



Town of Creighton

Strategic Plan

2019-2022



Creighton



TABLE OF CONTENTS

03	Message: The Mayor & CAO
04	Executive Summary
06	Introduction
08	Community Engagement
09	Corporate Mission, Vision & Values
11	Strategic Directions
14	Council

MESSAGE FROM THE MAYOR & CAO



We are happy to announce that after completing the strategic planning process, we are now ready to present it to the public.

We are thankful to all the residents and stakeholders that participated in the process over the past year.

Council and administration carefully reviewed the feedback from all the sessions that were held.

Council strives to ensure their directions meets the needs of the residents based on the information gathered and is pleased to discover that their goals are in line with the residents aspirations.

This strategic plan will serve as a working document for the Town of Creighton staff for the next four years.



A lot of work was put in place to ensure that all residents had an opportunity to participate in the creation of this document. Our staff is always willing to listen to any other information or ideas that residents may have by emailing or calling the Town of Creighton Office.

Once again we thank you the stakeholders for guiding our decisions to ensure the future of our community is sustainable and a community of choice to live, work and play.

Paula Muench
CAO

Bruce Fidler
Mayor

EXECUTIVE SUMMARY

Creighton is a vibrant community with an intriguing past and promising future. It was named after Thomas Creighton, a prospector who came to the area to find his fortune in the early 1900s. He staked a claim on the Flin Flon Lake ore body in January 1915.

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.

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. There was a total of 329 people engaged over several engagement sessions.

This strategic plan outlines 8 strategic directions and 28 key performance indicators for the Town of Creighton to focus their efforts.

Each one of the strategic directions represents a broad area of importance to the future of this community.

Each of these directions represents the feedback provided by the community of Creighton. Each strategic direction has key performance indicators attached to the strategic direction, as it identifies specific areas where the Town of Creighton will need to focus their efforts and take the next steps to ensure that Creighton continues to be a vibrant, sustainable community.

There is also an implementation plan attached to the KPI's to ensure that the KPI's have resources allocated to ensure the strategic directions of this strategic plan are met.



Strategic Directions

1. Economic Development
2. Asset Management
3. Recreational Facilities and Programming
4. Tourism
5. Governance & Operations
6. Communication
7. Partnership & Relationship Building
8. Health & Wellness



Values & Beliefs

```
graph TD; VB((Values & Beliefs)) --- C((Cooperation)); VB --- Comm((Communication)); VB --- Att((Attitude)); VB --- Acc((Accountability)); C --- Dec((Decisiveness)); C --- TW((Team Work)); Comm --- TW; Comm --- S((Safety)); Att --- Pos((Positive)); Acc --- Pos; Acc --- Res((Respect)); Pos --- S; Pos --- Res;
```

Cooperation

Communication

Attitude

Accountability

Positive

**Team
Work**

Safety

Respect

Decisiveness

CORPORATE MISSION, VISION & VALUES



2.1 Mission Statement

The Northern Town of Creighton is a vibrant, safe and healthy community. Council and Administration will ensure that they provide the best available services to ensure longevity of the community while guaranteeing to all visitors and residents that the future will be economically viable and sustainable.

2.2 Vision Statement

The Northern Town of Creighton is a unique and viable community. Council envisions that they will work hard and strive to be the community of choice to all residents and visitors. By fostering regional partnerships and collaborations, it will allow for the vision of a more beautiful community that embraces and enhances its natural amenities with high-level services, recreational opportunities and facilities to meet the needs of residents and visitors. Creighton will continue to prosper.



COMMUNITY ENGAGEMENT

Stakeholders Identified

When in the process of developing a strategic plan for the Town of Creighton, it was vital that a community-wide engagement was completed. This again speaks to the methodology of Appreciative Inquiry and SOAR. (Strengths, Opportunities, Aspirations & Results)

We completed the engagement session in three phases.

Phase 1:

Municipal Elected Officials

Phase 2:

All Town of Creighton Staff

Phase 3:

The Community as a whole

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.
- It gives the community a chance to provide direction to council on their wants and needs for the future.

1.2 Why was a strategic plan developed?

The strategic planning process began with the need to identify where the Town of Creighton would focus their efforts over the next few years. The decision to move forward and develop a Strategic Plan was identified in April 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 session that it was decided that a different approach was needed. The Town of Creighton then moved forward using the Appreciative Inquiry Methodology to ensure the success of the Strategic Plan.

As mentioned above, a series of 15 innovative and creative sessions were designed and held from April 2018 to April 2019 in the Town of Creighton. These sessions were all facilitated utilizing the Appreciative Inquiry approach.

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, 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. This session was held on March 29th, 2019.

INTRODUCTION

1.1 Strategic Planning Process

The strategic planning process began with a series of 15 sessions hosted from April 9th, 2018 to March 29th, 2019 in the Town of Creighton.

In 2018 Council and Administration identified the need to move forward and identify the strategic priorities through a community engagement process that allowed Council to identify the future of Creighton.

Comments on the draft plan will be invited through public consultation on June 25th, 2019.

The plan will be then adopted by resolution of Council at the following council meeting. In total, there was 329 people from the community that were engaged through a variety of public engagement and stakeholder sessions.

The sessions were focused on using the Appreciative Inquiry Methodology.



2019- 2022 Strategic Plan



Purpose

To provide the best available services to ensure longevity of the community while guaranteeing to all visitors and residents that the future will be economically viable and sustainable.

Strategic Direction #1 - Economic Development

Key Performance Indicators

- 1.1 Industry attraction and investment readiness
- 1.2 Development of a business retention and expansion program
- 1.3 Develop a regional economic development transitioning strategy
- 1.4 Maintain the partnership with the regional economic development commission

Strategic Direction #2 - Asset Management

Key Performance Indicators

- 2.1 The development of an asset management plan

Strategic Direction #3 - Recreational Facilities and Programming

Key Performance Indicators

- 3.1 Complete a feasibility study for the Sportex.
- 3.2 Maintain, forecast, identify and assess the recreation facilities for future needs of the residents.
- 3.3 A proactive approach to a comprehensive recreational program assessment.

Strategic Direction #4 - Tourism

Key Performance Indicators

- 4.1 The revitalization of Phantom Lake
- 4.2 Feasibility study for underground experience
- 4.3 Complete a feasibility study and assessment of the current tourism facilities and programming
- 4.4 Regional collaboration on a regional tourism strategy
- 4.5 Increase the usage and visibility of the tourism information center
- 4.6 Cultural activities and education awareness



2019-2022 Strategic Plan



Purpose

To provide the best available services to ensure longevity of the community while guaranteeing to all visitors and residents that the future will be economically viable and sustainable.

Strategic Direction #5 - Governance & Operations

Key Performance Indicators

- 5.1 The development of a five-year capital plan
- 5.2 Continue fiscal accountability & responsibility
- 5.3 Personnel training, professional development and continued engagement
- 5.4 Policy and bylaw development

Strategic Direction #6 - Communication

Key Performance Indicators

- 6.1 Development of a communications strategy
- 6.2 Development of a marketing Strategy



Strategic Direction #7 - Partnership & Relationship

Key Performance Indicators

- 7.1 Continue and increase partnerships and collaboration with surrounding municipalities
- 7.2 Continue to increase the partnerships and collaboration with the Indigenous Communities
- 7.3 Maintain and continue relationships with the Provincial and Federal Government
- 7.4 Maintain continuous engagement with the community.

Strategic Direction #8 - Health & Wellness

Key Performance Indicators

- 8.1 Identify the needs to provide a medical transportation service
- 8.2 Identify and assess the need to enhance mental health addiction services
- 8.3 Continue to lobby the Provincial & Federal Government to improve & enhance health care services
- 8.4 Review the feasibility of an independent medical centre in Creighton.



Measuring Success and Implementing the Strategies

The implementation plan and the results of this four-year Strategic Plan will be communicated to staff by the CAO, and used by the Town of Creighton Council to provide direction for their decision-making while elected. The progress of this plan will be reviewed annually beginning in 2020 by Council and Administration.

There will be an annual review posted on the website that should also include reviewing the progress made on the plan and to ensure the strategic directions remain valid, the plan will change and be updated as circumstance dictate. All KPIs were designed and developed to support the vision and strategic directions for the community of Creighton.

Progress of this plan will be communicated to the community in an annual "Report to the Community".



Town of Creighton Council



Mayor Bruce Fidler



Alderman Anita Rainville



Alderman Neal Andrusiak



Alderman Dan Hlady



Alderman Colleen Stallard



Alderman Kory Eastman



Alderman Darren Grant



THE TOWN OF CREIGHTON
300 1ST STREET EAST, CREIGHTON, SASKATCHEWAN, S0P 0A0



townofcreighton@sasktel.net



1-306-688-8253

WWW.TOWNOFCREIGHTON.CA

