plan that outlines what tree species will be planted in which area annually.
- Complete City entrance west of Centennial and Main beautification.

SUSTAINABILITY PILLAR: ECONOMY

Economy Goals

- Maintain and revitalize the existing core area of Martensville.
- Enhance commercial and industrial growth.
- Develop new ways in which to access required funding, primarily targeted to infrastructure and facilities.

Strategies to Achieve Goals

- Develop revitalization plans to ensure the centre of the City remains vibrant and healthy.
- Increase the non-residential tax base.
- Increase commercial land inventory.
- Identify potential commercial and development sites in the planning zone around Martensville so that its use is clearly defined before development is proposed.
- Work with developers to encourage commercial development.
- Develop a cost recovery model with Saskatoon Health Region for community space in the new school.
- Evaluate all opportunities for P3 / partnership / joint venture funding of major projects in the city.
- Include land development as one of the targeted items for P3 / partnership development processes.
- Access information from the Saskatoon Society for Fund Raising Executives to develop a more extensive inventory of strategies by which to raise the funding needed for development in Martensville.
- Further examine all potential sources of grants for which application can be made by which to fund facilities in Martensville.
- Evaluate all possible partnerships that might be applicable for the schools in the community.
- Engage in regional planning whereby duplication of core services (e.g. wastewater plant) is either avoided or minimized.
- Lobby the provincial government, directly and through the cities' component of SUMA, for infrastructure funding for communities such as Martensville.

SUCCESS FACTORS

The City of Martensville will continue to be sustainable now and into the future if we can achieve the following:

Governance
- Strong leadership and a satisfied work force
- Ongoing planning and evaluation

Culture
- Strong community identity
- High quality of life

Social
- Access to recreation, the arts, education
- Options for health care
- Excellent emergency response
- Solid plan for emergencies

Environment
- Abundant park space
- Protected natural environment

Economy
- A strong economy
- Low unemployment
- Low business taxes
- New and expanding businesses
- Good and plentiful local jobs

IMPLEMENTING THE PLAN

City Council is responsible for setting direction, policy and bylaws required to achieve the sustainability goals. Council is also responsible for monitoring and evaluating the performance of management and service delivery outcomes.

The primary role of Management/Administration is to manage and deliver City programs and service with a focus on the economy, efficiency and effectiveness, within available financial and human resources, and in accordance with Council policy. Administration is also responsible for facilitating Council's strategic directions with respect to sustainability and articulating policy and services levels for Council.

Council's Sphere

Vision
Mission
Policy
Management / Administration
Service Delivery

Manager's Sphere

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