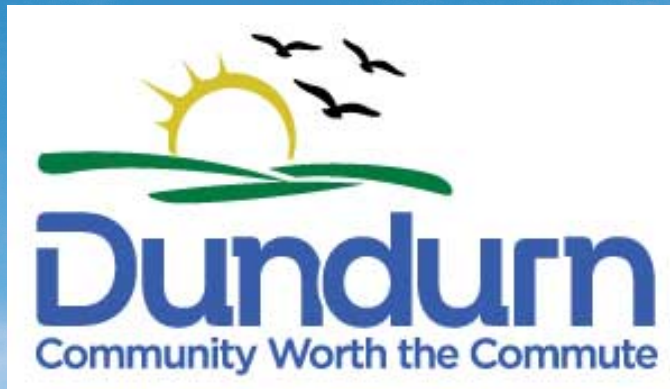




STRATEGIC PLAN | 2024 - 2033

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TOWN OF DUNDURN

THE TOWN OF DUNDURN IS A TOWN OF POSSIBILITIES. SITUATED NEAR BLACKSTRAP PROVINCIAL PARK AND LAKE, DUNDURN OFFERS COMMUNITY LIVING WITH ACCESS TO BOTH NATURE AND THE ADVANTAGES OF A BEDROOM COMMUNITY TO SASKATOON.

Established in 1907, Dundurn is an agricultural town that is the perfect place to set down roots. With convenient 20-minute access to amenities of shopping centres, clubs and organizations for all age groups, and Blackstrap Provincial Park, it offers the tranquillity of small-town living with big city amenities as it continues to grow as a community.

The Town of Dundurn offers camping directly outside the Wilson Museum, a unique Radio Control (RC) track for members of the RC Club of Saskatoon, and a sports centre that hosts various events year-round. Surrounded by the beauty of the prairies, with the manufactured lake of Blackstrap, the Town of Dundurn provides its residents with the opportunity to play and grow.

With the desire to maintain and continue the high quality of life offered in the community, the Town of Dundurn welcomes business opportunities to provide services to the region. With ten hectares of land open for business development, the Town continues to support the quality of life offered to residents, businesses, and visitors through sustainable progress.

DEPARTMENTS:

- **Development and Financial**
- **Protection and Fire Safety**
- **Utility Services**
- **Community Services**
- **Administration and Human Resources**





COUNCIL'S MESSAGE

As the Town of Dundurn Council, our vision for the community is to create a self-sufficient town that represents the wants and needs of our residents, while creating a welcoming environment to establish further business development opportunities.

We believe in our community and its potential to grow. As we move forward as a Town, we strive to continue supporting our residents by improving their quality of life within this rural setting. Our community has the unique opportunity to learn from our past as we strive to move forward into our future.

As we reflect on our current challenges, we have delved into a new strategic plan process to reflect the desires of our residents while creating further opportunities for growth within our business sector. The resulting strategic plan and community vision identifies our values and priorities as Council to help move us toward long-term sustainability.

This strategic plan is our road map to our future. It is the first step on our journey that will require the Town to commit to tangible actions and be accountable for follow-through. This strategic plan will help us turn our vision for Dundurn into a reality.

Our next step is to consider action plans in the pursuit of our six priority focus areas: community well-being, financial sustainability, sustainable infrastructure, smart growth, good governance, and service excellence.

We are immensely proud as your Council to be delivering this Town of Dundurn Strategic Plan 2024 -2033 to you, the citizens of Dundurn.

ENHANCING VIBRANCY Through Community Visioning

**THE VIBRANCY, VITALITY, AND QUALITY OF LIFE AVAILABLE
IN THE TOWN OF DUNDURN IS OUR UTMOST PRIORITY.**

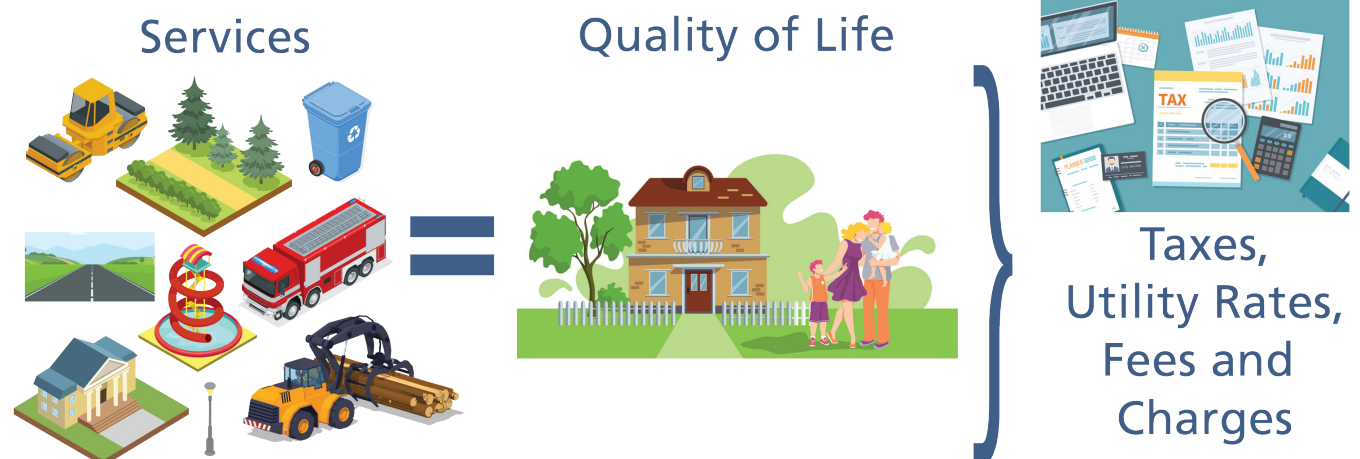
As representatives of the residents and business owners in our municipality, it is our job to listen to the wants and needs of our people and translate those into effective and achievable policies, projects, services, and future goals.

Council is here to serve the community and is responsible for leading the charge on any changes and fiscal decisions required to allow the municipality to prosper and move forward to a better tomorrow for all of us. We are in the business of providing quality of life through service provision in our community.

By appropriately planning for the maintenance and provision of existing or novel services, the Strategic Plan can directly impact the quality of life in a community. Dedicated municipal staff deliver value-added and essential services such as road maintenance, water utility, fire protection, cemeteries, and more via adequate and strategic management of all assets within a community.

Our strategic plan provides a long-range view of our vision of the Town of Dundurn over the many years to come. The plan outlines how we will foster growth and quality of life that will benefit our residents, businesses, and visitors.

THE MUNICIPAL EQUATION



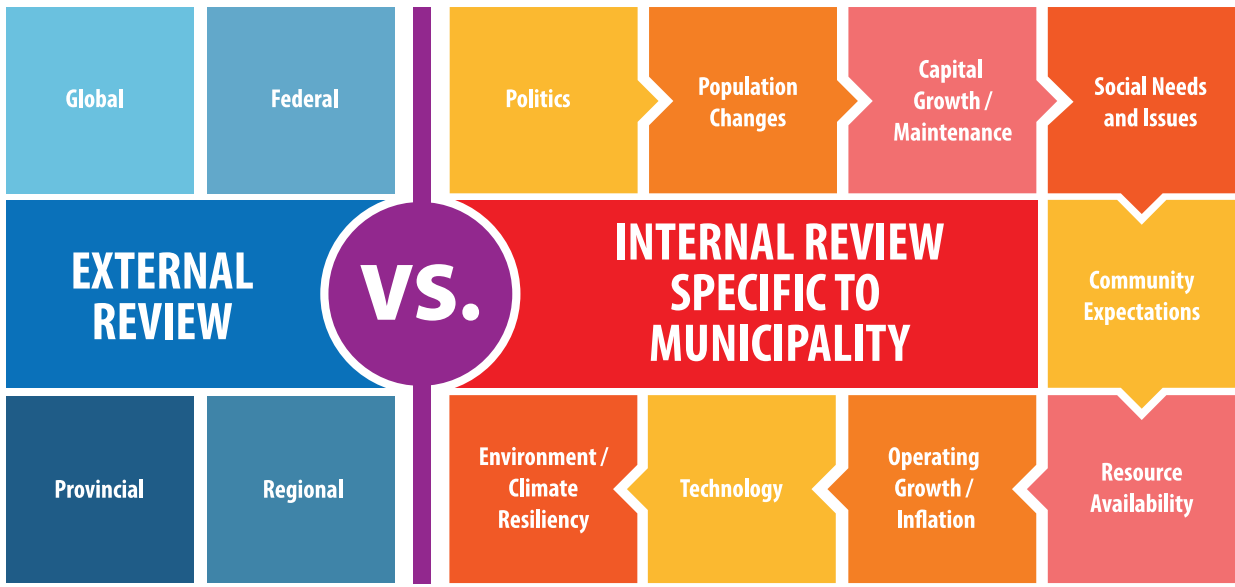
THE MUNICIPAL SCAN

As your Council undertakes this Strategic Plan process, we conducted a realistic assessment of the Town of Dundurn as it stands today.

We considered the current state of the community, both positive and negative, the needs of the residents we represent, and the historical and current challenges our municipality faces. At the same time, we considered the importance of long-term sustainability, operational capacity, and unique financial constraints and opportunities.

We took care to consider the divisional structure of our Town specifically, which in and of itself presents a mix of unique and differing needs of the divisions that make up our beautiful municipality.

As a result of this process, we have proudly developed our 2024-2033 Strategic Plan for the Town of Dundurn. This is our roadmap to sustainability and growth in the community. Council will focus on our community's well-being, financial sustainability, sustainable infrastructure, smart growth, good governance, and service excellence through building productive relationships through strategic decision-making and achievable actions.





VISION & VALUES

MISSION

Council will create an efficient, transparent growth strategy for the Town of Dundurn that will provide value for all current and future residents, businesses, and visitors.

VISION

The Town of Dundurn will be a destination of choice to live, work, and relax through service excellence, sustainable infrastructure, and a positive community culture.

CORE VALUES

- **Transparency**

We approach all aspects of governance and service delivery with a principled approach. We embrace honesty, accountability, and transparency while always striving to do the right things for the community.

- **Honesty**

We believe in honesty in the workplace and throughout our practices and strive to create an open environment where individuals can openly express their opinions through professional approaches.

- **Collaboration**

We work hard together to move forward consistently towards our goals and objectives. We are devoted to each other as a team

- **Leadership**

We strive to create a healthy workplace and to be an employer of choice within the Town of Dundurn.

- **Achievement**

We consistently celebrate our community and organization. This is exemplified through our branding, actions, and words.



BLOOM MUNICIPAL SCAN

SMART GROWTH STRATEGY

Currently, Dundurn does not have a smart growth strategy. The Town of Dundurn is just 20 minutes away from the City of Saskatoon. This provides an opportunity for the town to position itself as a small, connected community for residents with access to the amenities of a larger center. There is an opportunity to review the assets and gaps in the town and develop a strategy to address the gaps and use the assets to attract new residents, businesses, and visitors to Dundurn.

COMMERCIAL BUSINESS

The convenient proximity to a large urban centre with a full spectrum of desired services and amenities can make it challenging to attract new business within the town. There is an opportunity to create focus on attracting new business and supporting local businesses in the strategic plan with a focus on becoming a destination of choice for business and technology.

LAND USE

Because Dundurn has limited access to land within the town borders, there is a need for intentional plans for land use. This is an opportunity to work with current and new developers to create a development strategy for land use in a way that benefits the short and long-term goals of the town.

ASSET MANAGEMENT

Asset maintenance and management is a continual challenge. By doing an inventory of all town assets, Dundurn has an opportunity to assess aging assets and create a plan to prioritize the repair and maintenance of key assets.

SENSE OF COMMUNITY

A challenge of being close to a larger center is that it draws residents away for both work and recreation. It is harder to create a clear sense of community pride and spirit so there is an opportunity to foster community spirit through various programs or events.

PRIORITY FOCUS AREAS

COUNCIL IDENTIFIED SIX PRIORITY FOCUS AREAS FOR THE TOWN OF DUNDURN.

Council and Administration will work together to support projects and specific funding allocations that align with the Town of Dundurn's desire to strive for community well-being, financial sustainability, ensure sustainable infrastructure initiatives, strengthen residential and commercial growth, provide good governance, and develop service excellence.



COMMUNITY WELL-BEING



Goal Statement: Our programs, services, and amenities promote an esthetic, connected community culture that creates a high quality of life for residents, businesses, and visitors.

OBJECTIVES

Community Beautification

1. Focus on community beautification through upgrades and improvements to our parks, amenities, and infrastructure to attract new residents and retain current residents.
2. Invest in our community's natural beauty and nearby Blackstrap Lake to highlight how recreation and wellness add to the high quality of life for our residents and attract visitors.

Community Connection

3. Explore best practices for public engagement and develop initiatives that enhance the beautification of our community (e.g., annual picture gallery, beautification contest, etc.).
4. Establish a recreation committee that is committed to creating recreational programming in consultation from the public.
5. Develop a positive presence at community events and develop positive relationships with community groups, societies, and our neighbours.
6. Provide social activities, events, and programs for all ages that encourage community participation and wellness.

Highlight our Strengths

7. Create an inventory of our recreation amenities to enhance community identity, helping the public better understand what our Town currently offers.



FINANCIAL SUSTAINABILITY



Goal Statement: We will establish short- and long-term strategies that develop the Town of Dundurn's financial sustainability.

OBJECTIVES

Strategic Finance and knowledge

1. Develop a long-term tax strategy that considers all aspects and risks associated with assessment, agreements, legislation, municipal operations, capital, and long-term reserve requirements.
2. Develop financial strategies and public engagement communication that supports asset management and infrastructure sustainability.
3. Investigate and implement strategies to optimize investment income for a sustainable revenue source.
4. Establish a land use and development strategy to generate new assessment.
5. Invest in Administrative finance training to establish greater financial knowledge and sustainability.

Focus on Priorities

6. Establish a priority budget plan to help determine what services to invest in, how tax dollars are allocated, and how we can improve our current spending initiatives.

Collaboration and Partnerships

7. Pursue opportunities to collaborate with our neighbours and partners.
8. Explore regional cost-sharing opportunities for capital projects, services, and training.
9. Investigate opportunities to support asset management through contracted experts.

Stakeholder Engagement

10. Consult with residents and the business community so we understand their financial challenges.
11. Communicate the municipality's financial position, challenges, needs, and opportunities to the community effectively.



SUSTAINABLE INFRASTRUCTURE

Goal Statement: We use short-and long-term capital planning to maintain, improve, and develop sustainable infrastructure and amenities.

OBJECTIVES

Long Term Planning

1. Develop a capital plan that balances infrastructure needs for growth and maintenance with new amenities that citizens value.
2. Identify capital priorities to make evidence-based decisions for capital projects.

Strategic Investment

3. Strategically consider infrastructure projects that stimulate economic development and assessment growth within our community.

Goal Oriented

4. Develop yearly goals for infrastructure planning and asset management, which reflects Council's goals and affirmed actions for infrastructure sustainability.
5. Establish accountability by tracking the progress of infrastructure projects, and report and communicate progress to the public.

Proactive Maintenance

6. Anticipate and plan for annual infrastructure maintenance to ensure the safety and security of our assets.
7. Train Administration to establish accountability in maintaining our assets.



SMART GROWTH

Goal Statement: We intentionally advocate for economic opportunities that support our current businesses, develop our community, and attract new businesses and developments.

OBJECTIVES

Strategic Approach

1. Create a smart growth strategy to ensure good infrastructure, good asset management, and good planning and land development.
2. Employ smart planning methodologies that consider the ease of future maintenance as we plan for new capital projects.

4. Focus on continued positive relationships with the current and potential developer, maintaining honest communication while encouraging feedback as we move forward with our community's growth.

Collaboration and Partnerships

3. Actively explore and pursue relationships with other levels of government, neighbours, and partners on capital assets that support mutual benefit.

Engage the Public

5. Actively communicate to the public, the business community, and prospective businesses about current economic development initiatives and potential business opportunities.



GOOD GOVERNANCE

Goal Statement: We actively pursue and embrace integrity by being accountable, responsible, and transparent to the members of our community.

OBJECTIVES

Invest in Knowledge

1. Educate Council on best governance and legislative practices and procedures.

Lead Through our Actions

2. Embrace a respect for democracy through our actions, policies, and values.
3. The Town has a formal Council Code of Ethics Bylaw and Conflict of Interest Policy.
4. Lead by example, matching our actions to our words and actively listening to and gathering perspectives from our community. “We walk the talk.”

Stakeholder Engagement

5. Provide more transparency through public engagement by fostering honest communication with the public, our neighbours, and other levels of government, encouraging their feedback (e.g., live stream council meetings, participate in public events, etc.).
6. Seek out productive partnerships, potential grants, and work with other levels of government..



SERVICE EXCELLENCE

Goal Statement: We deliver high-value essential and value-added services every day to support the quality of life of our residents, businesses, and visitors.

OBJECTIVES

Prioritize Services

- 1 Identify which services matter the most to residents and contribute to their daily quality of life.
- 2 Ensure our employees know and understand what is important to the community.

Identify our Services

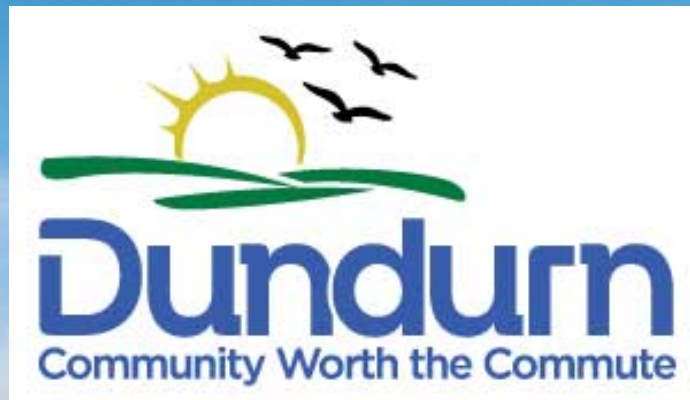
- 3 Focus on identifying service priorities through the priority-based budgeting process.
- 4 Create a one-page summary that explains one of our services, monthly, and share at meetings and on the Town of Dundurn's website to educate both staff and residents of our services.

Communicate the Value of Services

- 5 Create engagement materials to highlight the value residents receive for taxes.

Measurement, Knowledge Investment, and Improvement

- 3 Measure our service performance for continuous improvement and accountability.
- 4 Provide employees with professional development so they can develop their skills and deliver excellent service.



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