



*“A Town for the People”*

*Town of Nipawin  
2019 to 2023 Strategic Plan*

**Version 3.0**



## Mayor's Message



Early in 2018 the Town of Nipawin proudly presented a new Strategic Direction Plan for 2017 to 2021, entitled “**A Town for the People**”. The next, updated Version 2.0 of the plan was released in March of 2019. Version 2.0 updates items that were completed in 2017 and in 2018 and laid out directions for the years of 2019 to 2021. This version of the plan, entitled Version **3.0** and defines the direction moving forward from 2019 to 2023 and beyond.

The community of Nipawin is a safe, welcoming, diverse and optimistic community that welcomes visitors from far and wide. The Town provides and promotes employment and business opportunities for future growth and development. Version **3.0** of the Strategic Plan will provide direction to continue to ensure the enhancement and enriching of the Towns various programs and services for the benefit of all the community's residents, and visitors, both now and into the future.

The Strategic Plan was initially developed in November 2017 using values and strength-based approaches. It was a collaboration between the Council, Senior Administration and staff of the Town of Nipawin and was facilitated by facilitator, Don Winn. Facilitation, using Mr. Winn, to review and update the plan continued in September 2018 and 2019. As with the initial plan, entitled “A Town for the People”, Versions 2.0 and 3.0 continue to focus of the values, strategic principles and priorities for the next several years. Public consultations were undertaken to ensure that community involvement becomes part of the plan as it continues to move into the future. This 2019 to 2023 Version 3.0 continues the plan but also embraces the new data and information available to the town and looks at ways to enhance the community and ready it for future growth.

As the Town Council moves ahead with consultation and implementation of this newest Version 3.0 the community will continue to be asked to collaborate and share. From the outset, all versions of the plan were designed to be dynamic and to be reviewed and updated annually year over year. As with the earliest version, the Council will continue to invite public consultation and input at “open house” forums each year going forward.

“A Town for the People” means that many hands will be required to provide input and complete the plan. Thank you to those who have contributed to the development of this plan. Mayor, Council and Administration express sincere appreciation to those who will continue to work to carry out the plan as the plan moves ahead.

Sincerely,

Mayor Rennie Harper

# Nipawin, A Town for the People, Exceptional by nature

The Town of Nipawin is a treasure, situated on the forest fringe in the boreal area of northeastern Saskatchewan.

Nipawin is a safe, friendly, optimistic, diverse, and welcoming community that provides employment and business opportunities for future growth and development. Nipawin has a solid population of 4400 and offers a strong retail and service sector capable of serving the region. Nipawin is nestled between two lakes: Codette and Tobin. Boreal forest expands to the North and some of the best agricultural land in Canada surrounds the area. These conditions have led to Nipawin becoming, and continuing to be known, as one of the best all season recreational areas anywhere.

Nipawin consistently maintains and updates its infrastructure. In that regard, 2020 will see the completion of a new Water Treatment Plant in full operation and keeping with Nipawin's tradition of excellent water.

Nipawin offers exceptional facilities for citizens and visitors alike. A world-class 18-hole Evergreen Golf Course offers an outstanding course and driving range. The adjacent Evergreen Centre offers full-service restaurant and catering services, a lounge, several small conference rooms, as well as a large auditorium allow for large or small group functions. Winter activities include many opportunities such as curling, pickle ball, SJHL Hockey at a newly renovated Centennial Arena, snowmobiling on an extensive system of groomed trails, and downhill and cross-country skiing, to highlight a few.

There are opportunities for young and old alike to enjoy the green spaces of Nipawin's beautiful Central Park. Central Park hosted the opening of a new outdoor pool, complete with water slide, in July 2017. The Nipawin Skate Park allows young people to enjoy and enhance their biking and boarding skills. Families and visitors can enjoy the area's Regional Park which offers daily campsites, spray pool, a swinging bridge, and a trout pond. Nipawin's living Forestry Museum allows for a stroll through the past. The museum boasts, among other things, a working antique sawmill, cabooses and an old one-room schoolhouse and small prairie church. July 1<sup>st</sup> events at the museum include freshly baked bread from an outdoor clay oven. Considered a tourism destination, Nipawin is also home to the Premier's Walleye Cup, Fish for Freedom and Vanity Cup fishing tournaments and the famous annual Northern Pike Festival. Houseboat rides on the Saskatchewan River, Nipawin Exhibition and fishing for the elusive walleye on Tobin Lake (largest pike and walleye records) are only some of the attractions.

Nipawin offers an excellent K to 12 education system as well as adult education through the Cumberland College. The town has good access to daycare, Home Care and to a comprehensive array of health care services including a full complement of physicians housed in a new Medical Clinic adjacent to the Nipawin Hospital which accommodates a variety of visiting specialists and services.

Nipawin is well known for its volunteers and its hometown spirit. The Town of Nipawin offers a safe community with an outstanding quality of life including access to excellent health services and facilities as well as an excellent education system.

Nipawin's Mayor and Council actively strive to build partnerships and to develop opportunities for the residents of this community and the surrounding area.

Perhaps, with any luck, you may have the opportunity to see a spectacular view of the Northern Lights as they dance across the clear northern skies.



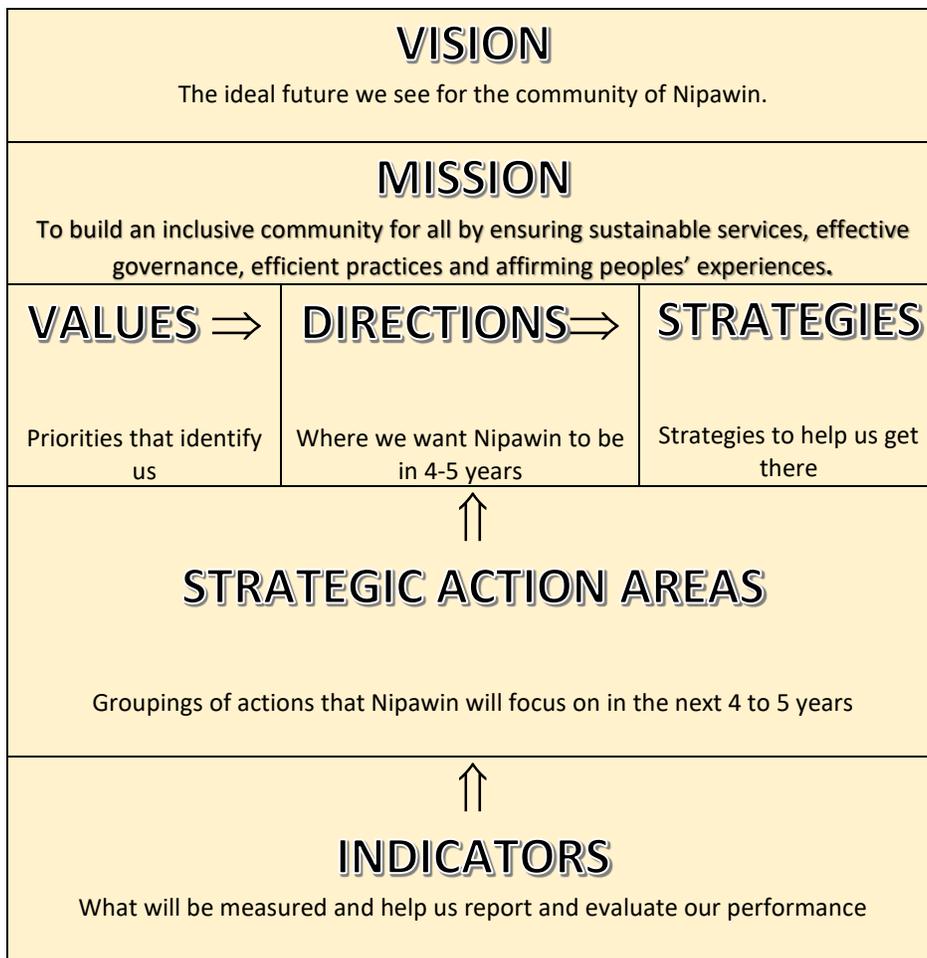
# Strategic Plan

The initial Plan as well as Versions 2.0 and 3.0 are based on a vision, mission, values and strategic principles. Together they allow initial actions to become clearer and simultaneously layout the next steps to achieve the vision.

The Vision represents the Town of Nipawin’s ideal future. The values are reflective of Nipawin’s identity and represent the community priorities.

Each of the Strategic Principles and Values has its own definition of the planned direction.

As consultation continues, indicators will be identified as a means of tracking progress and providing an overview of our performance as we move forward over the next several years. The indicators will be measured and reported into the document annually.



# Town of Nipawin Strategic Plan 2019 to 2023

**INTRODUCTION:** The 2017-21 Strategic Plan document began in November 2017 through collaboration between the Council, Senior Management and employees of the Town of Nipawin and facilitated by facilitator, Don Winn. This document was entitled “A Town for the People” and identified priorities, core values and proposed actions. Versions 2.0 and 3.0 are the second and third iterations of the plan and incorporate updates and additional plans for growth and sustainability.

**VISION:** “A Town for the People”

**MISSION:** To build an inclusive community for all by ensuring sustainable services, effective governance, efficient practices and affirming peoples’ experiences.

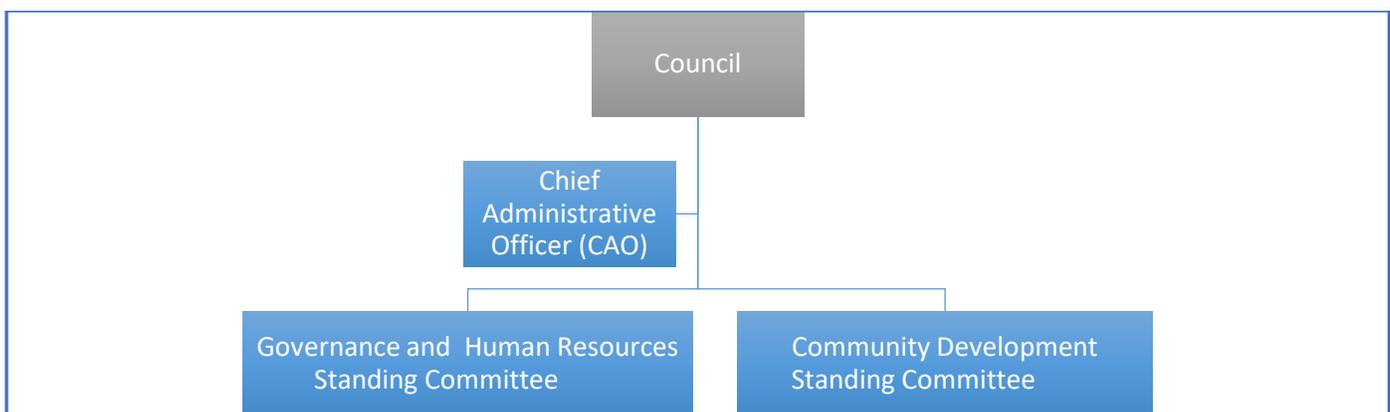
**STRATEGIC PRINCIPLES:** The Town of Nipawin’s Plan is guided by the following principles which support the Vision as identified in the five-year strategic plan.

- **Affirmation:** *Support* the diversity of community and respecting individual experiences, while recognizing we are all citizens of Nipawin.
- **Governance:** *Lead* responsibly and legally making informed decisions while working together for the common good of the community.
- **Efficient:** *Achieve* appropriate results by establishing policies that provide sound guidance and direction into the future.
- **Sustainable:** *Cultivate* decision-making that values and considers its effect on the economic, environmental, cultural and social long-term viability of the community.

# VALUES:

 ACTIVE	<b>ACTIVE</b>	Nipawin is an active, healthy, walkable community.	Provide sport, recreation and active living opportunities for all our citizens across all ages.
 WELCOMING	<b>WELCOMING</b>	Nipawin is safe, inclusive, accessible community with strong sense of community, excellent health and social services and affordable housing.	Attract skilled workers, young adults and families while providing a safe, interesting place for an active, dignified retirement and advocating for social and health care infrastructure for our residents
 PROSPEROUS	<b>PROSPEROUS</b>	Nipawin provides diverse business opportunities and is centre of the area's prosperity	Encourage businesses and services that support our goals of partnership and becoming a hub of the northeast.
 CREATIVE	<b>CREATIVE</b>	Nipawin is a regional destination focused on heritage, arts and culture.	Value our heritage and invest and foster our cultural diversity.
 GREEN	<b>GREEN</b>	Nipawin is a clean community with ample parks and green spaces.	Invest in parks, trails and green spaces and promote natural systems.
 CONNECTED	<b>CONNECTED</b>	Nipawin is inclusive and is connected by technology, events, transportation and gathering spaces and is supportive of partnerships.	Connect our residents to services, destinations and each other and to surrounding communities.
 SUSTAINABLE	<b>SUSTAINABLE</b>	Nipawin is a community that is easy to move around and the infrastructure is managed proactively and constructed and maintained to meet the needs of the future.	

## Responsible:



TOWN OF NIPAWIN 5 YEAR STRATEGIC PLAN 2019-2023 (REVISED)

The Town of Nipawin:

Goal 1: Ensures assets are managed effectively									
Values:  SUSTAINABLE  PROSPEROUS  CREATIVE  GREEN									
Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
<b>1.1 Asset Management Plan</b> <b>Expedite development and Council approval of plan timeline</b> <ul style="list-style-type: none"> <li>Review data collected</li> <li>Implement Phase I – Graphic Information System (GIS)</li> <li>Verify relevant data and populate GIS</li> <li>Identify immediate infrastructure needs</li> <li>Ensure plan includes anticipated growth and longevity for areas not currently in the plan</li> <li>Include data gathering for Arena replacement (2020 – 2023)</li> <li>Include fleet vehicle assessment</li> </ul>	Plan developed and in place for sustainable management of assets  Hire engineering student	Planning Finance	X	X				Funds have already been spent Funds are in capital budget  Est. \$15,000 (may apply for grant)  Funds are in operating budget	

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
<ul style="list-style-type: none"> <li>• <b>Tree Mapping</b> <ul style="list-style-type: none"> <li>- Develop and implement Tree Policy – beginning with Town-owned property <b>High Priority</b></li> <li>- Engage Arborist to complete tree mapping (condition/location)</li> <li>- Prioritize identification and treatment of key tree assets in danger</li> </ul> </li> </ul>	Tree location and condition are identified to provide direction for future planning				X			Funds are in operating budget  Est. \$15,000	
<b>1.2 Enterprise Risk Management Program High Priority</b> <ul style="list-style-type: none"> <li>• Include: <ul style="list-style-type: none"> <li>- Finance</li> <li>- Human Resources</li> <li>- Operations</li> <li>- Process</li> <li>- Technology</li> </ul> </li> <li>• Create strategy, policy, categories, rating table, tolerance tables and implementation plan</li> <li>• Establish Risk Management Committee</li> <li>• Appoint Risk Coordinator</li> <li>• Training senior staff</li> <li>• Integrate EMR with Asset Management Program</li> <li>• Develop the Asset Management Plan</li> </ul>	Discussions take place between Council and senior staff							Funds are in operating budget  No funds are required  No funds are required \$3,000 per year No funds are required  No funds are required	Ongoing

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
1.3 Develop and implement Long-range Traffic Control Plan <ul style="list-style-type: none"> <li>Determine priorities</li> <li>Include truck route</li> </ul>	Priorities identified and incorporated to improve traffic flow, both vehicle and pedestrian	Planning	X	X				Funds will be required (amount unknown until plan is complete and reviewed)	
1.4 <b>Develop and implement plan for Future Pavement Repair and Replacement</b> <ul style="list-style-type: none"> <li>Create reserve for future pavement improvement projects</li> <li>Conduct Condition Assessment for Pinedale pavement               <ul style="list-style-type: none"> <li>Issue RFP or engage engineer</li> <li>Award RFP</li> <li>Determine next steps</li> </ul> </li> <li>Timber Drive (paving)</li> <li>Airport Taxiway repairs and extension</li> </ul>	Plan put in place to provide direction for logical scheduling of pavement repair and replacement  Engineering/tender and construction We already have detailed conceptual plan	Works/Util.		X				No funds are required  Est. \$50,000 No funds are required No funds are required  Est. \$300,000  Est. \$250,000 (may apply for matching CAP grant)	
1.5 Address immediate infrastructure issues <ul style="list-style-type: none"> <li><b>Connel Street sanitary sewer trunk line</b> <b>High Priority – expedite ASAP</b></li> <li>Peters Drive drainage/road work</li> </ul>	We already have detailed conceptual plans	Works/Util.		X			X	Est. \$2.1 Mil. (may apply for matching ICIP grant)  Est. \$600,000 (may apply for matching ICIP grant)	

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
1.6 Fire Underwriters Program <ul style="list-style-type: none"> <li>Incorporate recommendations</li> </ul>		Governance/Human Resources Standing Committee			X			Funds will be required (amount unknown until plan is complete and reviewed)	Program underway
1.7 Occupational Health & Safety Program <ul style="list-style-type: none"> <li>Develop and implement organization champion</li> <li>Continue implementation of program</li> </ul>	Continue contract with Harness Safety	Admin		X	X			Est. \$15,000 for training Est. \$30,000	Safety Plan approved by Council
1.8 Security of Town Facilities <ul style="list-style-type: none"> <li>Install security cameras as required</li> </ul>		Admin		X	X	X	X	Est. \$5,000 each year Evergreen Est. \$52K	

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>Street maintenance &amp; repair</li> <li>Facility maintenance &amp; repair</li> <li>Engaged Urban Systems to develop Asset Management Plan</li> <li>Engaged All-North to develop Traffic Study</li> </ul>	<ul style="list-style-type: none"> <li>Create asset/risk management working group</li> </ul>

**Goal 2: Provides services for all residents**



Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
2.1 Develop and grow relationships <ul style="list-style-type: none"> <li>• First Nations <b>Expedite and focus discussions with First Nations Representative Workforce)</b></li> <li>• Other municipalities</li> <li>• TLDPC Partners                             <ul style="list-style-type: none"> <li>- Determine interest in sharing municipal services</li> <li>- Determine interest in developing regional economic opportunities</li> </ul> </li> </ul>	Improved relationships with neighbours and government stakeholders  Simplified and standardized regional planning practices, and where applicable, municipal services, are in place	Admin	X	X	X	X	X	Est. \$3,000 each year  Est. \$2,000 each year  Discussion only at outset. Funds to be determined later.	Ongoing  Ongoing
2.2 Multi-unit and Commercial <ul style="list-style-type: none"> <li>• Implement multi-unit recycling program</li> <li>• Commercial recycling mandatory <b>Expedited</b></li> <li>• Consider adding multi-unit water bills</li> </ul>	A comprehensive recycling program is in place	Works/Util.		X				Funds are in operating budget.  No funds are required	

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
2.3 Heliport (Contingent on SK Health approval) <ul style="list-style-type: none"> <li>Determine need for heliport</li> <li>Develop Budget</li> <li>Proceed with construction</li> </ul>		Admin	X					Funds are in operating budget Est. \$10,000 as per quote. Est. \$400,000 (can be offset by sharing costs among TLDPC)	

Current Supportive Initiatives	Potential News Initiatives
<ul style="list-style-type: none"> <li>Continue Bylaw Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Shared Development Officer</li> <li>Consider Regional Community Safety Officer <b>Priority</b></li> <li>Ec. Dev. takes lead on research for potential regional facility</li> </ul>

**Goal 3: Actively encourages development and growth**



Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
<p>3.1 Develop Community Growth Plan <b>Expedited Priority</b></p> <ul style="list-style-type: none"> <li>Identify gaps in current (2012) Community Growth Plan and update as required</li> <li>Include potential commercial, industrial, and residential development</li> <li>Develop conceptual infrastructure plan</li> <li>Revise Future Land Use Plan</li> <li>Identify and set aside reserve funding</li> <li>Leverage internal expertise to minimize external consultant costs</li> <li>Review lot pricing</li> </ul>	A plan is developed to identify future infrastructure needs and preferred growth patterns	Planning Ec. Dev.		X				Est. \$30,000 for consultant	
<p>3.2 Develop Development Servicing Bylaw</p> <ul style="list-style-type: none"> <li>Issue RFP</li> <li>Award RFP</li> <li>Draft Bylaw (National Building Code, National Fire Code, Planning &amp; Development Act)</li> </ul>	A Bylaw is in place to standardize approach and expectations for future infrastructure needs and development	Planning		X				Funds are in operating budget Est. \$50,000 for consultant Funds are in operating budget	

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>• Continue to research regional development &amp; related trends and statistics</li> <li>• Continue to actively encourage growth in commercial, industrial &amp; residential</li> <li>• Ongoing improvements to Zoning Bylaw</li> </ul>	

**Goal 4: Has an inviting and welcoming downtown with an atmosphere that encourages an active lifestyle**

**Values:**    

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
<p>4.1 Complete a critical review of the Prairie Wild plan, identify key items and develop a plan to move forward.</p> <ul style="list-style-type: none"> <li>• Ensure community input is used to inform plan development. e.g. in motion symposium info.</li> <li>• Research and identify opportunities for community façade enhancement grant funding</li> <li>• Consider accessibility in downtown area (e.g. sloping sidewalks for scooters and wheelchairs). May require bylaw review</li> <li>• Incorporate pilot projects to test revitalization options including lighting (i.e., choose 1-2 specific blocks or 3-4 main blocks of downtown).</li> </ul>	<p>Conceptual plan created and approved by Council</p>	<p>Ec. Dev.</p>		<p>X</p>				<p>Est. \$2,000</p>	<p>Prairie Wild completed a review. Staff reviewing and incorporating findings into the plan.</p>

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
4.2 Develop and implement Downtown Revitalization Plan <ul style="list-style-type: none"> <li>Prioritize items within the plan</li> <li>Explore street lighting options <b>High priority - expedited</b></li> <li>Develop and implement plan to incorporate public washrooms in downtown</li> <li>Update Christmas Decorations to a winter theme that could stay up all winter and add a Christmas theme during Christmas.</li> </ul>	Priorities are identified and included in 2020 budget	Ec. Dev.		X	X			Funds are in operating budget Est. \$250,000 for new lights (may apply for SaskPower grant)  Est. \$30,000 for banners	SaskPower developing estimate for street lighting
<b>4.3 Active Community Plan</b> <ul style="list-style-type: none"> <li>Develop Phase II &amp; include in 2021 budget <b>High priority</b> <ul style="list-style-type: none"> <li>Develop a designated Trail and Walking Path System</li> </ul> </li> <li>Implement Phase II (Coordinate with new traffic study recommendations)</li> </ul>	<ul style="list-style-type: none"> <li>Phase II is developed and included in 2021 budget</li> </ul>	Parks/Rec.			X		X	Est. \$30,000 (may apply for grant) Est. 100,000 (may apply for grant)	

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>Continue to work with Nipawin Greenhouse for flower pots</li> <li>Continue working with Handiworks Green Team</li> <li>Designated active routes to schools</li> <li>Continue garbage collection</li> </ul>	<ul style="list-style-type: none"> <li>Commercial façade improvement initiative</li> <li>Addition of Crokicurl downtown</li> <li>Take advantage of natural assets in the plan development</li> </ul>

**Goal 5: Provides welcoming green spaces**

**Values:**    

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
5.1 Develop and implement Community Parks Plan <ul style="list-style-type: none"> <li>Identify recreational uses for Central Park</li> </ul>	A community parks plan is in place to provide direction for future park development	Parks & Rec.				X		Est. \$30,000 for consultant	
5.2 Develop community garden		Parks & Rec.		X					

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>Continue to work with Regional Park</li> <li>Park Maintenance</li> <li>Grass cutting Tree trimming</li> <li>Rototilling playgrounds</li> <li>Snow clearing in winter</li> <li>Playground equipment improvements</li> </ul>	<ul style="list-style-type: none"> <li>The Town of Nipawin will support initiatives for an off-leash dog park</li> </ul>

**Goal 6: Is the hub for regional tourism**



Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
<p><b>6.1 Develop and implement Tourism Marketing Plan High priority</b></p> <ul style="list-style-type: none"> <li>Develop budget for staged marketing approach</li> <li>Implement stage I of marketing approach</li> <li>Develop plan for full use of new Visitor Information Centre building</li> <li>Promote Nipawin lifestyle to attract and retain seniors, retirees, young people, and young families</li> </ul>	<p>A robust marketing plan is in place, resulting in better tracking and analysis of tourism statistics Tourism is increased</p> <p>More visibility in marketplace through various mediums</p>	Ec. Dev.		X				<p>No funds are required</p> <p>Est. \$5,000</p> <p>No funds are required</p> <p>No funds are required</p>	
6.2 Support development of regional tourism destination assets (i.e. lakes, events, agriculture, etc.)	Regional tourism opportunities are developed and expanded	Ec. Dev.						Funds are in operating budget	Ongoing
<p>6.3 Development and promotion of more visitor accommodation &amp; availability of current</p> <ul style="list-style-type: none"> <li>Hotels</li> <li>Campsites</li> <li>Cabins</li> <li>Municipal trailer park</li> </ul>									

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
6.4 Engage Chamber of Commerce and Nipawin Retail Association and build relationships that result in each party bringing forward their strengths (e.g. public washrooms, advocating for lights).									
6.5 Consider developing areas for photo-ops (e.g. water tower, bridge, fishing)									
6.6 Identify and implement at least 3 innovative pilot projects annually as prioritized by Council (e.g. downtown lighting, communities in bloom, scavenger hunt, shopping bags, water stations, eliminate paper cups, license plates)				X	X	X	X		

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>• Social media presence <ul style="list-style-type: none"> <li>- Facebook/Twitter/Instagram</li> </ul> </li> <li>• Website</li> <li>• Continued attendance at trade shows</li> <li>• Continue to pursue events</li> <li>• Advertising</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Marketing Fund (???)</li> <li>• Revision/update of Visitors Guide 2021</li> </ul>

**Goal 7: Promotes Economic Development**



Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
7.1 New housing subdivisions <ul style="list-style-type: none"> <li>New smaller house subdivisions.                             <ul style="list-style-type: none"> <li>Power/Gas to 11<sup>th</sup> Street East</li> </ul> </li> </ul>	Revise zoning bylaw to accommodate	Ec. Dev.		X					
7.2 Promote housing options <ul style="list-style-type: none"> <li>Expand infrastructure to accommodate housing growth</li> </ul>	Complete 2 phases of infrastructure dev't along 12 <sup>th</sup> Avenue West		X					Est. \$850K in 1 <sup>st</sup> year (phase 1) and \$300K in 2 <sup>nd</sup> year (phase 2)	
7.3 Identify and implement opportunities to manage derelict and vacant downtown buildings and attract businesses to the downtown area									
7.4 Develop/update Investment Guide									
7.5 Identify opportunities to support commercial development at the south end of town.									

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>Marketing to developer</li> <li>Industry and Government Contacts</li> <li>Stay informed about commercial investments</li> </ul>	<ul style="list-style-type: none"> <li>Investment identification and attraction</li> <li>Opportunity identification</li> <li>Market analysis</li> <li>Government and Industry contact</li> <li>Feasibility and Business Plan for Assisted Living/Personal Care</li> </ul>

**Goal 8: Uses green technology**



Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
8.1 Pursue options for green technology throughout all Town facilities <ul style="list-style-type: none"> <li>LED lighting upgrades (include all facilities/outdoor/parking lots, etc.)</li> </ul>	Green technology is incorporated into at least one building each year  Cost-saving and energy efficiency opportunities are maximized	All departments		X				Est. \$10,000 (may apply for SaskPower rebate)	Centennial/Jubilee Arena LED lighting upgrade complete
<b>Current Supportive Initiatives</b>			<b>Potential New Initiatives</b>						
<ul style="list-style-type: none"> <li>Continue LED lighting upgrades</li> <li>Continue investigation of municipal solar power applications</li> </ul>			<ul style="list-style-type: none"> <li>Solar initiatives</li> <li>Use of bio-fuels</li> <li>Engage SaskPower in long term plans for hydro-electric dams.</li> </ul>						

**Goal 9: Engages stakeholders and provides improved access to information**



Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
<p>9.1 Stakeholder Engagement</p> <ul style="list-style-type: none"> <li>Better leverage stakeholder engagement to identify gaps and implement targeted approaches.</li> <li>Gather feedback from stakeholders</li> <li>Consider alternate methods of soliciting feedback</li> <li>Distribute Council Corner electronically (Facebook, Website)</li> <li>Identify and implement opportunities to make it easier for the community to provide feedback</li> <li>Improve community access to information through an integrated Town app</li> </ul>	A comprehensive Stakeholder Engagement Policy is developed	Admin			X			Funds are in operating budget	
					X			Funds are in operating budget	

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>Continue monthly newsletter                             <ul style="list-style-type: none"> <li>Continue Social Media (Facebook/Twitter/Instagram)</li> </ul> </li> <li>Continue Information Releases</li> <li>Continue Parks &amp; Recreation Guide</li> <li>Include to provide information at fall registration night</li> <li>Continue tourism publications</li> </ul>	<ul style="list-style-type: none"> <li>“Chat with the Mayor” (radio)</li> <li>Periodic surveys on website, social media, print</li> <li>Survey Monkey</li> </ul>

**Goal 10: Ensure effective governance structure and staff resources are in place**



**Values:**

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
<b>10.1 Human Resources</b> <ul style="list-style-type: none"> <li>Develop and implement HR Strategy &amp; Framework (include Employee Engagement and Talent Management and Succession Plan)</li> <li>Develop and implement a Learning/Training System</li> <li>Restructuring to better utilize current staff abilities and leverage support staff most effectively</li> </ul>		Human Resources		X					
10.2 Develop and implement Representative Workforce and Cultural Training									

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>Continue review and update of all bylaws and policies</li> </ul>	

**Goal 11: Provides housing for all residents**

**Values:**  SUSTAINABLE  PROSPEROUS  CREATIVE  GREEN  WELCOMING  CONNECTED

Strategic Initiative (New or redesigned initiatives)	Intended Outcome	Lead	2019	2020	2021	2022	2023	Budget Implication	Status
<b>11.1 Housing High Priority</b> <ul style="list-style-type: none"> <li>Pursue appropriate housing opportunities based on various options and demographics:                             <ul style="list-style-type: none"> <li>Assisted Living</li> </ul> </li> <li>Incorporate budget funds for potential investment.</li> </ul>	Ensure appropriate housing is available for all residents	Ec. Dev.	X	X				Funds to come from investors	

Current Supportive Initiatives	Potential New Initiatives
<ul style="list-style-type: none"> <li>Continue Bylaw Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Shared Development Officer</li> <li>Regional CSO</li> <li>Ec. Dev. takes lead on research for potential regional facility</li> </ul>