

MUNICIPAL STRATEGIC PLANNING

ON THE FRONT LINE OF A
POLITICAL BATTLE ROYALE

SESSION 1A / MAY 2023



SESSION PRESENTERS



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POST-PANDEMIC ENVIRONMENT & THE NEED FOR RESILIENCY

- + Taking stock of global, regional and local influences and impacts
- + Risk of not taking action
- + The path forward may not be easier or clear



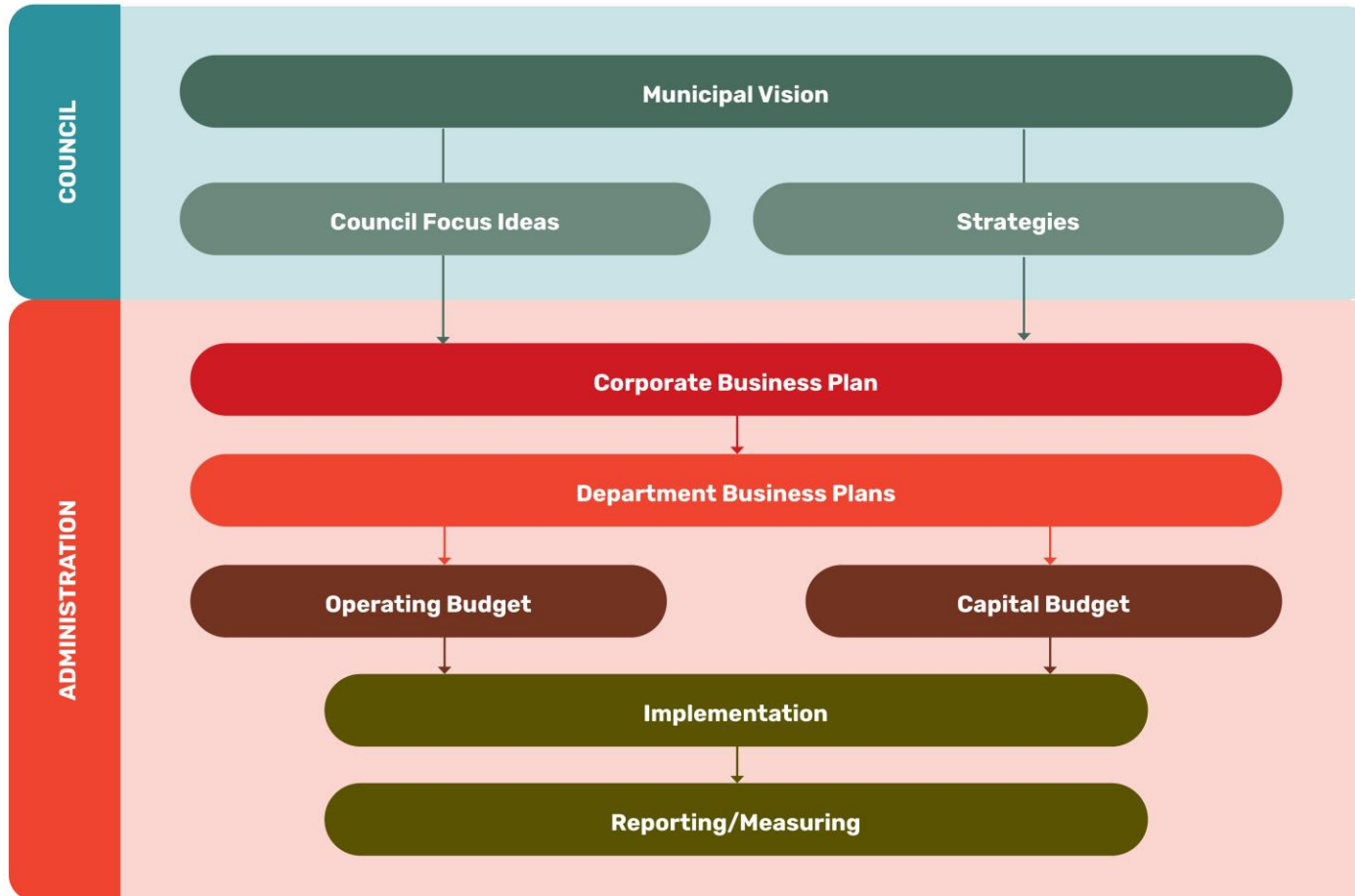
DEFINING STRATEGIC PLANNING

+ Community Strategic Planning

Strategic Planning is a high-level 'road-map' that helps Council make decisions at the local governance level and outlines a baseline vision and mission statement with potential for identifying goals.



STRATEGIC PLANNING FRAMEWORK



Municipal Strategic Alignment Model



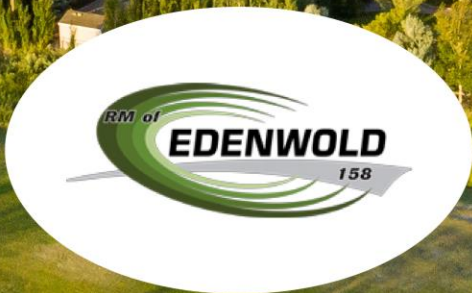
**"Our goals can only
be reached through
the vehicle of a plan.
There is no other
route to success."**

Pablo Picasso



**"It's a simple two-part strategy. First,
locate the hills. Then head for them."**

THE RURAL MUNICIPALITY OF EDENWOLD'S STRATEGIC PLAN

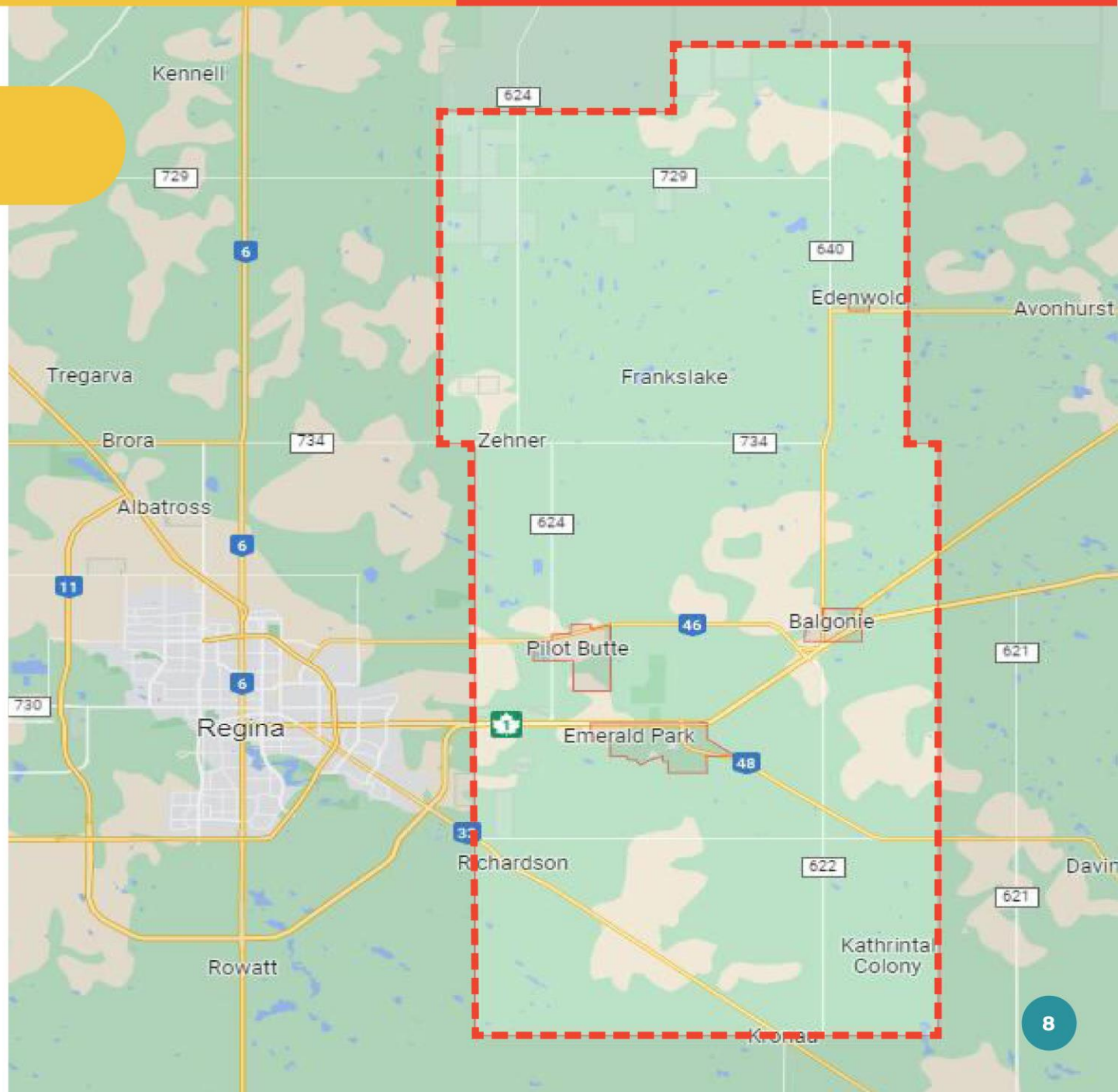


RM OF EDENWOLD VISION

The RM of Edenwold is a diverse, complete, and connected regional municipality focused on continual growth with a thriving and sustainable way of life. The RM is a community rooted in its desire to work together with urban and rural centres, neighbouring municipalities, and Indigenous communities to establish a safe, strong place for our children and grandchildren to thrive.

Our goal is to make sure residents' voices are heard, whether you're raising your family on an acreage, run a business, or plan to spend your golden years in our district. Addressing your concerns and making sure provincial and federal governments hear those concerns as well, is our top priority. We offer our community members a transparent and accountable local government that seeks innovative and progressive ideas to secure a better tomorrow for all.

+ A Collaboration of Communities on a Shared Path



**Possible
Annexation**

**Responsible
Government**

**Fiscal
Responsibility**

**Sustainable
Communities**

**Rural
Revitalization**

**ANALYZING THE
CURRENT SITUATION**

**Community &
Regional Economic
Development**

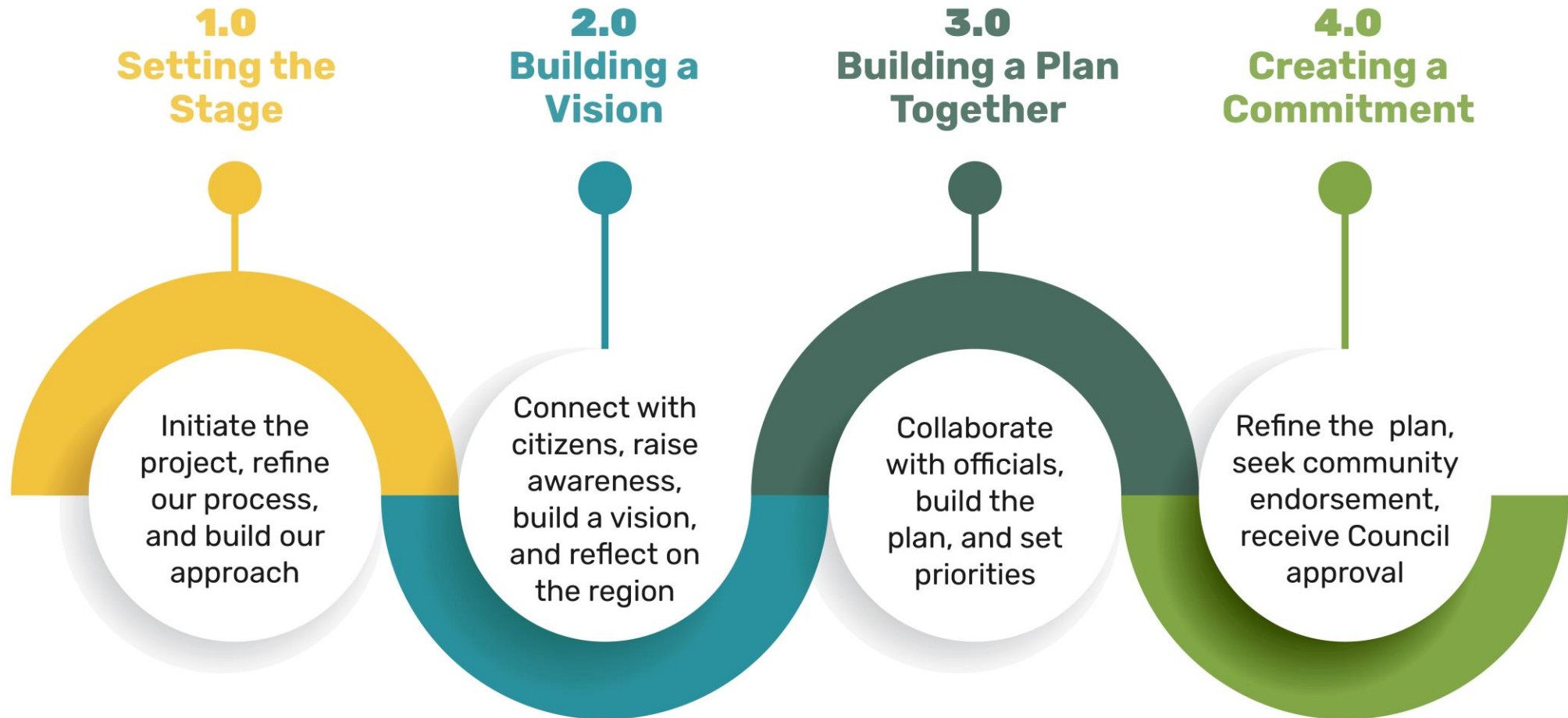
**Service
Excellence**

**Regional
Partnership**

**Quality
of Life**

**Environmental
Leadership**

A COLLABORATIVE AND MUNICIPAL-WIDE CONVERSATION



FOUNDATIONS TO DEVELOP A SUCCESSFUL STRATEGIC PLAN

1

Absorb Culture and Deep Learning

2

Build A Common Foundation

3

**Learn from Our Community
and Build Our Plan**

4

Define Our Measures & Priorities

5

Reflect and Refine

6

Confirm with Our Community

7

Endorse Our Plan and Celebrate

8

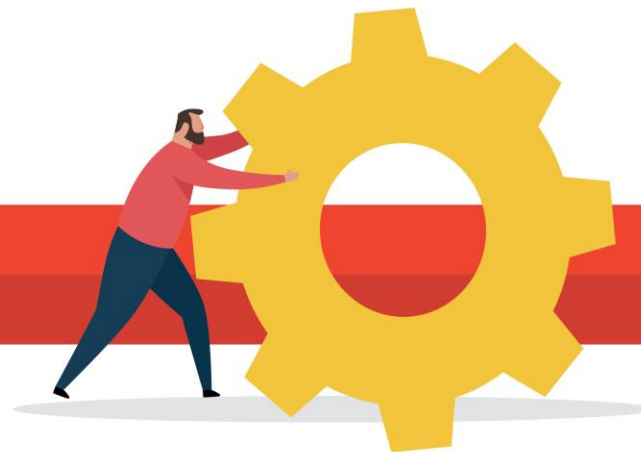
Look Forward to the Future

IMPORTANCE OF ESTABLISHING A STRATEGIC PLAN

+ Why Plan?

There are many benefits for communities to plan:

- Provides a **plan of action and direction** for the Rural Municipality into the future;
- Establishes a long-term **Community Vision**;
- Opportunity for Council to **collectively define the direction** of the community;
- Provides **consistency** and **clarity** for community members;
- Distinguishes **Council's agenda for change**
- Planning for the **future helps to budget appropriately and save on costs**;
- Allows the RM to **access other funding streams** (where a Strategic Plan and/or an OCP is a requirement);
- **Builds local capacity and allows the community to implement ideas and actions.**



APPROACH TO STRATEGIC PLANNING

We start the Journey with an open mind, an idea of where we want to go, and a desire to commit to see it through to the end.

- We work together to understand the **fundamentals of the strategic planning process**,
- We build a **vision, mission and principles** to guide the community and the decisions Council makes,
- We define **focus areas** for Council to oversee,
- We design a suite of **strategies, initiatives, and measures** so municipalities can realize the community aspirations, and
- We **engage the community** to test assumptions and validate the vision.

Phase 1
Setting the Stage

Phase 2
Building a Vision

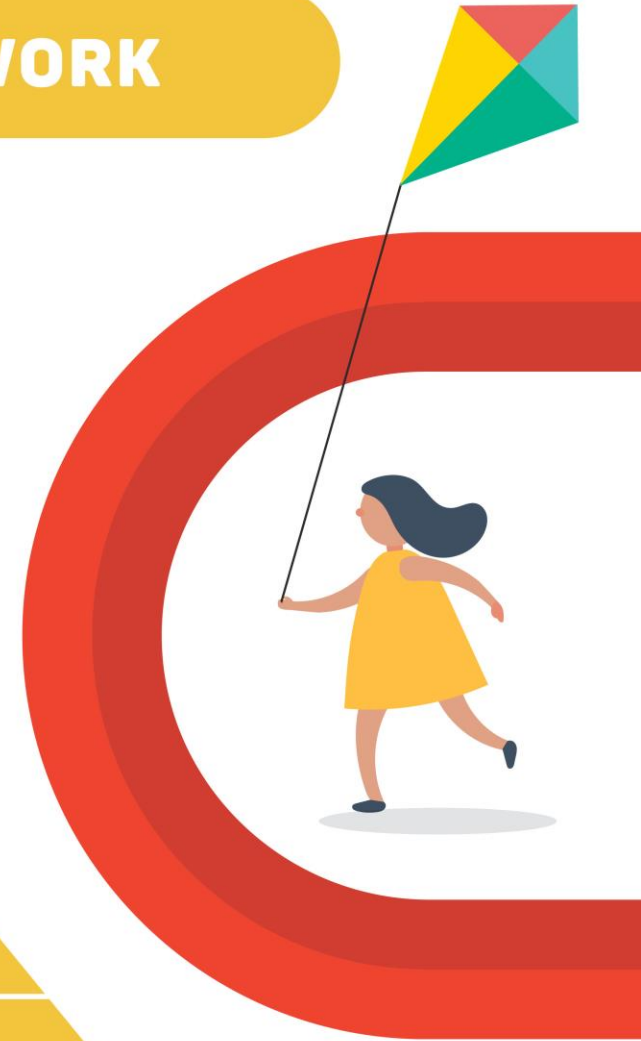
Phase 3
Building a Plan Together

Phase 4
Creating a Commitment



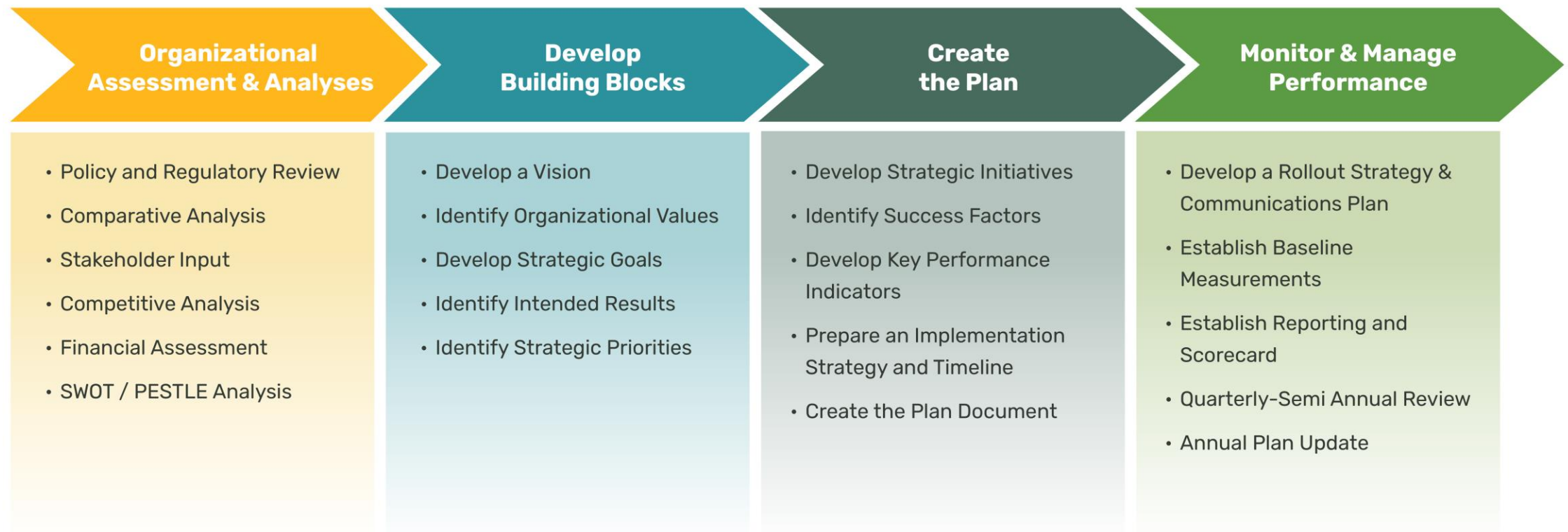
RM OF EDENWOLD'S STRATEGIC PLANNING FRAMEWORK

+ Strategic Altitude



PERFORMANCE MANAGEMENT PROCESS MODEL

Municipal community plans or strategies typically meet a series of milestones throughout the planning process.



CREATING COMMUNITY CONVERSATIONS



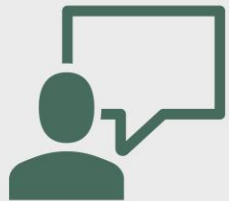
We did not build this strategy plan in isolation.



We engaged the community and heard them loud and clear.



We provided multiple ways to engage and we came together as a community.



9
coffee chat
participants



158
survey
responses



10
community phone
calls and emails

Because of your commitment to engagement, your plan is authentic and meaningful

RM OF EDENWOLD STRATEGIC PLAN FRAMEWORK



VISION

The RM of Edenwold is a diverse, complete, and connected regional municipality focused on continual growth with a thriving and sustainable way of life. We are bridging pathways for a prosperous and harmonious future.

MISSION

We are a modern, evolving, and responsive municipality that provides a high quality of life for our community. We take pride in providing service excellence at every level, offering a balance and diversity of services to meet the needs of today and into the future.

VALUES



SAFE, STRONG CARING COMMUNITY

Our history is rooted in connecting with our neighbours and offering a helping hand – it's our Saskatchewan way.



MUNICIPAL LEADERS

We are a modern and resilient municipality that seeks innovative and progressive ideas to secure a better tomorrow for all.



WORKING TOGETHER

We work collaboratively as a team and with our regional partners to reach our future vision together.



TRANSPARENT & ACCOUNTABLE

Our governance is founded on openness, fairness, and integrity.



CITIZEN FOCUSED

A strong community is fostered through respectful engagement and communication with residents and business owners, and is grounded in dependable government.

COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER		ECONOMIC DIVERSITY AND PROSPERITY		LIVABLE COMMUNITY		MUNICIPAL LEADERSHIP	
OUTCOME The RM of Edenwold is a regional leader. Working together, the RM partners on strategic ventures for shared investment and benefit so our communities can thrive. The RM’s strong and effective working relationships with urban and rural centres, neighbouring municipalities, and First Nations, Metis Nations support key regional priorities		OUTCOME The RM of Edenwold is a thriving and economically diverse business, agriculture, commercial, and industrial hub that drives regional prosperity and resiliency. The RM’s effective economic and development practices are reflected in the successful relationships it nurtures with its people, organizations, and business community		OUTCOME The RM of Edenwold is a complete and vibrant community with a full range of services to meet the municipality’s needs and beyond. We have a range of housing and lifestyle options, employment, recreation, and leisure opportunities that make our community a highly desirable place to live		OUTCOME The RM of Edenwold is leading in good governance. Our people are highly trained experts, empowered to make decisions, and deliver exceptional service. Our government and services are an intelligent model of adaptiveness, transparency, and accountability while being cost effective. The RM of Edenwold is a great place to work and we celebrate our people	
STRATEGIES • Elevate and nurture partnership opportunities with other municipalities, First Nations, Metis Nations, and associations with shared investment for a shared benefit to increase efficiency and impact • Advocate on behalf of the RM of Edenwold and the region to build a better tomorrow	INITIATIVES • Explore opportunities for sharing resources with different municipalities, First Nation, Metis Nations, communities, and associations • Continue to enter into joint agreements to increase reach, and efficiency and effectiveness of services • Develop an Indigenous engagement strategy and approach that aligns with the principles of the Truth and Reconciliation Commission of Canada: Calls to Action • Advocate on behalf of the RM of Edenwold to other orders of government and associations	STRATEGIES • Foster an environment of investment • Increase Agri-business clustering • Nourish and reinforce our regional position as a service hub • Diversify commercial and industrial opportunities • Expand our economic preparedness for resiliency • Capitalize on environmental investments • Increase business sector services, including improved processes and services	INITIATIVES • Develop a business and industrial attraction and diversification strategy • Develop an Agri-business plan • Strengthen marketing to attract diverse commercial, industrial, and agricultural opportunities, while preserving agricultural lands • Expand business sector support strategy and tool kit with a focus on resiliency • Develop a targeted investment strategy that investigates ways to streamline approvals, increase awareness of the ‘open for business’ mentality, reduce barriers to entry, and other supportive opportunities • Develop a municipal financial stabilization reserve bylaw	STRATEGIES • Invest and elevate community infrastructure • Enrich and extend recreation opportunities throughout the municipality • Invest in and promote community safety • Diversify rural and urban housing opportunities and choices • Increase and advance overall quality of life for residents and visitors • Bring the approved Official Community Plan to life	INITIATIVES • Develop a plan to expand, upgrade or improve infrastructure and community services to address existing gaps • Develop a parks, recreation, and culture master plan • Partner with municipalities, Indigenous communities, and other stakeholders to create a regional multi-modal transportation study • Expand and enhance the Community Safety Officer program • Continue to implement the Official Community Plan	STRATEGIES • Continue to develop as a Municipal District • Modernize overall corporate management systems • Elevate and lead in quality municipal Council governance systems and protocols • Strengthen and enhance corporate culture • Expand and deepen meaningful communications and engagement with the community and our neighbours • Uphold and enhance municipal transparency	INITIATIVES • Review and refresh Council protocols and procedures bylaw and administrative guide • Enhance annual corporate business planning systems • Review and update comprehensive human resource management framework and toolkit • Expand and advance comprehensive municipal budgeting framework • Create and support a corporate training strategy • Prepare a corporate project management framework • Establish a community engagement and communications strategy • Develop a municipal information strategy with a focus on transparency and accessibility
PERFORMANCE INDICATORS • Partnership dollars leveraged • Number of partnerships made		PERFORMANCE INDICATORS • Development and construction permits (trending up or down) • Health of stabilization reserve (amount compared to threshold) • Dollars invested in business community • Business license renewals (trending up or down)		PERFORMANCE INDICATORS • Partnership dollars leveraged • Actual capital budget dollars spent compared to budgeted amount (trending up or down) • Infrastructure life-cycle health • Modal split (% driving, walking, biking, transit) • Community satisfaction survey • Recreation facility attendance • Parks, recreation and culture master plan developed		PERFORMANCE INDICATORS • Staff turnover • Days absent • Corporate culture survey (employee satisfaction and reflection on leadership) • Total number of candidates in municipal elections • Amount of civic engagement in municipal matters • Number of available local volunteer opportunities • Volume of concerns and praises recorded by the community	

The background is a solid teal color. It is decorated with several abstract geometric shapes: a large yellow circle in the top-left corner; a yellow diagonal bar with rounded ends in the top-right corner; a white diagonal bar with rounded ends in the top-right corner; a red circle in the middle-right area; a red circle in the bottom-left area; a yellow diagonal bar with rounded ends in the bottom-left corner; a yellow circle in the bottom-left area; a white diagonal bar with rounded ends in the bottom-left corner; and a large red circle in the bottom-right corner.

WE CLOSE OUR PROCESS BY MAKING A COMMITMENT

This may be the end of the plan making process, but it is the beginning of your journey to achieve the vision you have set out for your community.

You have the vision, the tools, and the passion to advance this body of work.



THANK YOU. QUESTIONS?



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RM of Edenwold
Strategic Plan