

Flin Flon

MANITOBA, CANADA

OUR COMMUNITY PLAN

NEW INNOVATIVE PROCESS

Over 337+ people were engaged to help create the City of Flin Flon Strategic Plan

10 Strategic Pillars Identified by the Community

Every Strategic Pillar has "Key Action Items" to Ensure Success.

FlinFlon

MANITOBA, CANADA



Photo Credit - Randy Whitbread

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EXECUTIVE SUMMARY

Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy. It is a road map to grow an organization and to help with success. A strategic plan is a long-term plan for progress towards the overall vision.

An effective local government model must reflect the basis of any democratic institution – reliance upon the endorsement of the public. Council decisions must be based on a clear sense of what is in the best interests of the public. It is for this reason that the City of Flin Flon undertook a community-wide engagement to help create the municipal strategic plan.

This strategic plan outlines 10 strategic pillars for the City of Flin Flon. Each one of the strategic pillars represents a broad area of importance to the future of this community.

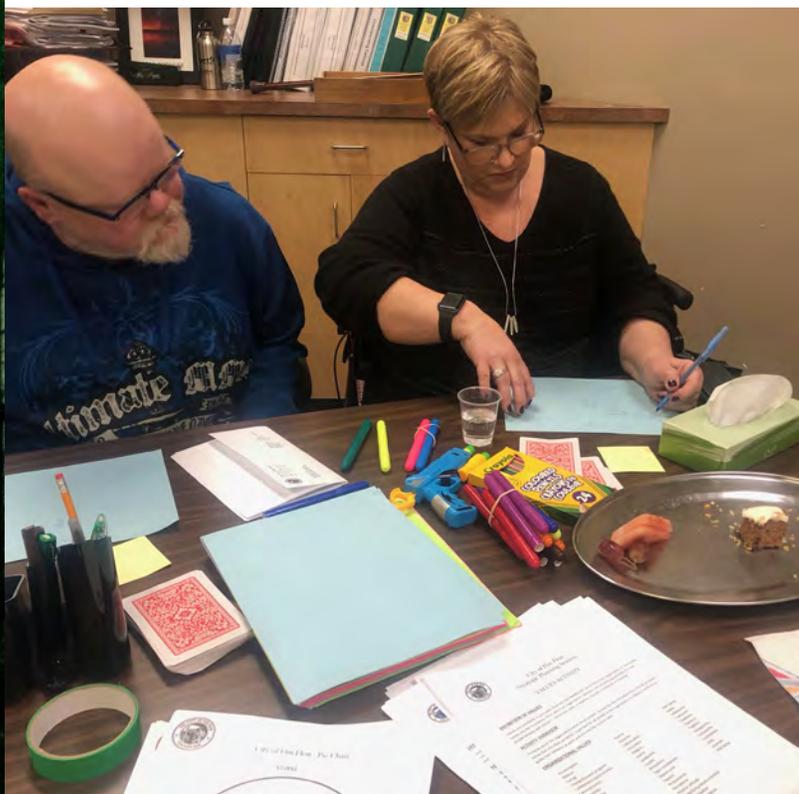
Each of these pillars represents the feedback provided by the community of Flin Flon. Each strategic pillar has key action items (KAIs) attached to it, identifying specific areas where the community must take action to improve its future or maintain its existing strengths.



Photo Credit - Randy Whitbread

From July 25th, 2018 to March 15th, 2019, the City of Flin Flon, in three separate phases, gave the entire community of Flin Flon the opportunity to participate in helping to create and develop the strategies and KAls of this strategic plan. There were 24 community engagement sessions held where 337+ people were engaged and excited about the process. These sessions were the foundation for creating Our Community Plan.

A successfully run municipality should be in the business of making connections. Whether it is connecting services to the community, seniors to more active programming, students to education, families to recreation or people to employment, it is our municipality's job and number one goal over the next four years to bring the community together and bring out the best in our people.



MAYOR'S GREETING



Greetings all,

At a time when our community is facing its most significant challenge to date, we now have a road map to help guide us through the next 4 years. It is a living document which will change as we do, adapting to opportunities and challenges as they present, while maintaining the fundamentals identified around quality of life, sustainability and diversification.



I want to personally and sincerely thank all who participated in the development of the City of Flin Flon Strategic Plan. It has incorporated the input of an unprecedented amount of people and organizations.

The high level of engagement received ranged from our City people; inclusively council, management and union to the businesses, health sector, non-profits and, most importantly, our citizens and youth. The knowledge and thought brought to this initiative is truly humbling.

It is, beyond a doubt, a community plan.

Mayor Cal Huntley



"A COMMUNITY PLAN"



DEFINITION OF STRATEGIC PLANNING

There are many definitions of strategic planning. Strategic planning can be defined as a municipality's, organization's or company's road map for the future that is guided by the overall vision. It is a plan that should be used by the entire organization so that everyone knows the plan and can self-identify themselves and their role in this plan.



CAO'S GREETING

To our community members:

It has brought me great pleasure to be a part of this unique and innovative approach to the development of Our Community Plan.

This approach has provided us with a clear understanding of the values that are inherent to this community. It has helped us develop and prioritize the strategies that will guide us into our new future, with all of its many challenges and opportunities.

The engagement of such a large number of community members will allow us to move forward with confidence and take advantage of the many opportunities we will encounter, knowing that we are doing so based on the guidance that we have received from the community. We have a clear path to move forward to our future vision.

There will be numerous and varied challenges and opportunities that we will embrace with our own unique approach to ensure the community continues to be a vibrant place to live. A place where we will continue to enjoy the qualities of life that we value most.



We are thankful to the community for their commitment and participation in this plan.

This commitment and participation will direct us towards the things that you have identified as the community's highest priorities. You have provided a large variety of effective strategies that we will use in the implementation of Our Community Plan.

Our Community Plan will retain and enhance those values and ensure that they will continue to be the priorities that are to be maintained within our community.

As we move forward into an ever-changing future, we know that you have provided us with invaluable tools and that we can forge ahead with confidence. We are aware of the values that we as a community are committed to. We are sure that this community plan will provide some great direction to the governing bodies and administrative leaders. This will ensure that our community continues to provide us with the highly valued qualities of life that we have come to expect from this unique little place we all call home.

CAO, Glenna Daschuk

MUNICIPAL STRATEGIC PLANNING

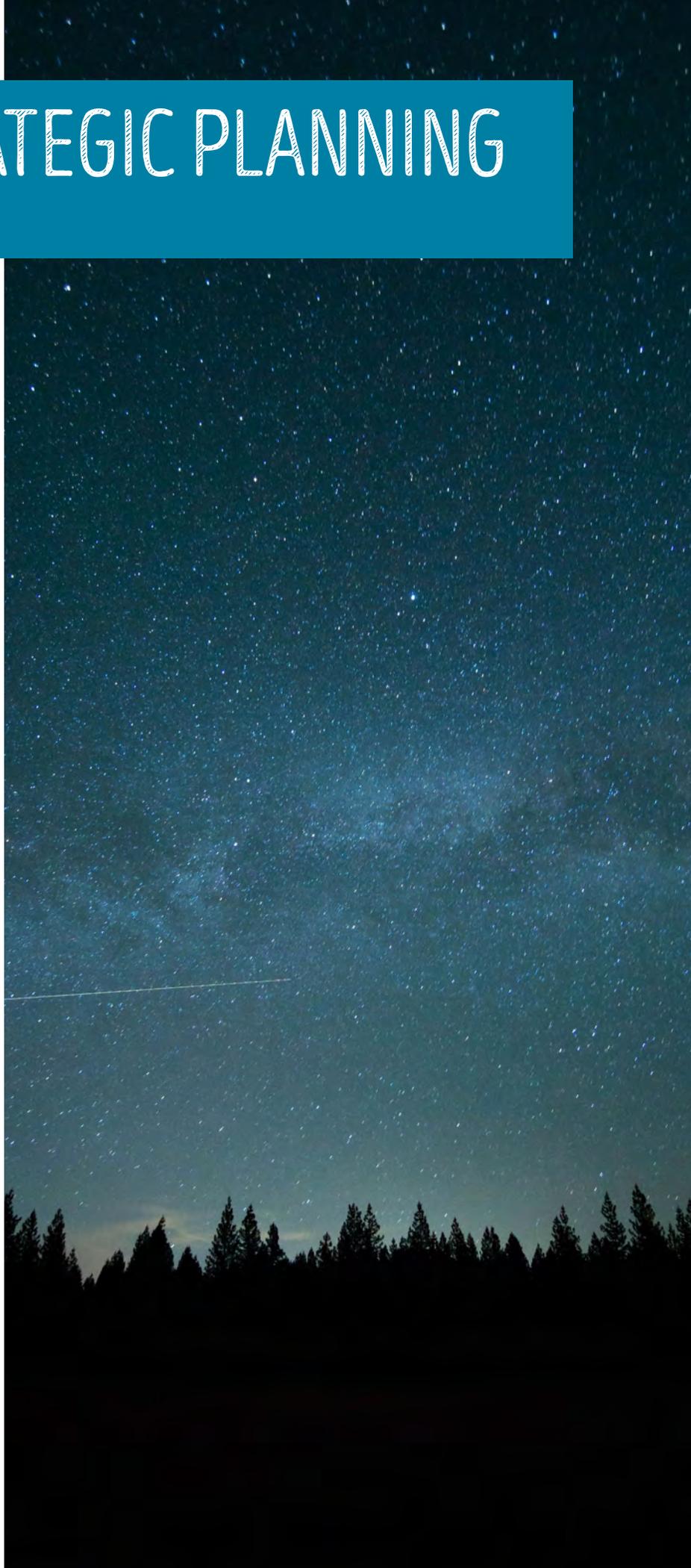
A municipal strategic plan has the same concept behind it as every other strategic plan. It is a plan that provides council, the elected officials and administration with a common focus, priorities, outcomes and strategies to be pursued over the term of the plan.

What is the Value of a Municipal Strategic Plan?

All municipalities are legislated in their own province to govern the municipality in a certain way and to provide a variety of services. A municipal strategic plan provides the municipality with the following:

A municipal strategic plan provides focus:

It provides alignment with longer term plans, such as official community plans or development plans, It provides a tool to allow council and administration to be on the same page, it allows direction for departmental budgets and plans; it functions as an accounting mechanism, allowing the public and management to evaluate progress and ensure that the municipality is moving in the right direction.



THE PROCESS

How the Community Strategic Plan Was Developed

The strategic planning process began with the need to identify where the City of Flin Flon would focus their efforts over the next few years. The decision to move forward and develop a strategic plan was identified in May of 2018.

A strategic planning team was created to move the project forward. The objective and goal of this group was to ensure that the entire community had an opportunity to voice their opinions.

It was from this team that it was decided a different approach was needed. The City of Flin Flon then moved forward with using the appreciative inquiry methodology to ensure the success of the strategic plan.

A series of 24 innovative and creative sessions were designed and held from July 25th, 2018 to March 2019 in the City of Flin Flon offices. These sessions were all facilitated utilizing the appreciative inquiry approach.

While conducting the strategic planning sessions, a self-service strategic planning tool was designed to better engage larger general public sessions and use a less formal come-and-go format.

This was a great tool, as it allowed opportunity for the public to provide feedback in a variety of different ways. It was designed to allow a large amount of people to participate at one time. These sessions were held March 1st and March 11th, 2019.



PUBLIC SESSIONS



INNOVATIVE INFORMATION GATHERING

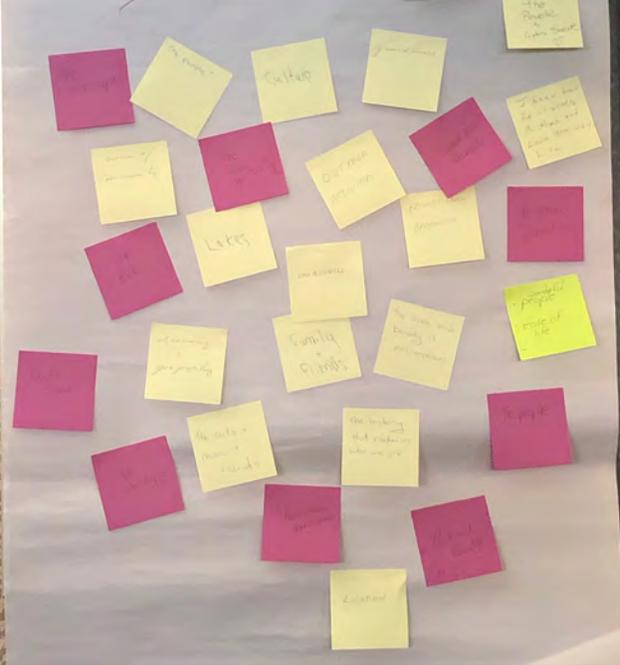
MARCH 1ST &
MARCH 11TH

The room was set up with a variety of stations, each stating an objective and asking the participant a question. Each person attending received a checklist and an explanation on how to use each information-gathering station.

This was also a good way to communicate and educate the community on the importance of their engagement and the values of a strategic plan to a municipality. The rest of the stations were engagement stations, each asking a different question while focusing on the appreciative inquiry methodology.

What do you love about your community?

What do you want to see improved or changed?



Self-Service Strategic Planning Tool – New Innovative Concept:

While conducting the strategic planning sessions, we designed a self-service strategic planning tool to better engage larger general public sessions and use a less formal come-and-go format. This was a great tool, allowing opportunity for the public to use the format as an information gathering session and enabling a large amount of people to participate at one time. These sessions were held March 1st and March 11th, 2019.

The participants engaged would write down their responses on a post-it note and add it to the board, allowing them to see what other people said.

This self-serve tool was a positive and innovative way to allow a large group of people to be engaged at one time. These sessions were held over a two-day period at 4-hour intervals, allowing people to come and go. There were also designated champions who were on site to help guide people through the process

Comments on the draft plan were invited through public consultation feedback sessions on April 16th, 2019 in the City of Flin Flon Council Chambers.

The draft plan was considered at committee of the whole on April 4th, presented to the public on April 16th to get feedback and then was adopted at a special/regular meeting of council on May 7th, 2019.

APPRECIATIVE INQUIRY



Appreciative inquiry is defined as the following:

"Appreciative inquiry (AI) is a method for studying and changing social systems (groups, organizations, communities) that advocates collective inquiry into the best of what is in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur."

Appreciative inquiry allows us many different ways to ask powerful and positive questions, allowing us to vision a future that will create and maintain solid relationships in any given organization or situation.

Appreciative inquiry is a different view on the organization or municipality that allows us to see ourselves and the community through an appreciative and valuing set of eyes.

AI practice focuses on the speed of the imagination and innovation. Instead of negative, critical and spiraling diagnoses commonly used in our organizations and municipalities, there is discovery, dreams, design and destiny.

The purpose is to identify what works well and focus on the positives and celebrate what the municipality has and how they can improve, instead of what they don't have.

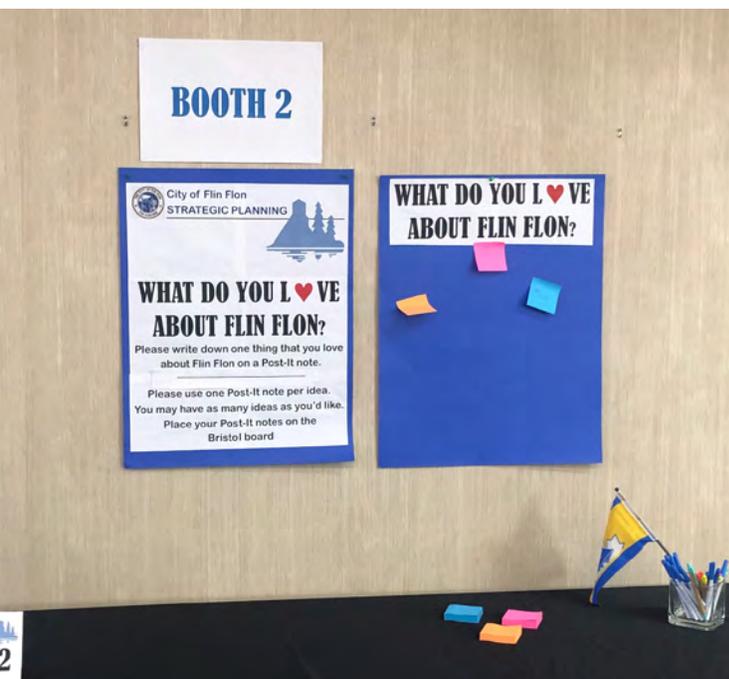
It helps identify what works and is a



strength to the municipality (positive) versus what is not working and what is missing (negative) in the municipality and community. Professional appreciative inquiry practitioners use this approach, as it is the opposite of problem-solving.

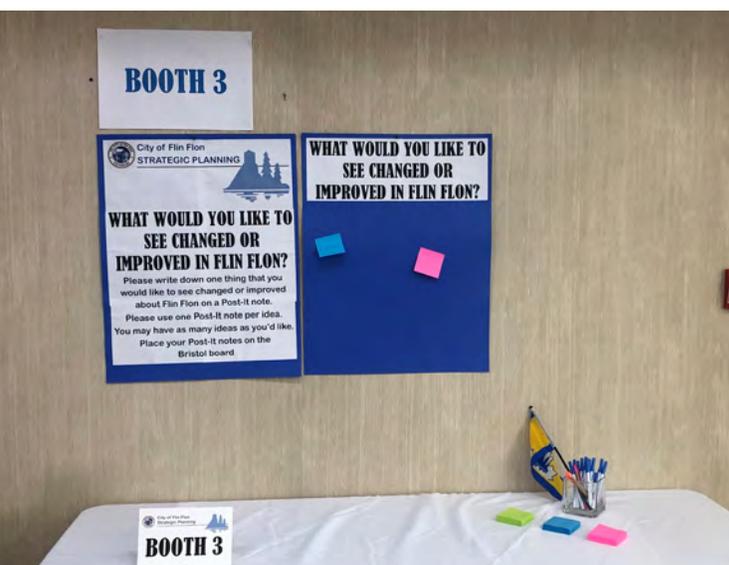
Appreciative inquiry uses the strengths, opportunities, aspirations and results (SOAR) that focuses an organization on its current strengths and vision of the future for developing its strategic goals

Appreciative strategic planning is an invitation to bring the best forward. Everybody has an opportunity to voice, influence and participate in the strategies that are created about the future of the community.



Appreciative Strategic Planning – Results?

- There is direct participation that increases the quality and the speed of achieving each goal, strategy or objective;
- There is increased connectivity and communication;
- There is a powerful feeling of innovation and energy; people feel clear and empowered about what they can individually do to move towards ensuring the success of the plan;
- The most important thing to note is that when the environment changes, the municipality and community are more resilient and adaptive because the strategic goals are clear and understood.



Appreciative inquiry and SOAR offers a fresh and new innovative approach to the traditional strategic planning processes of a municipality. Asking powerful positive questions and ignoring negativity generates images of possibility and different opportunities.



Threats and problems are not ignored, but rather are re-framed and viewed through a lens of actual possibility. By elevating and accentuating the strengths, opportunities and aspirations of the organization and by involving multiple stakeholder groups, results are achieved with energy to help the organization SOAR.

This theory of a municipality adapting this process to fit their needs was used in the strategic planning sessions for the City of Flin Flon. It was tested across 24 separate sessions. The community ended up being highly engaged and the municipality took a social approach to strategic planning instead of hiring an external consultant to come in. The process from the start to finish was energetic, exciting and very enjoyable to the participants.

It was identified early on in the project scope phase of the strategic plan that there was a need to ensure that the engagement sessions were powerful and exciting from the time we started.

We utilized the AI and SOAR approach and then adapted it to be flexible to suit the needs of the community.

Doing this allowed us to complete different innovative exercises to intrigue the participants and really use the AI approach, making them feel comfortable throughout the process.

Why Change the Method to Which Municipal Strategic Planning is Carried Out?

The reason that this methodology was chosen to leverage traditional strategic planning methods was to allow the strategic plan to be written by the entire community and not just the council of the day.

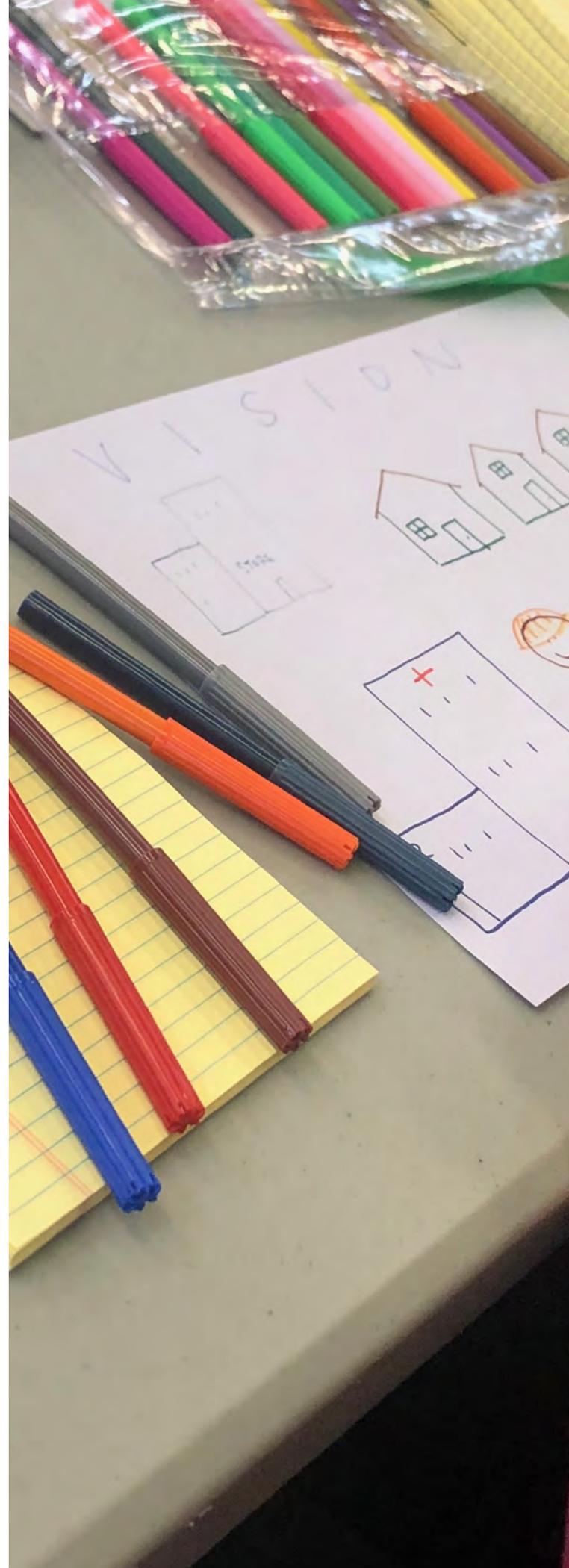
It is seen time and time again that when a new council is elected, the old strategic plan gets shelved, disposed of or viewed in a negative light and that a brand new strategic plan is the way forward; therefore, causing disruption through the entire municipality's operational organization.

The appreciative inquiry methodology negates and lessens the possibility of the strategic plan being shelved. It provides a continuous guide for the council of the day and it is cognizant of the fact that it is the community's strategic plan and therefore allows administration and staff to move forward continuing the plan of the community.

When a strategic plan is being developed, it is imperative that the community as a whole is given the opportunity to be engaged. Engaging the community gives them a chance to voice their opinions and allows them to be part of a process of creating something great. When the community feels like part of the process, they will buy into the ideas and concepts of the strategic plan. If a community as a whole does not buy into the strategic plan, the plan itself will not be successful.

Across a lot of research of strategic planning within the municipal realm, history has shown that when a council is elected, projects and operations are slowed down. This is because the new council is in a transitional period, getting up to speed with how a municipality is run. This transitional period, albeit necessary and imperative, has the tendency to slow down the current operations of the municipality.

The appreciative inquiry methodology will allow administration and staff to stay focused, allowing the project to continually flow while the newly elected council or incumbents have time to gain the knowledge required to fulfill their roles as elected officials.



COMMUNITY ENGAGEMENT



Albert Einstein is well-known for saying the following: *"Insanity is doing the same thing over and over again and expecting different results"*. This is the essence of innovation. This is the reason why The City of Flin Flon has taken this innovative approach to strategic planning.

The SOAR approach leverages the SWOT Model (Strengths Weaknesses, Opportunities and Threats) and creates a series of conversations to gain a whole community perspective. The SOAR approach is a strategic planning framework that is flexible to any municipality, giving the City of Flin Flon the opportunity to design their own process that fits the needs of Flin Flon.

The Engagement Session Process:

The sessions were designed to complement the appreciative inquiry methodology. They were specifically designed to be innovative, creative and to produce tangible results. Each participant was challenged in the session. They were not to allow themselves to speak or think negatively, to reframe their thoughts into solutions, instead of just sharing the problems.

A lot of visual aids were used throughout the sessions to ensure that if there was any negativity, it was easy for the participant to refrain from partaking in negative comments and allowed them to place their minds in a positive or a solution-based comment or thought process. It is only natural human behavior to think or say something negative. This is using the lower 20% of the brain. It

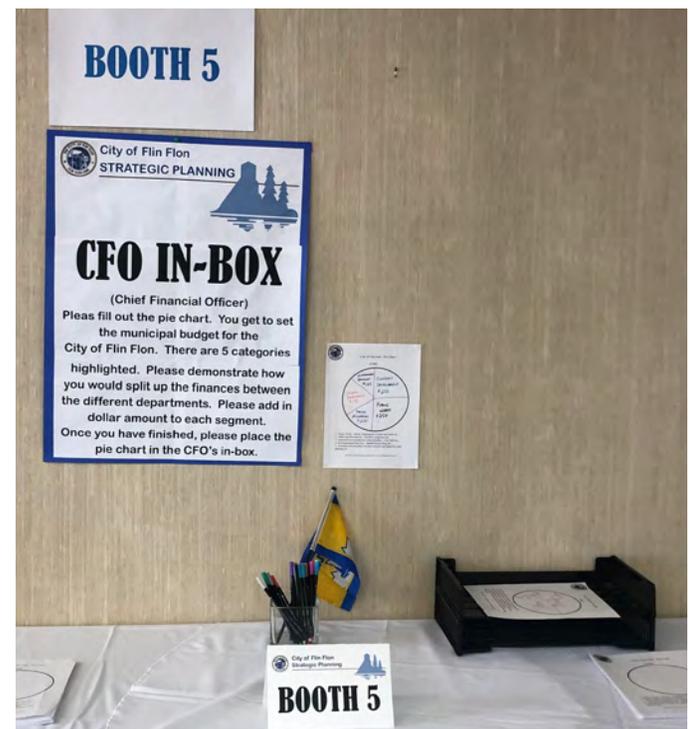
It was identified in the process that if people were to review and refrain from the negative thought and turn it into a positive thought, they would start to use the higher 80% of the brain. This led the participants to review their thought patterns, leading to positive, innovative sessions, which in turn led to stronger results and tangible outcomes.

This also allowed other people in the room to feel more comfortable to share their ideas, as they knew that no negative comments or remarks would be made should they share their ideas. The exercises were designed to be flexible to the group participating and led to every participant feeling that their concerns and thoughts were being heard.

Another notable exercise included was an exercise for developing the vision statement for the municipality. This was an enjoyable one, as each person had to draw their vision of the community in 30 years using visual aids, such as markers and coloring pencils. The innovative concept here was when they completed it, they had to pass the picture to the person on the right and get them to describe the vision to the rest of the group.

The reason this was done, was it speaks to the AI methodology of dreaming and allowing the participants to actively get involved, as well as allowing themselves to see someone else's visions. This piece was critical, as it allowed the individual to understand that everyone has a different perspective on what the vision of the community should be, and really aligns with the SOAR approach of connectivity and engagement.

There were variety of visual aids, from Nerf guns to unicorns, rainbows and videos, used in the sessions to ensure that they were fun, energetic and innovative. The tools and technology used allowed the participants to



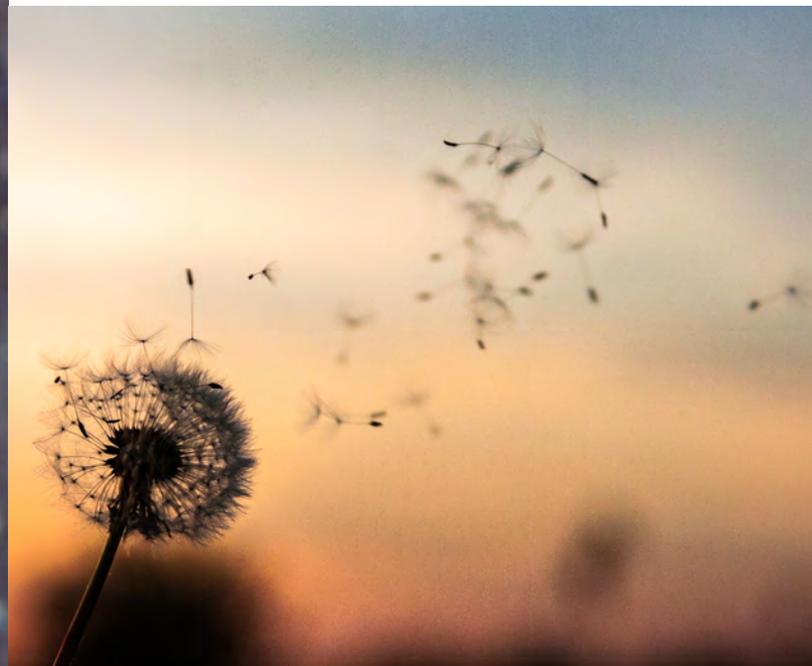


be fully be engaged and use the skills they had to be creative, collaborative and team players. Using the adaptability of the appreciative inquiry approach and SOAR allowed the municipality to create an innovative process on strategic planning.

Another result-orientated exercise that was used that allowed the session to carry on being positive and filled with energy, was that the group was asked two questions: What do you love about your community? And what do you want to see improved? This does speak to the strengths and weakness of the traditional model, but allows the participant to stay focused on positives.

It is important to note that each engagement session also contained an educational session on strategic planning and each section was explained in depth, leaving the participant empowered.

One note to make is that when these sessions were completed, people felt valued and were happy that they played a key role in developing the future of the organization. This result in itself is monumental to the strategic planning processes of any municipality.



The Importance of Community Engagement

Community engagement is imperative when a municipality is undertaking a strategic plan; it provides the municipality with solid wants from the community and the strategies that are derived from the community have benefits.

Not only will the development process of the strategic plan be successful because the community participated, it also has a ricochet effect in the implementation of the strategic plan, leading to the sustainability of the plan.

Benefits of Community Engagement

- Community engagement increases the chance that anything deriving from the strategic plan in terms of projects, solutions and outcomes will be widely accepted amongst the community;
- It creates a local network and connectivity of people within the community, giving people the opportunity to network with people who are not normally in their circles;
- It provides the municipality with a strong communication network and tool, allowing them to communicate more directly and effectively on the future plan of the municipality;
- It increases trust and develops stronger relationships with community organizations;
- Everyone is working towards the same goal, and community organizations can align their goals to ensure the same success;
- It provides an opportunity for more collaboration, shares resources and creates innovative synergies within the community;
- It empowers and brings people from all different backgrounds to the table, allowing the plan to be unique, dynamic and innovative;
- There is an opportunity to develop and increase the volunteers in the community; the people who know what is going on are more likely to commit to ensure the success of the plan;
- Working together as a community increases knowledge and communication and a stronger, sustainable community.





OUR SUCCESS FACTORS

Engagement of our community as a whole.

Cultivation of innovation.

Empowerment of our community members.

To provide tangible actionable projects.



ENGAGEMENT RESULTS

STAKEHOLDERS IDENTIFIED

When in the process of developing a strategic plan for the City of Flin Flon, it was vital that a community-wide engagement was completed. This again speaks to the methodology of appreciative inquiry and SOAR.

We completed the engagement sessions in three phases.

- Municipal Elected Officials – July 25th, 2018 to February 13th, 2019
- All City of Flin Flon Staff – November 2018 to February 2019
- The Community as a Whole – January 28th, 2019 to March 15th, 2019

What the Community Had to Say

There were five specifically designed exercises for the community to provide feedback that directly links to Strengths, Opportunities, Aspirations and Results.

The results of these questions were aggregated into 10 strategic pillars along with key action items.

1. What do you love about your community? (Strengths)
2. What would you like to see improved or changed? (Opportunities)
3. What is your vision for the future of Flin Flon? (Aspirations)
4. If you had three wishes for your community, what would they be? (Opportunities)
5. If you could set the municipal budget, where would you allocate resources? (Results)



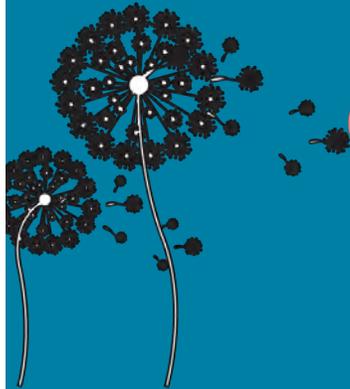


337

PEOPLE ENGAGED



Community Sessions
Held



1008

Wishes and Goals
identified



557

Changes and
Improvements



112

Online Surveys



- 1. Health and Wellbeing**
- 2. Infrastructure Renewal and Smarter Technologies**
- 3. Economic Development**
- 4. Comprehensive Seniors Programs**
- 5. Youth Engagement and Retention**
- 6. Beautification**
- 7. Recreation and Leisure**
- 8. Tourism**

ORGANIZATIONAL VALUES

Values are standards or principles that are core beliefs and convictions of an organization or community. Values are the foundation from which an organization operates, and are guiding principles for how people behave and interact. Values are traits or qualities that are considered worthwhile.

Each employee and councilor was asked to think about the organization and work environment at the City of Flin Flon and asked to choose ten values from the a list provided to them during the facilitation process. The idea was to choose the top 10 values that they thought were MOST important for all people in the organization to believe in and use to guide their behavior at work and around the council table.

Over 110 employees and council were surveyed on what they felt the top ten values for the organization should be.



MANITOBA, CANADA





Photo Credit - Randy Whitbread

City of Flin Flon Mission Statement

"The mission of council and staff is to provide services to the people and visitors of Flin Flon, through responsible leadership and the development of a socially, culturally strong, sustainable community while retaining a premium quality of life."

MISSION & VISION



City of Flin Flon Municipal Vision

"Flin Flon will be a community that positively embraces change while ensuring the rich heritage of the community is kept. It is an inclusive, thriving community that recognizes the importance of community engagement and will foster opportunities for a clean natural environment to ensure that Flin Flon is a desirable location to live, work and explore."

STRATEGIC PILLARS

1. Health and Wellbeing

2. Infrastructure Renewal and Smarter Technologies

3. Economic Development

4. Effective Governance

5. Comprehensive Seniors Programs

6. Youth Engagement and Retention

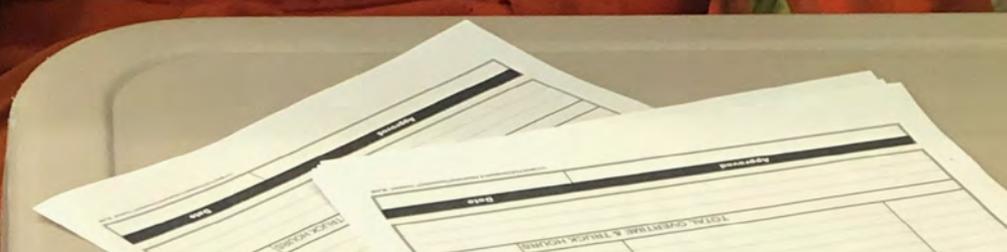
7. Beautification

8. Workforce Management

9. Recreation and Leisure

10. Tourism







STRATEGY 1

HEALTH AND WELLBEING

Community leaders understand the importance of improving the health and wellbeing of individuals and families in Flin Flon. The City of Flin Flon views health and wellbeing as a vital component to a liveable, vibrant and sustainable city.

The ideology of a person's health and wellbeing is more than just being free from a disease. It is composed of a variety of different factors that allows a person to live a happy, satisfied and meaningful life. Health and wellbeing encompasses multifaceted principles, such as mental health, physical health, quality of life and acceptance.

The World Health Organization states that "many factors combine together to affect the health of individuals and communities. Whether people are healthy or not is determined by their circumstances and environment."

The determinants of health include:

- The social and economic environment;
- The physical environment; and
- The person's individual characteristics and behaviors.

STRATEGY 1

The City of Flin Flon has identified health and wellbeing as one of the strategic pillars to focus their efforts on for the next 4 years. Sustainability is not just about funding; it's about creating and building momentum to maintain community-wide change by organizing and maximizing community assets and resources.

KEY ACTION ITEMS

- 1. Identification and reassessment of services provided to the community.**
- 2. Promote and implement alternative health care.**
- 3. Promote more active and healthier living.**
- 4. Develop a medical practitioner recruitment plan.**



Photo Credit - Randy Whitbread



STRATEGY 2

INFRASTRUCTURE RENEWAL AND SMARTER TECHNOLOGIES

Infrastructure refers to the foundational facilities and systems serving the City of Flin Flon.

The infrastructure in a community is one of the most imperative services that a municipality must deliver.

Public infrastructure is composed of bridges, roads, water supply, sewer, culverts, etc. These components are essential to sustain and enhance the societal living conditions in a community.

The City of Flin Flon will focus their efforts over the next four years to deliver an asset management plan that will identify how the municipality will ensure the sustainability and renewal of city infrastructure.

As we move through the world of technology, it's crucial that we utilize and align our systems with smart technologies. Utilizing smarter technologies will empower the City of Flin Flon to ensure that they are providing the best services to meet the needs of the residents of the community. This will also allow the City of Flin Flon to leverage the knowledge and expertise to allow for collaboration and support with surrounding communities.

STRATEGY 2

KEY ACTION ITEMS

- 1. Ensuring that the municipal landfill is sustainable and meets the requirements of our residents.**
- 2. To become the hub for provision of highly qualified and technical expertise for waste and water treatment services to the surrounding areas.**
- 3. The development of city-wide high-speed Wi-Fi.**
- 4. The development an asset management plan.**





STRATEGY 3

ECONOMIC DEVELOPMENT

Economic development is a complex, multifaceted process. There are many definitions of economic development, but none that encompasses all of the various aspects of the profession.

There is no one single policy, process or template for achieving a strong economy, as each community or region has various strengths and areas of needed improvement.

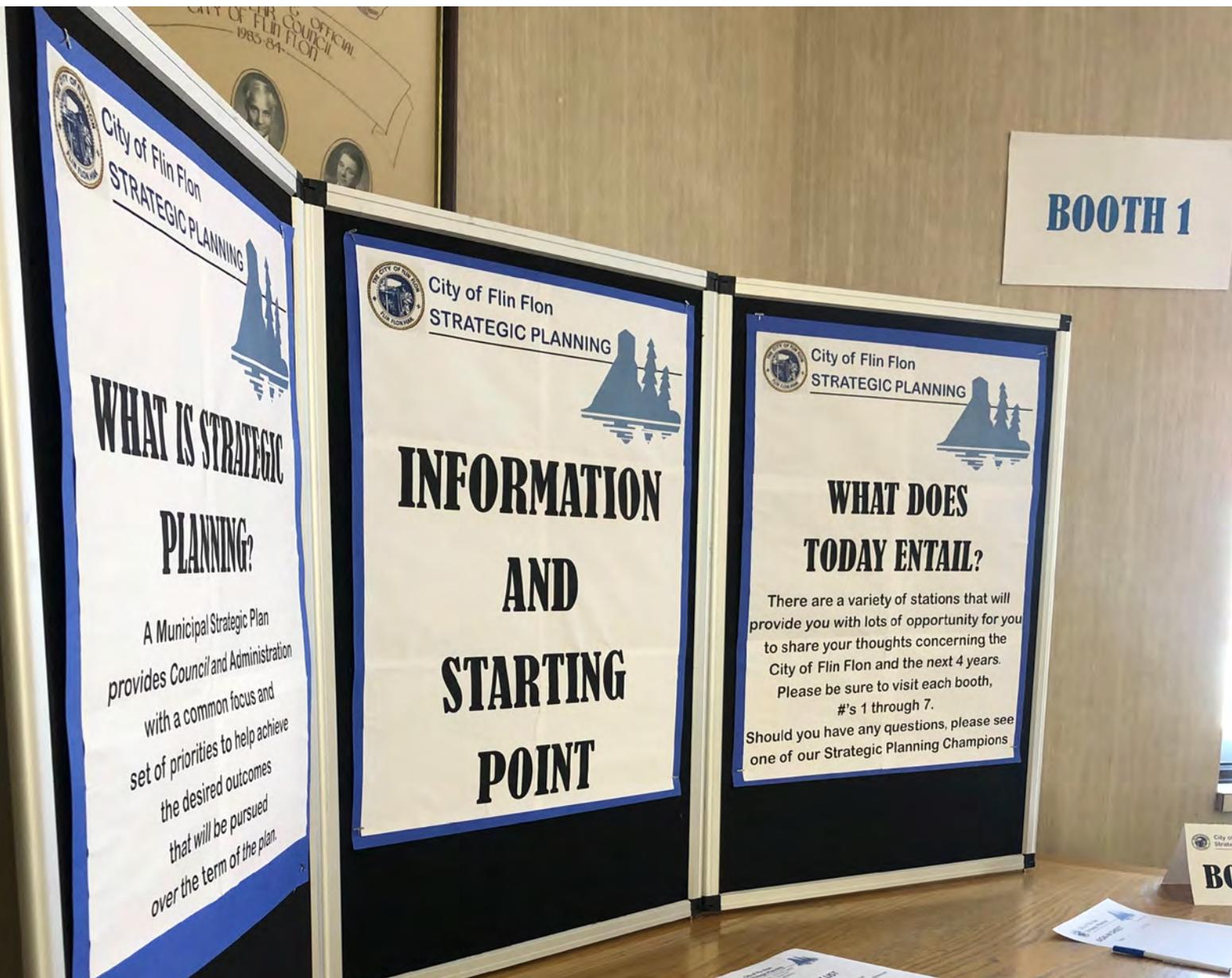
Economic development is a process that influences the growth and wellbeing of a community through a variety of different means, such as business retention and expansion, industry attraction, improved tax base and a reasonable quality of life.

There are a wide variety of strategies and initiatives that ensure a healthy economy in communities. Allowing small business to grow, attraction of an industry and retaining existing opportunities, securing access to capital, and marketing and communications are just some of the facets to enhance and sustain the economy in a community.

STRATEGY 3

KEY ACTION ITEMS

- 1. Land planning.**
- 2. Investment and industry attraction.**
- 3. Implementation of a business retention and expansion program.**
- 4. Creation of an economic transitioning strategy.**
- 5. Continuous collaboration for regional economic development.**





STRATEGY 4

EFFECTIVE GOVERNANCE AND POLITICS

Municipal governments are made up of a municipal council, one mayor and 6 councilors and a municipal administration team.

A community's elected municipal council makes decisions and passes bylaws and resolutions on behalf of the community.

Municipal administration manages the community's day-to-day programs and services. The administration carries out the municipal council's decisions and manages community functions.

Municipalities are accountable to their residents; residents have opportunities to be involved in municipal decision-making. Our community can get involved in many ways, including:

- Council meetings on the 1st and 3rd Tuesday of each month at 7:00 p.m. ;
- Notices and the right to be heard in decision-making processes;
- Access to information;
- Community engagement sessions pertaining to the direction of the municipality.

STRATEGY 4

The City of Flin Flon is dedicated to ensure that we are accountable and transparent to the residents of the City of Flin Flon by ensuring the commitment to good governance, policy development, fiscal accountability and strong governance practices for the City of Flin Flon.

KEY ACTION ITEMS

- 1. Continuous education and training for elected officials.**
- 2. The creation of a policy development team.**
- 3. Ensure fiscal accountability for the municipality.**
- 4. Create more awareness and education on effective partnerships with the surrounding Indigenous communities.**
- 5. Maintain effective partnerships with Indigenous, national, regional, local partners.**
- 6. The development of a municipal City of Flin Flon communication strategy.**





STRATEGY 5

COMPREHENSIVE SENIORS PROGRAMS

The community of Flin Flon has a rich history in northern Manitoba spanning over ninety years. The bulk of the seniors in this area are now second and third generation Flin Flonners to whom this is home.

Many residents and former residents have chosen to retire in Flin Flon. The scenic lakes and vistas in the Flin Flon region are very special. The recent and successful 2017 Flin Flon Homecoming was well-attended. Many former residents anecdotally supported this position and many indicated they were considering coming home.

To ensure that the City of Flin Flon supports their seniors, some investments are needed in the community.

The ability to deliver services to people and property depends on a team-based approach whereby effective and consistent communication is amalgamated with strong morals and the alignment of the need of this program.

The Canada Mortgage and Housing Corporation states: That when communities attract and retain older residents in a diverse population mix, they gain the economic benefits as well as the social strengths of a mature population.

They stated that the benefits of an age-friendly community range from accessible and affordable housing and services to an inclusive social structure with strong community connections. Without suitable housing and services for all, municipalities risk losing the social backbone of their communities, as well as the key financial resources that older residents control.

STRATEGY 5

The residents of Flin Flon depend on the quality services provided to them by municipal government. Being proactive in planning and implementing a comprehensive seniors program delivered to residents is essential in sustaining a premium quality of life in Flin Flon.

KEY ACTION ITEMS

- 1. Complete a feasibility study for seniors housing.***
- 2. Identification and reassessment of services provided to the community.***
- 3. Development of an active living program for seniors.***
- 4. Assess current accessibility and provide a long-term action plan for continuous accessibility improvements.***





STRATEGY 6

YOUTH ENGAGEMENT AND RETENTION

It was very prominent during the community engagement sessions that we focus our efforts on engaging our youth more and incorporating their thoughts and ideas into the future planning of Flin Flon.

We engaged approximately 45+ youth in the community and they had lots of innovative ideas and creative ways to deliver services and ensure a sustainable future for Flin Flon. It was also very clear during the community engagement sessions that there is ample opportunity to develop more youth programming and for the development of a place for the youth to gather.

The City of Flin Flon has identified the following key action items that they feel are imperative for youth engagement and retention.

STRATEGY 6

KEY ACTION ITEMS

- 1. Enhance and deliver a sustainable youth program and facilities.***
- 2. Incorporation of youth engagement with municipal boards and committees.***
- 3. Increased focus and future planning for youth retention.***
- 4. Creation of more innovative recreational activities for youth to be more engaged.***





STRATEGY 7

BEAUTIFICATION

Beautification and pride have a major positive impact on a community. A comprehensive multidimensional community-wide clean-up program allows people to connect and introduces the community to more social, environmental and safety concerns, allowing the program to open the door to other programs, projects and initiatives throughout the community.

Focusing on beautification of a community engages staff, youth, residents and businesses in the community to take a leadership role and develop actions to help build a beautiful, green and friendly, sustainable future for Flin Flon.

The City of Flin Flon is dedicated to ensure that the following KAIs are implemented to align with our vision of fostering opportunities for a clean natural environment to ensure that Flin Flon is a desirable location to live, work and explore.

STRATEGY 7

KEY ACTION ITEMS

- 1. Development of an educational piece on municipal tax assessments.***
- 2. Create a community-wide clean-up and pride program.***
- 3. Main Street revitalization.***
- 4. Ensure existing and future public spaces promote friendly positive interactions among community members.***





STRATEGY 8

WORKFORCE MANAGEMENT

The City of Flin Flon appreciates that it has its own unique quality of life and that the people who are engaged to work as a part of the city workforce should be representative of the benefits of both living and working here.

In order to ensure that a culture of harmony and pride is apparent within the workforce, the plan is to undertake a variety of key action items to identify what already is working, and areas where improvements could further promote the city as a great place to both work and live.

The City of Flin Flon staff is a key asset to the organization's success.

STRATEGY 8

KEY ACTION ITEMS

- 1. Open workplace dialogue.***
- 2. Performance management system.***
- 3. Implementation of organization values into the everyday operations.***
- 4. Continuous staff engagements.***
- 5. Professional development.***





STRATEGY 9

RECREATION AND LEISURE

Recreation and leisure play a crucial role in a community. There are many benefits to recreation and leisure, including improving the health and wellbeing of residents and visitors while contributing to the empowerment of the community and promoting the development of a diversified and inclusive community.

The City of Flin Flon is a unique northern urban community with a wide array of amenities. There are a number of wonderful places for recreation and leisure, such as the amazing arts and culture programming, including the Blueberry Jam Festival, the ballet and the numerous productions happening throughout the year. There are many restaurants, recreational facilities, a scenic golf course, a beautiful lakefront boardwalk and the magnificent scenery of lakes and surrounding beauty, opportunities for hiking, skiing and snowmobiling,

The City of Flin Flon will be focusing their efforts on recreation and leisure with the following key action items.

STRATEGY 9

KEY ACTION ITEMS

- 1. Enhance and utilize the recreational parks in the community.***
- 2. Realign the needs of a recreational facility to the needs of the community.***
- 3. Increase outdoor activities and recreation programs and activities.***





Photo Credit - Randy Whitbread

STRATEGY 10

TOURISM

In Travel Manitoba's 2017-2018 Annual Report, they stated that globally, tourism is growing and is projected to become one of the largest and fastest growing economic sectors in the world.

They also shared, that according to the United Nations World Tourism Organization, international receipts grew by 3.9% in 2016. At the projected rate of growth, international tourist arrivals worldwide are expected to reach 1.4 billion by 2020 and 1.8 billion by the year 2030.

Tourism really adds to the local economy in a variety of ways.

The Flin Flon area has the potential to be enhanced and turned into a destination area because of the natural resources and amenities in the area, therefore increasing the overall economy and sustainability of the community.

The continuous development of tourism aligns with council's mission on the development of a socially, culturally strong, sustainable community while retaining a premium quality of life.

STRATEGY 10

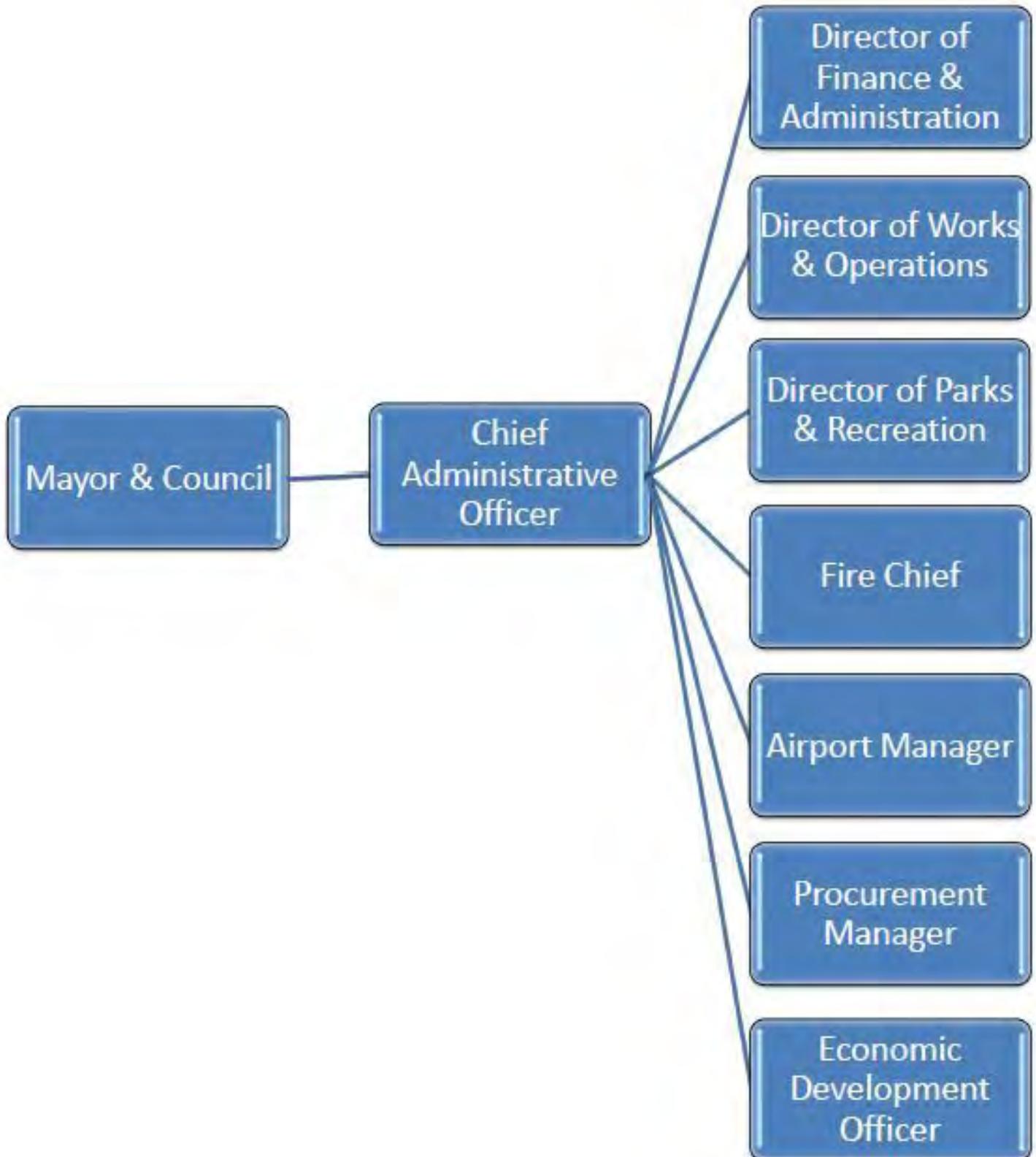
KEY ACTION ITEMS

- 1. Enhance, assess and utilize the lakes within the community.***
- 2. Develop a regional tourism strategy.***
- 3. Continue the promotion of the Flin Flon Water & Wild branding.***



CITY OF FLINFLON

ORGANIZATIONAL STRUCTURE



CITY OF FLIN FLON COUNCIL



Mayor - Cal Huntley



Councillor - Colleen Mckee



Councillor - Ken Pawlachuk



Councillor - Karen Mackinnon



Councillor - Colleen Arnold



Councillor -- Guy Rideout



Councillor - Tim Babcock

CITY OF FLIN FLON DEPARTMENTS



Glenna Daschuk
Chief Administrative Officer



Lyn Brown
Director of Finance and
Administration



Charles Boulet
Director of Works and
Operations



Nicole Hartman
Director of Parks and
Recreation



Chad Cooper
Fire Chief



Jeni East
Airport Manager



Eve O'Leary
Economic Development Officer

MEASURING SUCCESS

The Strategic Plan Will Be Used in the Following Ways:

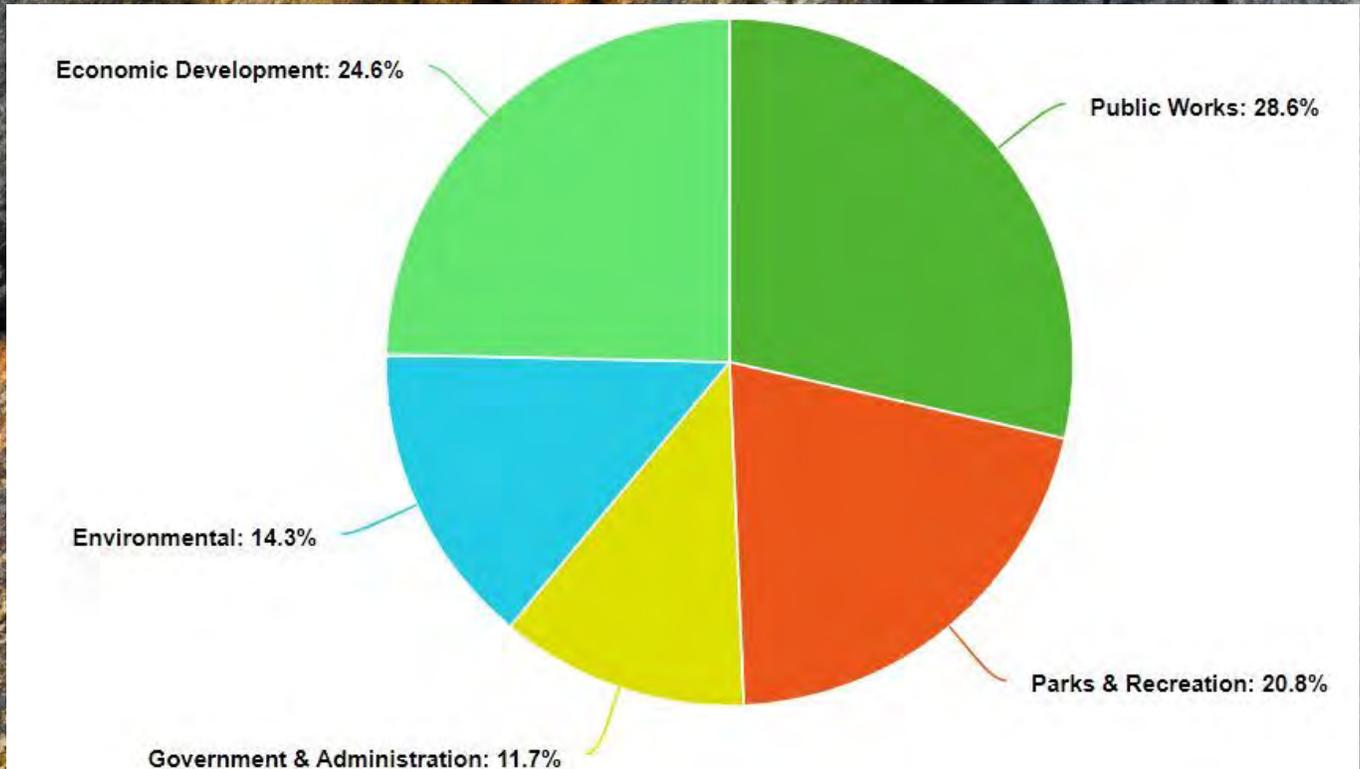
All municipal actions going forward will be guided by the values, strategies and key action items identified in this strategic plan. All municipal planning decisions, council's evolving priorities and other municipal initiatives will be input to the revision of strategic plan priorities and actions.

This strategic plan will provide direction and guidance for departmental business plans and budgets. The strategies, actions and initiatives of departments, along with departments' budgets, will be aligned to achieve the priorities of the strategic plan.



Photo Credit - Randy Whitbread

ALIGNING FINANCES

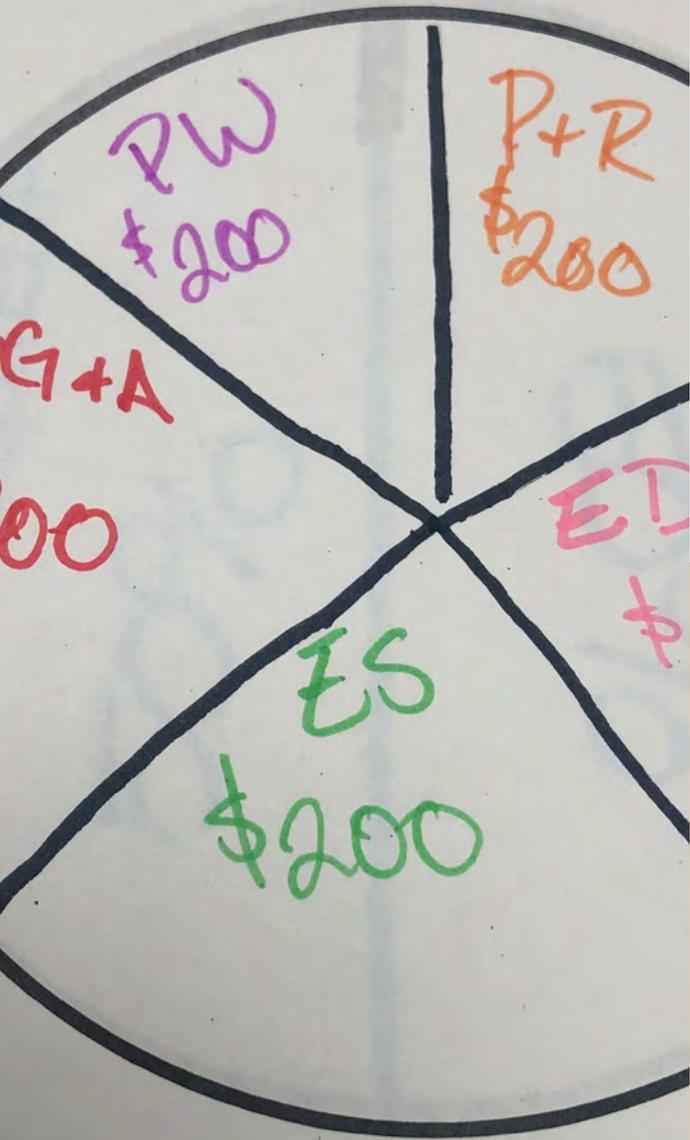


Public Works Parks & Recreation Government & Administration Environmental Economic Development

These statistics were taken from 154 people who were asked to allocate the finances to five different municipal areas.

City of Flin Flon - Pie Chart

\$1000



- Roads, maintenance of water and
creations - facilities, programs et
ernment and Administration - Cit
al Services - landfill & recycling
velopment, business retention and a

The purpose of a strategic plan is to provide a road map for the future, while a budget is a plan for achieving financial and operational goals. Used correctly, the budget provides the foundation of the community strategic plan. Once in place, it becomes a valuable benchmark to determine how well the steps taken by the municipality are ensuring objectives are attained. When going through the budget process, it is important to remember that the budget is a tool; it is the tool that translates the City of Flin Flon's goals and strategies into dollars, complimenting the strategic plan and ensuring growth and stability for the future.



EVALUATION OF PLAN

We will undertake a comprehensive evaluation, both quantitative and qualitative, on the impact of this strategic plan in 2022 and the outcomes will form the basis for the next strategic plan in 2023-2027.

Our success in achieving the strategies and KAls outlined in this strategic plan will be used as a measurement of success.

The City of Flin Flon will continually monitor progress towards desired outcomes and report back to council and the public on an annual basis.

The priorities of the strategic plan and departmental strategies, actions and initiatives in support of the strategic plan will be monitored to measure the success of Our Community Plan. This will be achieved through the establishment of the key action items that are identified in this document.

The measurement of results will serve to evaluate our progress and the next cycle of decision-making. We will also seek formal input from our partner agencies, stakeholders and residents of Flin Flon.

A comprehensive project tracker and policy will be used to ensure the strategic plan moves forward as a living, usable document.





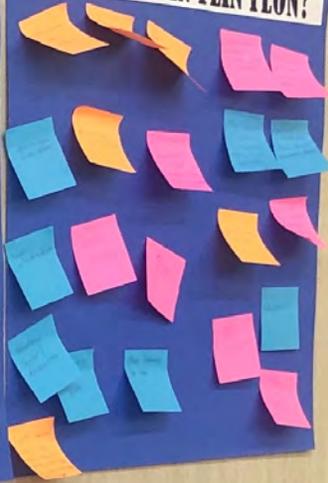
City of Flin Flon
STRATEGIC PLANNING



WHAT WOULD YOU LIKE TO SEE CHANGED OR IMPROVED IN FLIN FLON?

Please write down one thing that you would like to see changed or improved about Flin Flon on a Post-It note.
Please use one Post-It note per idea.
You may have as many ideas as you'd like.
Place your Post-It notes on the Bristol board

WHAT WOULD YOU LIKE TO SEE CHANGED OR IMPROVED IN FLIN FLON?



City of Flin Flon Strategic Planning
BOOTH 3

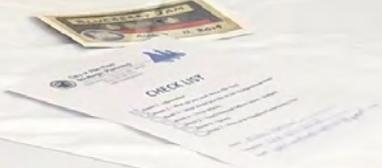


Photo Credits- Randy Whitbread



The City of Flin Flon would like to thank the community and everyone who dedicated their time and effort to put this plan together.

THE CITY OF FLIN FLON

20 -- 1st Avenue Flin Flon, MB R8A 0T7

Phone 204-681-7511

