MELVILLE
SASKATCHEWAN



STRATEGIC PLAN

2026 - 2029

www.melville.ca

MELVILLE
SASKATCHEWAN

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STRATEGIC PLAN

VISION

A vibrant, inclusive city with welcoming small-town appeal.

MISSION

To be a city that delivers high quality services, fosters sustainable growth, strengthens community wellbeing and works collaboratively, while being a community that is safe, friendly, engaging, innovative and fiscally responsible.

VALUES

1. **Community Pride –** We take pride in the residents of Melville, our heritage while embracing a bold, forward-thinking future.
2. **Collaboration –** We work together, internally, locally, regionally, provincially, to achieve shared goals that strengthen our entire region.
3. **Inclusivity –** We are a welcoming and accessible community where everyone feels a sense of belonging, value and opportunity.
4. **Innovation –** We embrace new progressive ideas, technologies and creative solutions that position Melville as a leader in modern municipal service and regional advancement.
5. **Integrity –** We act with honesty, accountability and transparency in every decision, earning the trust of our residents and partners.
6. **Resilience –** We adapt to change with determination and optimism ensuring Melville continues to thrive through challenges and new opportunities.
7. **Safety –** We do all we can to provide a safe environment for people who live and work in Melville, and for those who work and volunteer with the City.
8. **Stewardship –** We are responsible caretakers of our community's resources ensuring sustainable growth, fiscal responsibility and environmental respect for generations to come.

MELVILLE
SASKATCHEWAN

STRATEGIC PILLARS

1 COMPLETE AND CONNECTED COMMUNITY

2 INNOVATION AND FUTURE READY

3 OPERATIONAL EXCELLENCE

4 VIBRANT AND RESILIENT LOCAL ECONOMY

5 REGIONAL LEADERSHIP AND STRATEGIC POSITIONING

STRATEGIC GOALS

1 COMPLETE AND CONNECTED COMMUNITY

1. Strengthen Melville's Community Identity
2. Expand Access to Housing Options
3. Invest in Community Spaces and Wellbeing
4. Support Social Connection and Belonging
5. Protect and Enhance the Natural Environment

2 INNOVATION AND FUTURE READY

1. Improve Access to Digital Services
2. Enhance Technological Capacity in City Operations
3. Introduce Smart City Solutions
4. Foster Innovation in Service Delivery
5. Build a Future Ready Workforce

3 OPERATIONAL EXCELLENCE

1. Strengthen Financial Sustainability
2. Optimize Infrastructure and Asset Management
3. Foster a High Performing Organization
4. Advance Equity, Diversity, and Inclusion
5. Strengthen Governance and Transparency

4 VIBRANT AND RESILIENT LOCAL ECONOMY

1. Promote Melville as a Place to Invest
2. Support Existing Businesses
3. Revitalize the Downtown Core
4. Expand Tourism and Regional Appeal
5. Encourage Innovation and Entrepreneurship

5 REGIONAL LEADERSHIP AND STRATEGIC POSITIONING

1. Strengthen Regional Collaboration
2. Enhance Strategic Advocacy
3. Position Melville as a Regional Hub
4. Champion Regional Sustainability and Resilience
5. Strengthen Melville's Strategic Identity

KEY ACTIONS

1 COMPLETE AND CONNECTED COMMUNITY

We will strengthen Melville's identity and livability, ensuring it remains an inclusive, vibrant and accessible city for all.

1.Strengthen Melville's Community Identity

- Develop a comprehensive City branding and marketing strategy that celebrates Melville's railway heritage and forward-thinking vision.
- Define and protect key City branding features
- Develop and implement beautification and placemaking initiatives.
- Promote Melville as a welcoming prairie hub through coordinated regional tourism and cultural events.
- Support IGNITE Melville as a venue for residents to meet and collaborate.

2.Expand Access to Housing Options

- Conduct a comprehensive housing needs assessment to identify affordability, accessibility and diversity gaps.
- Partner with developers, non-profits and government programs (such as CMHC) to increase affordable and attainable housing options.
- Encourage infill, mixed use, and higher density developments within existing neighbourhoods and near key amenities.
- Review and modernize zoning bylaws and design standards to support secondary suites and alternative housing models.
- Establish a City Housing Incentive Program offering tax abatements or fee reductions for strategic infill or affordable projects.

3.Invest in Community Spaces and Wellbeing

- Upgrade and expand parks, playgrounds, trails and recreational facilities to meet current and future community needs.
- Develop and implement a City accessibility plan to enhance barrier free access to facilities, services and programs.
- Support community led projects and volunteer initiatives through partnerships with the City.
- Pursue funding and partnerships to expand and renew recreation infrastructure.
- Integrate public art, heritage interpretation and wayfinding signage that celebrates Melville's story.

4.Support Social Connection and Belonging

- Partner with non-profits, schools, and health agencies to enhance local social services and programs and strengthen community support networks.
- Promote inclusive and multicultural events that celebrate diversity, arts and local culture.
- Continue to grow and empower the Melville Youth Council, supporting leadership development, civic participation and youth led projects.
- Create a Community Engagement Framework to ensure consistent consultation and two-way communication with residents.
- Expand intergenerational programming for youth, seniors, newcomers and families to build community connection and pride.

KEY ACTIONS

Protect and Enhance the Natural Environment

- Expand Melville's urban forest and green canopy through annual tree planting and native species restoration.
- Support energy efficiency and renewable energy projects for City and residential properties.
- Develop an Environmental Sustainability framework to guide waste reduction, water conservation and energy transition efforts.
- Partner with local schools, organizations and CN to create and promote environmental education and community clean up programs that foster stewardship and pride.

2 INNOVATION AND FUTURE READY

We will strengthen Melville's capacity to adapt, modernize and lead through technology, innovation, and forward-thinking practices that enhance service delivery and prepare the City for the future.

1.Improve Access to Digital Services

- Expand online payment, licensing, and permitting systems to improve convenience for residents and businesses.
- Launch a user friendly, accessible City website that integrates digital services, community information and feedback tools.
- Explore a City service app or online portal for residents to report issues, view/pay bills and receive notifications.

2.Enhance Technological Capacity in City Operations

- Adopt GIS tools for infrastructure, land use planning, and asset management.
- Provide regular training and professional development for staff in emerging municipal technologies.
- Strengthen cybersecurity, data protection, and IT resilience to safeguard city systems and information.
- Modernize hardware and software systems to improve efficiency and interoperability across the City departments.

3.Introduce Smart City Solutions

- Pilot smart water metering and energy monitoring to improve accuracy, conservation and billing transparency.
- Use data analytics and predictive maintenance tools to improve decision making and reduce service disruptions.
- Install smart lighting and energy efficient systems in municipal facilities, parks and roadways.

4.Foster Innovation in Service Delivery

- Encourage and celebrate a culture of innovation where staff are empowered to propose creative solutions and process improvements.
- Streamline permits, planning and approvals through automation, digital workflows, and clearer communication tools.

KEY ACTIONS

4.Foster Innovation in Service Delivery (Continued)

- Implement performance dashboards and metrics to track efficiency, responsiveness, and satisfaction.
- Conduct regular service reviews to identify areas for modernizations, consolidation, or enhanced digital access.

5.Build a Future Ready Workforce

- Foster a culture of adaptability, collaboration, and continuous learning within all departments.
- Develop a succession and leadership development program to prepare future municipal leaders.
- Support cross training and mentoring to strengthen organizational resilience and flexibility.

3 OPERATIONAL EXCELLENCE

We will strengthen the City's capacity to deliver efficient, transparent, and high-quality municipal services through strong governance, sound financial management and a culture of accountability and continuous improvement.

1.Strengthen Financial Sustainability

- Update the Asset Management and Financial Plans to include – 5 year and 10 year projections for operations and capital investment.
- Diversify revenue sources through grants, partnerships and cost sharing with regional and private sector partners.
- Conduct regular service and program reviews to ensure cost effectiveness and alignment with community priorities.
- Update the reserve fund policy to manage long term risk and ensure adequate funding.
- Implement multi year budgeting to improve forecasting, transparency, and accountability.

2.Optimize Infrastructure and Asset Management

- Maintain a comprehensive asset inventory and condition assessment system for all City owned infrastructure.
- Prioritize preventative maintenance and lifecycle renewal over reactive repairs.
- Integrate environmental sustainability and energy efficiency standards into infrastructure projects.
- Develop long term capital investment priorities aligned with growth, safety and service delivery needs.
- Pursue regional infrastructure partnerships to share costs, expertise, and long-term maintenance responsibilities.

3.Foster a High Performing Organization

- Create a performance management framework to measure efficiency, service outcomes, and resident satisfaction.
- Strengthen employee wellness, health and safety programs to support a healthy and resilient workforce.
- Recognize and celebrate staff innovation, leadership and service excellence through internal awards or recognition programs.

KEY ACTIONS

3.Foster a High Performing Organization (Continued)

- Promote transparent internal communication and collaboration across departments to improve service coordination.
- Implement continuous improvement to enhance productivity and reduce inefficiencies.

4.Advance Equity, Diversity, and Inclusion

- Partner with First Nations and equity deserving groups on shared cultural, educational and community initiatives.
- Celebrate cultural diversity through public programming, events and recognition days.
- Provide Equity, Diversity and Inclusivity training for Council and Staff
- Create partnerships with local community groups to build cross cultural understandings and civic engagement.

5.Strengthen Governance and Transparency

- Review and update governance policies, procedures and committee structures to ensure clarity and efficiency.
- Publish annual performance reports and dashboards to track strategic progress and accountability.
- Improve public communication, engagement and feedback mechanisms.
- Provide Council orientation, governance workshops and ongoing training on municipal best practices.

4 VIBRANT AND RESILIENT LOCAL ECONOMY

We will foster a strong, diversified and innovative local economy by supporting existing businesses, attracting new investment and promoting Melville as a welcoming regional hub for commerce, tourism, and opportunity.

1. Promote Melville as a Place to Invest

- Develop a Marketing and Investment Attraction Strategy aligned with the City's new brand and growth priorities.
- Highlight Melville's affordability, prime location and quality of life in all promotional materials and campaigns.
- Create an Investment Welcome Package for prospective businesses, developers and investors.
- Attend regional and provincial economic development forums to showcase opportunities in Melville.
- Establish a dedicated business development contact within the City to assist new and expanding investors.

2.Support Existing Businesses

- Develop and implement a Business Attraction, Retention and Expansion Program to support local employers.
- Host business roundtables and feedback sessions with local owners and entrepreneurs.
- Promote shop local campaigns, community markets and buy local partnerships with regional producers.

KEY ACTIONS

2.Support Existing Businesses (Continuted)

- Strengthen collaborations with the Chamber of Commerce on joint marketing, workforce and training initiatives.
- Offer recognitions programs celebrating long standing and emerging local businesses that contribute to the community vitality.

3.Revitalize the Downtown Core

- Create a downtown revitalization plan with input from residents, businesses and community partners.
- Enhance streetscapes, lighting, landscaping and public art to create a vibrant, walkable downtown environment.
- Introduce downtown redevelopment and façade improvement incentives.
- Encourage mixed use and residential development downtown.
- Host downtown events to increase foot traffic and activate public spaces.

4.Expand Tourism and Regional Appeal

- Develop a Tourism Strategy highlighting Melville's history, culture and attractions.
- Enhance visitor amenities wayfinding signage and beautification projects at key entryways and tourism hubs.
- Support and expand local events and festivals as key tourism and community building drivers.
- Establish a visitor services network (digital and physical) to promote accommodations, attractions, and community events.

5.Encourage Innovation and Entrepreneurship

- Establish a local business incubator or innovation hub to support startups and workforce development.
- Partner with post-secondary institutions and regional training providers to advance innovation and workforce development.
- Promote youth entrepreneurship through mentorship programs and local pitch competitions.
- Support home based, remote work and small-scale business development opportunities through modernized and digital infrastructure.

5 REGIONAL LEADERSHIP AND STRATEGIC POSITIONING

We will strengthen Melville's role as a regional leader and trusted partner through building relationships, advocating for shared prosperity, and positioning the City as a hub for collaboration, sustainability, and innovation in East Central Saskatchewan.

1.Strengthen Regional Collaboration

- Participate actively in regional planning, economic development and infrastructure forums.
- Develop shared service agreements with nearby municipalities to increase efficiency and reduce duplication.
- Coordinate on infrastructure investment, emergency services and transportation planning to improve regional connectivity.

KEY ACTIONS

1.Strengthen Regional Collaboration (Continured)

- Establish a regional municipal roundtable to strengthen communication and strategic alignment among partners.
- Collaborate with neighbouring municipalities on housing, transportation and land use strategies that support collective growth.

2.Enhance Strategic Advocacy

- Build and maintain strong relationships with provincial, federal and regional representatives to advance community priorities.
- Seek grant funding and investment support for key projects including housing, infrastructure, recreation and sustainability.
- Mobilize community partners. Local organization and residents to support shared advocacy efforts.
- Strengthen Melville's presence in regional and provincial associations, ensuring the City's voice is represented in key decision making forums.

3.Position Melville as a Regional Hub

- Promote Melville as a central logistics, service and transportation centre.
- Support regional training, education and healthcare initiatives that enhance quality of life and workforce development.
- Market Melville as a destination for business and recreation, emphasizing its affordability and connectivity.
- Leverage partnerships with industry and post-secondary institutions to expand economic opportunity.
- Pursue regional branding and joint marketing initiatives to highlight Melville's central role in East Central Saskatchewan.

4.Champion Regional Sustainability and Resilience

- Strengthen emergency management coordination and mutual aid agreements across municipalities.
- Promote green infrastructure, renewable energy and climate adaptation collaborations that support long term resilience.
- Foster knowledge sharing networks among regional and provincial colleagues and partners to exchange expertise, data and innovation.

5.Strengthen Melville's Strategic Identity

- Define and communicate Melville's long-term role in the region as a collaborative, service-oriented hub.
- Participate in inter regional partnerships across East Central Saskatchewan to advance shared economic and planning goals.
- Measure and report regional impact and partnerships annually.