

# **CITY OF MELFORT**

## **RESOLUTION**

REGULAR MEETING of the COUNCIL of the CITY OF MELFORT this 13<sup>th</sup> day of July, 2015

Moved by Councillor \_\_\_\_\_

Seconded by Councillor \_\_\_\_\_

**THAT:**

Council adopt the City of Melfort Strategic Plan 2015-2019, prepared by Karyn Mossing, Community Economic Development Facilitator, which is built on three themes: a shared vision, a shared purpose and a shared direction.

For \_\_\_\_\_

Against \_\_\_\_\_

\_\_\_\_\_  
Mayor

# **CITY OF MELFORT**

## **STRATEGIC PLAN**

**2015-2019**



**Approved July 13, 2015**



## **ACKNOWLEDGEMENTS**

**The participation of the citizens and leaders of the City of Melfort are duly acknowledged for their foresight, commitment, and dedication toward creating a responsive and vibrant community through a comprehensive strategic planning process.**

**Prepared by:  
Karyn Mossing  
Community Economic Development Facilitator  
January 16, 2015**

# **CITY OF MELFORT STRATEGIC PLAN**

**2015-2019**

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## **EXECUTIVE SUMMARY**

Business and management consultant Ted Treller asserts that strategic planning requires careful and comprehensive planning concurrently with focussed and committed actions and that, “strategic planning in and of itself need not be overly complex since its essential foundations are neither more nor less than determining where the community or municipality is today, what it aspires to be tomorrow, and how it can best achieve those aspirations.”

The City of Melfort Strategic Plan will provide direction for the City’s future community planning and economic development efforts over the next five years. A planning process was led by City Council and Administration in the fall of 2014, in which citizens, elected officials and administration were invited to weigh in concerning municipal priorities and strategic directives. City Council and Administration then sought to brainstorm collective ideas and process the information gained from all sources.

This comprehensive research and analysis approach forms the basis of a Strategic Plan for further developing the strategic operational actions to better manage and shape the future for the citizens of Melfort. The Strategic Plan is built on three themes: A Shared Vision, A Shared Purpose, and A Shared Direction:

### **A Shared Vision**

A set of strategic imperatives represents shared cored values that articulate broad overarching aspirations to influence and shape the way in which the City fulfills its purpose: Trust and Loyalty; Honesty and Transparency; Acceptance, Fairness and Respectfulness; Responsibility and Accountability; Growth and Evolution; Enthusiasm, Passion, and Possibility; Efficiency; and, Openness, Adaptability and Responsiveness.

### **A Shared Purpose**

Municipal priorities for the City consider citizen opinion and insight, and address anticipated future growth and the need for operational planning, implementation, and monitoring.

### **A Shared Direction**

Strategic directives for the City establish the basis for future operational and budgeted actions.

## **INTRODUCTION**

### **A City Faces the Future**

Melfort is a safe, friendly, and thriving community of almost 6,000 residents who enjoy most of the amenities of a much larger city. Its quality facilities like the Northern Lights Palace multi-purpose arena and zero-depth wave pool, 18-hole golf course, curling rink, Spruce Haven Ball Park, Wapiti Valley Regional Park ski hill and year-round resort, and the Kerry Vickar Centre, all draw residents and visitors alike. Health care and educational facilities add to its quality of life. Keystone events such as the Melfort Exhibition and PolkaFest provide the building blocks for spin-off events and activities.

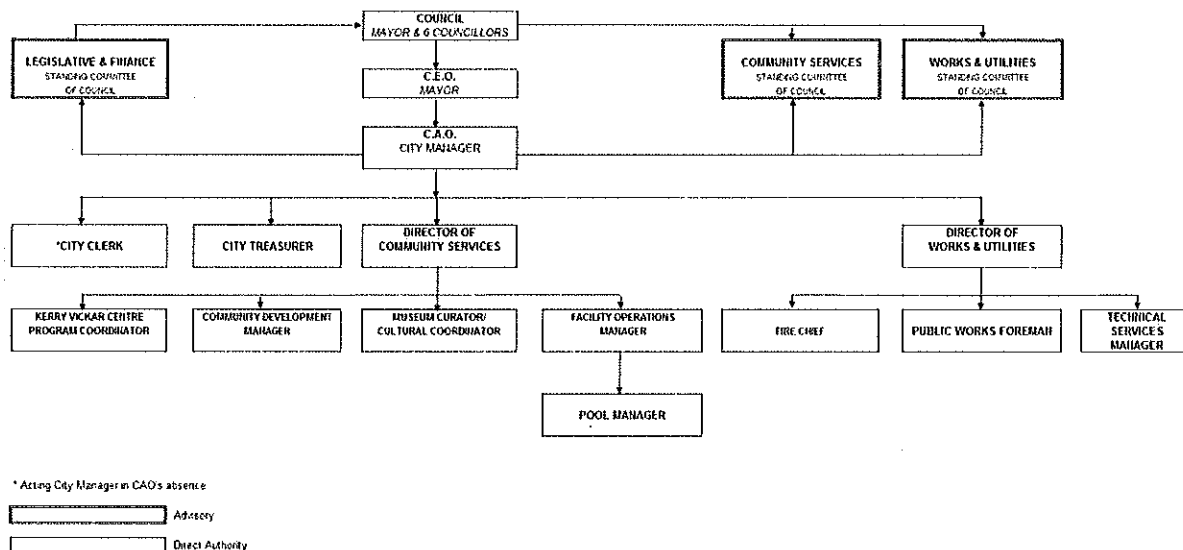
Melfort is ideally situated within a diversified agricultural, manufacturing, and mining cluster, at the center of eastern Saskatchewan's major road transportation routes of highways 41, 6, and 3, and adjacent to an airport terminal. To accommodate business growth, the City offers business incentives to help existing businesses grow, and new businesses to start and become successful. The City recently was accepted at the accredited level into the Saskatchewan Main Street Program, designed to revitalize historic downtowns through a combination of government and private investments.

### **Community Leaders Respond**

A Strategic Plan for Melfort provides the rationale and defensible basis for determining which priorities to pursue and opportunities to embrace, and most critically, which prospects to decline. Melfort's community leaders have responded to the opportunities facing the City by leading the way to capitalize on key opportunities for growth. A Strategic Plan promotes transparency, accountability, by reflecting local area interests and current economic realities.

Providing the environment for stakeholder participation results in a wider and shared understanding and commitment. Citizens were asked for their opinions on a full range of development options, to provide insights for City officials and administration to take forward into a City of Melfort Strategic Plan for the next five years.

## MANAGEMENT AND STAFF



## EVIDENCE BASE FOR THIS PLAN

In September, 2014, the strategic planning process began with an online survey for citizens to complete. Another online survey was also presented to City officials and employees to gain their input.

City Council and Administration met together in a Strategic Planning Workgroup session on October 23, 2014, to examine how, what they are doing today fits into the overall strategic planning process. They discussed the results of all participant input, assessed municipal priorities, and deliberated to set Strategic Directives for future action. A set of Strategic Imperatives, or shared core values, were also derived to further assist City management in their decision-making.

## BACKGROUND AND RESULTS

### STRATEGIC PLANNING PROCESS – SURVEY, ANALYZE, STRATEGIZE

The strategic planning followed a process to survey stakeholders, analyze survey results, strategize priorities and strategic direction, develop operational plans and budgets, and implement actions.

#### The Strategic Planning Process



The purpose of the Facilitator's interaction was to support City Council and Administration through the first three steps of the strategic planning process, which was to survey stakeholders, analyze survey results, and strategize priorities and direction.

### FUTURE DEVELOPMENT AND IMPLEMENTATION

City Council and Administration will continue with Step 4 of the strategic planning process by considering all available information in the current context to develop operational plans for each Strategic Directive, containing actions/tactics and budgets in alignment with operational goals and shared Strategic Imperatives. Developing a results-oriented operational action plan with action steps, roles/responsibilities, targets and timelines, provides solid avenues for cooperation and partnerships.



In Step 5, the operational plans for each strategic directive will be implemented at this final stage of the Strategic Plan, to be continually monitored for relevancy and currency. This approach allows for adjustment to the action steps and other factors to reflect changing conditions.

### **Step 1: Survey**

To engage participants in planning for their collective future, the Community Services Department led the development and implementation of a series of participant surveys directed to the following stakeholders:

City Administration (Department Heads) - to identify priorities in the next five years for the City's three main departments: Administration & Finance, Works & Utilities, and Community Services.

Citizens – to identify municipal priorities for City Council and Administration to consider  
City officials and employees – to identify municipal strategies, including ranking of facilities, and development and administration issues.

### **Step 2: Analyze**

In the Strategic Planning Workgroup session, City Council and Administration analyzed survey input to establish municipal priorities and potential strategic directives for the City, which would provide the priorities/metrics to address in future operational planning, implementation, and monitoring. The top municipal priorities were found to be infrastructure, facilities/services, and business development.

### **Step 3: Strategize**

As an urban municipality, the City of Melfort Council and Administration establishes the foundation to set the community's future Strategic Directives. These are strategies and actions to undertake to achieve municipal priorities and are based on the City's mission, why it exists, and what future state is desired.

## **STRATEGIC DIRECTIVES**

In the Strategic Planning Workgroup session, City Council and Administration considered all stakeholder input to further explore the validity of a list of Strategic Directives, which are categorized by Municipal Priority:

### **MUNICIPAL PRIORITY – INFRASTRUCTURE**

#### **STRATEGIC DIRECTIVES:**

- ☐ Improve existing infrastructure to meet current and future needs.
- ☐ Ensure a sufficient level of capital investment to deliver sustainable infrastructure services to current and future residents.

### **MUNICIPAL PRIORITY – FACILITIES/SERVICES**

#### **STRATEGIC DIRECTIVES:**

- ☐ Prepare and adopt a new Official Community Plan.
- ☐ Rehabilitate the Historic Melfort Post Office for future use.
- ☐ Plan for a sports facility to replace the Main Arena.
- ☐ Expand the number of sites and complete improvements to the remainder of the Campgrounds.
- ☐ Extend the recreational trail system throughout the City while maintaining and enhancing the trail.
- ☐ Plan to enhance the existing sports grounds to encompass the existing Spruce Haven Park and Ball Diamonds and incorporate other recreational activity playing fields on the lands south of the existing walking trail.
- ☐ Lead environmental initiatives such as recycling and reclamation of contaminated sites.
- ☐ Establish landscape policies, to enable the enhancement of existing greenspaces/streetscapes, and establishment of new greenspace/streetscape initiatives to encourage growth and investment.

### **MUNICIPAL PRIORITY – BUSINESS DEVELOPMENT**

#### **STRATEGIC DIRECTIVES:**

- ☐ Clearly define our “brand” and establish a plan to implement it in neighbourhood development, future planning and marketing efforts.
- ☐ Increase the inventory of serviced, shovel ready Commercial and Industrial development sites as demand dictates.
- ☐ Increase the inventory of a variety of serviced and residential development lots.
- ☐ Improve and enhance the physical appearance of our community to encourage growth and investment.

## **RANKING OF ISSUES**

During the Strategic Planning Workgroup session, City Council and Administration also ranked (in order of importance) the City's facilities, development issues, and administration issues, as follows:

### **FACILITIES**

1. Main Arena
2. Northern Lights Palace
3. Spruce Haven Park
4. Kerry Vickar Centre
5. Walking Trail
6. Campground
7. Library
8. Post Office
9. Museum

### **DEVELOPMENT**

1. Residential Commercial and Industrial Development
2. Greenspace/Streetscape
3. Environmental Remediation

### **GENERAL ADMINISTRATION**

1. Official Community Plan
2. Infrastructure & Capital Assets
3. Branding
4. Greenspace
5. Newcomers/Population growth

## **MUNICIPAL PRIORITIES**

In its deliberations, the Strategic Planning Workgroup established the following Municipal priorities to aid the City in determining where and when to allocate its resources (listed in order of priority):

### **Infrastructure Facilities & Services Business Development**

#### **Infrastructure**

The City's priority for infrastructure aims to provide for well-planned and maintained facilities and services to benefit current/future residents and visitors to the City. Infrastructure priorities include sidewalks, curbs, housing options for range of incomes, lot development, street repaving, water, and sewer. Sidewalks, curbs, housing options for range of incomes, lot development, street repaving, water, sewer.

#### **Facilities/Services**

The City's priority for facilities and services aims to provide adequate and appropriate facilities and services that increase the community's quality of life. Facilities' and services' priorities include recreational, arts, culture, parks and greenspace, walking and biking paths, soccer field, ice surface, indoor soccer, events, improved skateboard park (concrete), re-use historic post office, new multi-use facility, pocket parks, street greening, youth recreation, recycling, dog friendly parks, customer services, and a common gathering place.

#### **Business Development**

The City's priority for business development aims to create a climate for growth and investment to enhance the community's economic vitality. Business development priorities include retail services, commercial/industrial development, and incentives.



***Melfort is a small city that is a city on the move, with all of the amenities of a larger city. We take pride in the friendliness of our citizens and in the safe environment of our community.***

**- Mayor Rick Lang**

## **STRATEGIC IMPERATIVES (SHARED CORE VALUES)**

In the Strategic Planning Workgroup session, City Council and Administration contemplated their shared beliefs, known as Strategic Imperatives or shared core values. These shared core values represent broad overarching aspirations that influence and shape the way in which the City fulfills its purpose and behaves as an organization, and are demonstrated through how it will make decisions. The following shared core values can act as the parameters for what is and isn't allowed in terms of decisions and actions (listed in no particular order of importance):

**Trust and Loyalty**  
**Honesty and Transparency**  
**Acceptance, Fairness and Respectfulness**  
**Responsibility and Accountability**  
**Growth and Evolution**  
**Enthusiasm, Passion, and Possibility**  
**Efficiency**  
**Openness, Adaptability and Responsiveness**

These shared core values can be defined more fully, and will act as real substantive values that guide behaviours and set a moral compass to guide decision-making. They can also guide the City to articulate its vision, or what it wants to become in the future.

For example, the shared core value of Openness, Adaptability, and Responsiveness could be determined to mean City Council and Administration value engagement of stakeholders in a meaningful dialogue, adapting to others and demonstrating a caring attitude, and communicating relevant information with clarity and accuracy in a timely manner.

## **OPERATIONAL PLANS**

To guide the City in developing operational plans, each specific Strategic Directive is grouped under a respective Municipal Priority, to become operationalized in the budget process. Each operational plan can feature the following elements:

- Strategic Directive
- Action Steps
- Person(s) Responsible
- Year/Timeline/Completion

SEE APPENDIX 1: CITY OF MELFORT OPERATIONAL PLANS - WORKSHEET

## **EVALUATION AND SUMMARY**

To ensure outcomes are consistent with specific objectives, Strategic Directives can be tied back to the City's vision and mission guided by its Strategic Imperatives, thus demonstrating what has, or has not, been achieved insofar as the Strategic Plan is concerned. Evaluation may identify elements such as key stakeholders, evaluation questions, methods of evaluation, ethics, risk assessment, evaluation management, and dissemination.

The Strategic Directives stated in this Strategic Plan declare what future state is desired, while the Strategic Imperatives guide how decisions will be made to reach the desired future state. Operational plans and budgets, when assigned to each Strategic Directive, will define what changes are desired to enable the City to move beyond the current state and into its promising future.

~



# APPENDIX 1: City of Melfort Operational Plan

## MUNICIPAL PRIORITY: INFRASTRUCTURE

**Goal: Provide for well-planned and maintained facilities and services to benefit current/future residents and visitors to the City.**

STRATEGIC DIRECTION	ACTION STEPS	PERSON/S RESPONSIBLE	YEAR/TIMELINE COMPLETION
(a) Improve existing infrastructure to meet current and future needs	<ul style="list-style-type: none"> <li>Complete/update inventory of existing infrastructure assets</li> <li>Develop Asset Management Plan and review recommendations from Master Transportation Plan to prioritize infrastructure needs, replacement and repair</li> <li>Synchronize Asset Management Plan with Five-Year Capital Budget</li> <li>Develop residential servicing plan, considering results of water capacity study, inventory needs and financing</li> <li>Develop commercial/industrial servicing plans for Hodgins Drive M1 area and M2 Heavy Industrial Park</li> </ul>	<ul style="list-style-type: none"> <li>WU/CS/Admin</li> <li>WU/CS/Admin</li> <li>Treasurer</li> <li>WU/CS</li> <li>WU/CS</li> </ul>	<ul style="list-style-type: none"> <li>2016</li> <li>2017</li> <li>Ongoing</li> <li>2017</li> <li>2016 – 2017</li> </ul>
(b) Ensure a sufficient level of capital investment to deliver sustainable infrastructure services to current and future residents	<ul style="list-style-type: none"> <li>Implement Asset Management Plan, determining level of funding required to deliver priority infrastructure requirements and potential revenue streams (i.e. development levy, water rate increase, infrastructure replacement fund, etc.)</li> <li>Review Infrastructure Replacement Fund on an annual basis to ensure needs are being met</li> <li>Plan Budgeting Policies based on requirements</li> </ul>	<ul style="list-style-type: none"> <li>Treasurer</li> <li>WU/CU/Admin</li> <li>Treasurer</li> </ul>	<ul style="list-style-type: none"> <li>2016 - 2021</li> <li>Ongoing</li> <li>Ongoing</li> </ul>

## MUNICIPAL PRIORITY: FACILITIES & SERVICES

**Goal: Provide adequate and appropriate facilities and services that increase the community's quality of life.**

STRATEGIC DIRECTION	ACTION STEPS	PERSON/S RESPONSIBLE	YEAR/TIMELINE COMPLETION
(a) Prepare and Adopt a new Official Community Plan	<ul style="list-style-type: none"> <li>Provide funding to complete new/updated Official Community Plan</li> <li>Engage consultant to prepare new/updated Official Community Plan, Zoning Bylaw and Zoning District Map</li> <li>Conduct needs assessment, public consultation, research/data collection</li> <li>Integrate asset management plan</li> <li>Council Adoption &amp; Ministerial Approval</li> <li>Present New Official Community Plan to City residents</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> <li>WU/CS/Admin</li> <li>Consultant</li> <li>WU/CS/Admin</li> <li>Council</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>2016</li> <li>2016</li> <li>2016</li> <li>2016</li> <li>2017</li> <li>2017</li> </ul>



<b>(b) Rehabilitate Historic Melfort Post Office for Future Use</b>	<ul style="list-style-type: none"> <li>• Develop /submit Funding Proposal for Rehabilitation</li> <li>• Provide funding to complete proposed rehabilitation work</li> <li>• Prepare Main Street Office Headquarters for occupancy</li> <li>• Construct new accessible washrooms and licensed kitchen facilities</li> <li>• Develop plan for future use</li> <li>• Market available space to potential tenants</li> </ul>	<ul style="list-style-type: none"> <li>• PARC Committee</li> <li>• Council</li> <li>• CS</li> <li>• CS</li> <li>• PARC Committee</li> <li>• CS</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• 2015</li> <li>• 2016</li> <li>• Ongoing</li> <li>• 2016 - 2020</li> </ul>
<b>(c) Plan for a sports facility to replace the Main Arena</b>	<ul style="list-style-type: none"> <li>• Analyze current ice usage of existing Northern Lights Palace facility</li> <li>• Meet with User Groups to present findings of ice usage</li> <li>• Analyze the need for a replacement arena in relation to other facility needs in the City (both new facilities and maintenance of existing facilities)</li> <li>• Determine cost estimates for construction of a new facility and funding requirements</li> <li>• Present cost information, results of ice user meeting and funding alternatives to Council</li> </ul>	<ul style="list-style-type: none"> <li>• CS</li> <li>• CS</li> <li>• CS</li> <li>• CS/Treasurer</li> <li>• CS/Admin</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• Complete</li> <li>• 2015</li> <li>• Complete</li> <li>• Complete</li> </ul>
<b>(d) Expand the number of sites and complete improvements to the remainder of the Campgrounds.</b>	<ul style="list-style-type: none"> <li>• Determine number of existing sites and inventory the required improvements to the campground (i.e. servicing, drainage, pull-thru sites, play equipment, green space, signage, sound/dust barrier between campground and concrete plant etc.)</li> <li>• Prioritize the required improvements and phase in new campsites</li> <li>• Determine costs for completion of required work and available funds</li> <li>• Prepare a financial plan to complete the work</li> </ul>	<ul style="list-style-type: none"> <li>• CS</li> <li>• CS</li> <li>• CS/Treasurer</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• 2015</li> <li>• 2015</li> <li>• 2015</li> <li>• 2016</li> </ul>
<b>(e) Extend the recreational trail system throughout the City while maintaining and enhancing the trail.</b>	<ul style="list-style-type: none"> <li>• Map/Inventory the existing trail system</li> <li>• Develop trail system map reflecting future development (i.e. CP/CN abandoned tracks; Melfort St. west to Trout Pond, link to campground, nature walking trail east of Melfort Creek)</li> <li>• Provide funding to extend and upgrade/maintain trail system</li> </ul>	<ul style="list-style-type: none"> <li>• CS</li> <li>• CS</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• 2015</li> <li>• 2016</li> <li>• Ongoing</li> </ul>
<b>(f) Plan to enhance the existing sports grounds to encompass the existing Spruce Haven Park and Ball Diamonds and incorporate other recreational activity playing fields on the lands south of the existing walking trail.</b>	<ul style="list-style-type: none"> <li>• Inventory existing recreational facilities and prepare conceptual plan</li> <li>• Provide funding to complete a Master Recreation Plan</li> <li>• Engage consultant to complete a Master Recreation Plan</li> <li>• Review Recreation Master Plan recommendations and proposal from Urban Planning Students' to develop a concept plan for recreational activity in the area, considering future facility needs (e.g. skateboard park, spray park, regulation soccer pitch, arena)</li> <li>• Present conceptual plan to the public</li> <li>• Present completed Recreation Master Plan to the public</li> </ul>	<ul style="list-style-type: none"> <li>• CS</li> <li>• Council</li> <li>• CS</li> <li>• CS</li> <li>• Council</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• 2015</li> <li>• 2017</li> <li>• 2017</li> <li>• 2017</li> <li>• 2015</li> <li>• 2017</li> </ul>

(g) Lead environmental initiatives such as recycling and reclamation of contaminated sites.	<ul style="list-style-type: none"> <li>Review existing waste collection contract and explore options for curbside recycling prior to the expiration date</li> <li>Implement multi-material, curb-side recycling program</li> <li>Explore the expansion of the compost site to produce material for sale</li> <li>Encourage &amp; support community recycling initiatives: office recycling, backyard composting, etc.</li> <li>Explore future curb-side compost collection program</li> <li>Inventory existing city-owned contaminated properties</li> <li>Develop clean-up schedule for contaminated lots in preparation for resale</li> <li>Provide funding for site remediation</li> <li>Identify potential temporary uses for contaminated properties that the City cannot afford to clean up in the near future</li> </ul>	<ul style="list-style-type: none"> <li>WU</li> <li>WU</li> <li>WU</li> <li>WU/CS/Admin</li> <li>WU</li> <li>WU/CS/Admin</li> <li>WU/CS/Admin</li> <li>Council</li> <li>WU/CS/Admin</li> </ul>	<ul style="list-style-type: none"> <li>2015</li> <li>2018</li> <li>2016</li> <li>2018</li> <li>2021</li> <li>2015</li> <li>2015</li> <li>2015 – 2020</li> <li>2016</li> </ul>
(h) Establish landscape policies to enable the enhancement of existing greenspaces/streetscapes and establishment of new greenspace/streetscape initiatives to encourage growth and investment.	<ul style="list-style-type: none"> <li>Review existing landscape policies and Basic Planning Statement regarding landscaping</li> <li>Develop a city-wide landscaping concept plan to include items such as tree planting/replacement program, development of future greenspace and recreational sites (i.e. reservoir, north Melfort), horticulture program, streetscape plan, community gardens</li> <li>Coordinate with Main Street Saskatchewan Program and Branding Committee initiatives</li> <li>Develop/Update policies for greenspace/streetscapes</li> <li>Provide funding for landscaping programs</li> </ul>	<ul style="list-style-type: none"> <li>CS</li> <li>CS</li> <li>CS</li> <li>CS</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>2016</li> <li>2016</li> <li>2016</li> <li>2017</li> <li>Ongoing</li> </ul>

MUNICIPAL PRIORITY: BUSINESS DEVELOPMENT			
Goal: To create a climate for growth and investment to enhance the community's economic vitality.			
STRATEGIC DIRECTION	ACTION STEPS	PERSON/S RESPONSIBLE	YEAR/TIMELINE COMPLETION
(a) Clearly define our "brand" and establish a plan to implement it in neighbourhood development, future planning and marketing efforts.	<ul style="list-style-type: none"> <li>Complete the branding process</li> <li>Develop a plan to roll out brand</li> <li>Complete creative design for signage, marketing materials, stationary, etc.</li> <li>Determine funding requirements</li> <li>Provide funding to implement the brand</li> <li>Establish, develop and market signature events</li> <li>Revisit the brand &amp; update plan regularly</li> </ul>	<ul style="list-style-type: none"> <li>CS/Brand Comm</li> <li>CS/Brand Comm</li> <li>CS/Brand Comm</li> <li>Treasurer/Council</li> <li>Council</li> <li>CS/Brand /Main St</li> <li>CS/Brand Comm</li> </ul>	<ul style="list-style-type: none"> <li>2015 – Ongoing</li> <li>2015</li> <li>2016</li> <li>2016</li> <li>Ongoing</li> <li>2016</li> <li>Ongoing</li> </ul>

<p><b>(b) Increase the inventory of serviced, shovel ready Commercial and Industrial development sites as demand dictates.</b></p>	<ul style="list-style-type: none"> <li>• Complete inventory of existing commercial/industrial sites</li> <li>• Determine future areas to develop and associated costs (i.e. CN/CP property, Nickel highway property)</li> <li>• Acquisition of CN/CP lands for future development</li> <li>• Develop servicing plans for existing inventory (Hodgins Drive M1 area and M2 Heavy Industrial Park)</li> <li>• Identify the most cost efficient way to develop land in phases</li> <li>• Provide funding to develop areas</li> <li>• Ensure future development aligns with Official Community Plan</li> </ul>	<ul style="list-style-type: none"> <li>• CS</li> <li>• CS/Treasurer</li> <li>• CS/Treas/Council</li> <li>• CS/WU</li> <li>• CS/Treasurer</li> <li>• Council</li> <li>• CS</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• 2016</li> <li>• 2017</li> <li>• 2016</li> <li>• 2016</li> <li>• 2016 – 2020</li> <li>• Ongoing</li> </ul>
<p><b>(c) Increase the inventory of a variety of serviced and residential development lots.</b></p>	<ul style="list-style-type: none"> <li>• Complete inventory of existing residential lots</li> <li>• Develop residential servicing plan, considering results of water capacity study, inventory needs (i.e. R2 &amp; R3) and available financing</li> <li>• Provide funding for lot development and most cost efficient way to develop land in phases</li> <li>• Determine future areas to develop and associated costs</li> <li>• Develop a Residential Zoning Strategy (explore potential for R1, R1A, R2 and R3 co-existing in new residential neighborhoods).</li> <li>• Explore the issue of annexation and private development to meet future land requirements</li> <li>• Ensure future development aligns with Official Community Plan</li> </ul>	<ul style="list-style-type: none"> <li>• CS</li> <li>• CS/WU/Treasurer</li> <li>• Council/CS/Treas</li> <li>• CS</li> <li>• CS</li> <li>• CS</li> <li>• CS</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• 2015</li> <li>• 2016 – 2020</li> <li>• 2016</li> <li>• 2016</li> <li>• 2016</li> <li>• Ongoing</li> </ul>
<p><b>(d) Improve and enhance the physical appearance of our community to encourage growth and investment.</b></p>	<ul style="list-style-type: none"> <li>• Coordinate efforts of Main Street Program, Brand Committee, etc. to ensure a consistent, cohesive look and feel. Review Urban Planning Students' recommendations</li> <li>• Develop a Streetscape Master Plan for Main Street, Burrows &amp; McLeod Avenues (i.e. design changes and public realm amenity enhancements)</li> <li>• Secure funds to carry out streetscape changes and enhancements</li> <li>• Determine options to encourage private investment and restoration/redevelopment in targeted areas (i.e. conceptual plans, storefront revitalization incentive program, commercial construction incentive, etc.)</li> <li>• Secure funding to continue program operations (i.e. form a BID)</li> <li>• Continue bylaw enforcement efforts to clean-up the community</li> <li>• Assist Beautification Committee and their participating organizations in encouraging city-wide clean-up and beautification</li> <li>• Ensure that the City sets an example for beautification (e.g. weed control, grass cutting, garbage pick-up, facility and park maintenance)</li> <li>• Foster a positive attitude and community pride in City employees</li> <li>• Instil a Culture of Care in the community</li> </ul>	<ul style="list-style-type: none"> <li>• CS</li> <li>• CS/MBRCorp</li> <li>• CS/MBRC/Treas</li> <li>• CS/MBRC/Treas</li> <li>• CS/Council</li> <li>• WU</li> <li>• CS/WU/Admin</li> <li>• CS/WU/Admin</li> <li>• Depts/Council</li> <li>• Depts/Council</li> </ul>	<ul style="list-style-type: none"> <li>• 2015</li> <li>• 2015</li> <li>• 2015 – 2017</li> <li>• 2016</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• 2015-Ongoing</li> <li>• 2015-Ongoing</li> </ul>