

Strategy "Safety"

| Plan | | | Assigned to |
|-------|--|---|--|
| Tasks | Actions | | |
| SAF-1 | Lobby for more Funding | As a SUMA Board Member - Support SUMA lobby efforts | Mayor |
| | | Lobby the Provincial and Federal Government to provide equitable funding | |
| SAF-2 | Include Safety in Communications | Workplace rules and expectations | Corporate Services - Coordinator, Health, Safety & Environment |
| SAF-3 | Emergency Response Plan | Training for Department Heads | Fire Services |
| | | Practical Exercise | Fire Services |
| SAF-4 | Fire Training Program in Prince Albert | Research material and costs | Fire Services |
| | | Mayor/Council led lobby | Fire Services |
| SAF-5 | Employee Safety | Continued focus on employee safety in the workplace | Corporate Services |
| SAF-6 | Occupational Health & Safety | Decrease work related accidents | Corporate Services - Coordinator, Health, Safety & Environment |
| | | Integrate education and awareness of health and safety initiatives within the corporation into the day-to-day activities of departments | Corporate Services - Coordinator, Health, Safety & Environment |

Strategy "Safety"

| Plan | | | Assigned to |
|--------|--|--|-------------------------------------|
| Tasks | Actions | | |
| SAF-7 | Promoting the Prince Albert Fire Department | Actively recruit qualified and diverse candidates into the Fire Department (qualified female applicants and visible minorities) | Fire Services |
| SAF-8 | Mutual Aid Agreement | Establish written policy for mutual aid agreements | Fire Services |
| | | Update current mutual aid agreements with various RM's | Fire Services |
| SAF-9 | Residential Sprinklers in New Home Construction | Review options for a policy governing residential sprinklers | Fire Services & Building Department |
| SAF-10 | Fire Prevention Program | Review current costs of Inspection vs Investigation Services (Program) | Fire Services |
| SAF-11 | Develop Action Plan for making the City a 3rd Regional Health Centre | Approach the Parkland Health Region and develop an Action Plan for making the City a 3rd Regional Health Centre | Mayor & City Manager |
| SAF-12 | Provision of Fire Services in Community | Monitor the growth and development of existing and new residential areas to ensure the provision of fire and emergency services continue to meet the community's demands | Fire Services |

Strategy "Safety"

| Plan | | | Assigned to |
|--------|--|--|--------------------------------|
| Tasks | Actions | | |
| SAF-13 | Lobby Efforts for making the City a 3rd Regional Health Centre | Partner with North Central Entreprise Region (NCER) | Mayor & City Manager |
| | | Community Strategy - voices of other communities | Mayor & City Manager |
| | | Lobby of Provincial and Federal Governments | Members of Council |
| SAF-14 | Alcohol and Drug Reduction Strategy | | Members of Council |
| SAF-15 | Marketing Message regarding Wellness Messaging | Develop a Partnership and a Marketing Message with the Prince Albert Parkland Health Region regarding Wellness Messaging | Director of Community Services |
| SAF-16 | Fire Services Master Plan | Implement Master Plan recommendations * Public interest / knowledge * Partnerships to be explored | Fire Services |
| | | Fire Hall Substation | Fire Services |
| | | Fire Station Construction | Fire Services |
| | | Increase in Public Education and Inspection Services | Fire Services |
| | | Training Issues: * operational * succession planning * time schedules for staffing and hiring | Fire Services |

Strategy "Social Development"

| Plan | | | Assigned to |
|-------|---|--|--------------------------------|
| Tasks | Actions | | |
| SOC-1 | City's Recreation Programs | Review City's Recreation Programs and make recommendations for additional programming (delivery of programs to attract and retain youth) | Recreation Manager |
| SOC-2 | Review of Agreements with School Boards | review existing agreements with the School Boards - goal is user accessibility to all facilities (ie. Track, pool, etc.) | Director of Community Services |
| SOC-3 | Strategy for Partnerships on Pool Facility | Review user needs and existing infrastructure: * review existing pool facility * review partnerships | Community Services |
| SOC-4 | Community Services Master Plan | Provide draft plan to Council | Community Services |
| SOC-5 | Social Development Division | Develop and Update Work Plan Quarterly | Director of Community Services |
| | | Social Development Work Plans to identify priorities for the City's level of support, responsibility and involvement in social programming | Director of Community Services |
| SOC-6 | Attainable housing in all areas of the City | Develop an action plan for attainable housing | Housing Committee |

Strategy "Social Development"

| Plan | | | Assigned to |
|-------|---|---|--|
| Tasks | Actions | | |
| SOC-7 | Open Spaces, Parks and Neighbourhood Planning | review of the City's open spaces and parks planning | Community Services & Economic Development and Planning |
| | | Review of downtown and neighbourhood planning to encourage continued economic investment and provide strategic direction for future land use decisions and investment of funds to enhance the community | |
| SOC-8 | City's Projects and Programs | Support projects and programs which enhance the quality of life for our community | Community Services |
| SOC-9 | Multiple Family Dwellings | review of multiple family dwellings within City | Housing Committee |

Strategy "Infrastructure"

| Plan | | | Assigned to |
|-------|--|---|----------------------|
| Tasks | Actions | | |
| INF-1 | Partner with Prince Albert Grand Council | Explore infrastructure challenges and ideas | Mayor |
| INF-2 | Lobby for more funding | Participate in the Saskatchewan Mayor's lobby effort | Mayor & City Manager |
| | | Continue to lobby area MLA's | Mayor |
| | | Continue to lobby area MP's | Mayor |
| INF-3 | Water and Sewer Rate Structure | Implementation of new Water and Sewer Rate Structure | City Manager |
| | | Yearly report on the impact of the Waterworks Reserve | City Manager |
| INF-4 | Rural Customers - Rural Water Authority, Water Haulers, etc. | Finalize Rate Negotiations | City Manager |

Strategy "Infrastructure"

| Plan | | | Assigned to |
|-------|--|--|---------------------------------|
| Tasks | Actions | | |
| INF-5 | Prince Albert Municipal Airport | Capital Infrastructure Spending | City Manager |
| | | Implementation of Passenger Facility Fee (PFF) | City Manager |
| | | Review options of securing funding for the possibility of a new terminal building | City Manager |
| | | Community Adjustment Funding and airside lot development * rehabilitation and expansion | City Manager |
| | | Removal of the CATSA Security Program at the Airport | City Manager |
| INF-6 | Preventative Maintenance Schedule | Implementation of schedule for City Facilities | Community Services |
| | | Implementation of schedule for Public Works assets | Public Works |
| | | Funding, costs and budgetary implications | Financial Services |
| INF-7 | Review of City Facilities / Buildings / Land and Programs Delivery | Review consolidation of City Facilities | Community Services |
| | | Reduce number of City owned Buildings | Community Services |
| INF-8 | Better Use of Resources | Scheduling of projects | Public Works |
| INF-9 | Implementation of Development Levies | Report to Council - Results from Study <i>(truck charges/ off-site levies)</i> | Economic Development & Planning |

Strategy "Infrastructure"

| Plan | | | Assigned to |
|--------|--|--|-----------------------------------|
| Tasks | Actions | | |
| INF-10 | Fleet Study Review | Review of equipment rates and fees | Financial Services |
| | | Implementation of financial plan for the Equipment Reserve (funding strategy for equipment renewal) | Financial Services |
| INF-11 | Asset Management | Implementation of an Asset Management Plan | Financial Services & Public Works |
| | | Monitor long term funding requirements to address aging infrastructure and address capital maintenance requirements to meet annual replacement needs | |
| INF-12 | Golf Course Master Plan | Finalize Golf Course Master Plan | Community Services |
| | | Results of Master Plan | Community Services |
| | | Cost Recovery Plan and develop Funding Strategy | Community Services |
| INF-13 | Review of Park Land Base | Master planning process | Community Services |
| INF-14 | Building Asset Report | Review of maintenance cost, economic spin off and social impact of user groups | Community Services |
| INF-15 | Review & update Public Works Policies/Bylaws | Update Policies/Bylaws: - Custom Work Policy - Roots & Pipes - Crosswalks - Right of Way Management | Public Works |
| INF-16 | Sanitary Landfill Operational Improvements | Review of costing model | Public Works |
| | | Review of regional strategy for recycling | Public Works |

Strategy "Infrastructure"

| Plan | | | Assigned to |
|--------|---|---|---|
| Tasks | Actions | | |
| INF-17 | Back Alleys | explore funding opportunities in budgets | Public Works |
| INF-18 | Water Treatment Plant Upgrades | Completion of Water Treatment Plant Upgrades as per BCF Funding of \$24.0 million | Public Works |
| INF-19 | Water System Assessment and Review | Water Pressure Review | Public Works |
| | | ensure continuous safe and dependable water supply and meet regulatory requirements for city growth (UV protection) | Public Works |
| INF-20 | Sewer System Assessment and Review | | Public Works |
| INF-21 | Updated Pavement Quality Condition Report | Lifecycle cost analysis - determine deficit and annual budget needed | Public Works |
| INF-22 | Transit System Improvements | Continue working with the Transit Advisory Committee regarding Bus Service and Transit Improvements | Public Works and Transit Advisory Committee |
| INF-23 | Road Structures and Assets (bridge program) | Complete report identifying condition of our bridges (Bridge Study) | Public Works |
| INF-24 | Intersections - Transportation Issues | Review of Intersections which are a concern: 1. 2nd Avenue West & 15th St. 2. 6th Avenue East & 15th St. 3. Lights at Bottom of Bridge 4. 15th Street & 15th Avenue | Public Works |

Strategy "Economic Development"

| Plan | | | Assigned to |
|-------|--|---|----------------------|
| Tasks | Actions | | |
| ECO-1 | Land Development and Relationships with R.M.'s | Establish positive relationship with counterparts | Mayor |
| | | Invite area Mayors & Administrators to meet to discuss issues of common interests | Mayor & City Manager |
| | | Council to set direction | Mayor's Committee |
| ECO-2 | Partner with Prince Albert Grand Council | Establish positive relationships with Prince Albert Grand Council | Mayor |
| ECO-3 | Decision on 2nd Bridge | Public Consultation Process of Prince Albert Area Transportation Study | Mayor & City Manager |
| | | Report to Council findings of Public Consultation Process | Mayor & City Manager |
| | | Continue to lobby Senior Levels of Government | Mayor & City Manager |

Strategy "Economic Development"

| Plan | | | Assigned to |
|-------|--|---|---------------------------------|
| Tasks | Actions | | |
| ECO-4 | Geographic Information System (GIS) System | Explore future funding opportunities for program | Planning & Engineering Services |
| ECO-5 | Joint Purchasing Arrangements | Review and pursue arrangements with SUMA, surrounding municipalities and School Boards | Director & Finance Manager |
| ECO-6 | Analysis of City Opportunities in Prince Albert Region | Undertake an analysis of opportunities in the Prince Albert Region (mining, forestry, agricultural, etc.) | Economic Development Manager |
| ECO-7 | Economic Development Strategy | 2010 Marketing Strategy for the Economic Development Office | Economic Development Manager |
| ECO-8 | Develop Business Retention and Expansion and Development Plans | Develop Implementation Plan | Economic Development & Planning |
| | | Complete Development Plan | Economic Development & Planning |
| | | Development Implementation Plans (include Safety) | Economic Development & Planning |
| ECO-9 | Inter Agency Group - portal/landing page on Internet | | Economic Development & Planning |

Strategy "Economic Development"

| Plan | | | Assigned to |
|--------|---|---|---------------------------------|
| Tasks | Actions | | |
| ECO-10 | Utilize Committees to assist with identification, contracts, etc. related to opportunities identified | | Economic Development & Planning |
| ECO-11 | Official Community Plan | Resolve flood plane issue with Province | Economic Development & Planning |
| | | Adoption of Official Community Plan | |
| | | Review options of commercial development in the area of Ward 1 | |
| ECO-12 | Eco-Industrial Development Park | Complete Eco-Industrial Development Park Zoning Bylaw and Guidelines | Economic Development & Planning |
| ECO-13 | Zoning Bylaw | Review and Update Zoning Bylaw <i>- review neighbourhood planning</i> | Economic Development & Planning |
| ECO-14 | City Growth | Continued City growth of residential and commercial developments | Economic Development & Planning |
| | | Ensure teamwork between all departments for potential developments to ensure level of service | Economic Development & Planning |
| ECO-15 | Commercial Land Development | annexation of commercial land development in City | Economic Development & Planning |
| ECO-16 | Brownfields and unused lands | Review of brown fields and unused lands in the City and report to Council | Economic Development & Planning |

Strategy "Administration"

| Plan | | | Assigned to |
|-------|--|---|---|
| Tasks | Actions | | |
| ADM-1 | Update Strategic Plan | Update and Finalize Strategic Plan 2010 to 2012 | Exec. Assist., City Mgr's Office |
| | | Provide Quarterly Updates on Status of Strategic Plan | Exec. Assist., City Mgr's Office |
| ADM-2 | Increase Customer Service | Continued Website Developments | Corporate Services - Information Technology |
| | | Billing process improvements ability to pay bills online | Financial Services |
| ADM-3 | Tax Negotiations with Domtar | Conclusion and Agreement on Taxation with Domtar | City Manager and Director of Financial Services |
| | | Implementation of plan for City on loss of taxation revenue | City Manager and Director of Financial Services |
| ADM-4 | Review City of Prince Albert Contracts | Develop a process to review City contracts | City Manager |
| | | Review of Public Works existing contracts | Public Works |
| | | Review of Community Services contracts i.e. recreation | Community Services |
| | | Review of School Agreements | Community Services |
| | | Implementation of an agreement / plan for the River Bank | Community Services |

Strategy " Administration "

| Plan | | | Assigned to |
|-------|----------------------------|---|---|
| Tasks | Actions | | |
| ADM-5 | Alfred Jenkins Field House | Opening of Alfred Jenkins Field House | City Manager and Director of Community Services |
| | | Operating Plan of the Alfred Jenkins Field House | Director of Community Services |
| | | monitor attendance and use | Director of Community Services |
| | | Cost recovery plan of the Alfred Jenkins Field House | Director of Community Services |
| | | Review advertising opportunities for the Alfred Jenkins Field House | Director of Community Services |
| | | Rates and Fees of the Alfred Jenkins Field House | Director of Community Services |
| ADM-6 | Urban Forestry Master Plan | Review existing policies in place | Community Services |
| | | Develop an Urban Forestry Master Plan | Community Services |
| | | Results of the Master Plan | Community Services |
| | | Implementation of Master Plan | Community Services |

Strategy "Administration"

| Plan | | | Assigned to |
|--------|--|--|---|
| Tasks | Actions | | |
| ADM-7 | Parking Study | Complete downtown Parking Study (fees, parking lots, parking meters, etc) | Financial Services |
| ADM-8 | Corporate Records Management System Guide | Establish a Corporate Records Management Guide for all Policies and Procedures within next three years | Corporate Services - City Clerk's Office |
| ADM-9 | Corporate Communications | Determine measurable actions by the public for our various communications | Corporate Services - Corporate Communications |
| ADM-10 | Comprehensive Information Technology Master Plan | Develop a Comprehensive Information Technology Master Plan | Corporate Services - Information Technology |
| | | Results of Master Plan | Corporate Services - Information Technology |
| | | Implementation of Master Plan | Corporate Services - Information Technology |
| ADM-11 | Succession Planning | Build employee competencies, expertise, and skill levels to achieve the goals of the City of Prince Albert | Corporate Services - Human Resources |
| | | Encourage career planning and professional development to promote succession planning | Corporate Services - Human Resources |
| ADM-12 | Employee Management and Empowerment | Provide employees with work plans and performance reviews (assigned responsibilities) | Corporate Services - Human Resources |

Strategy "Administration"

| Plan | | | Assigned to |
|--------|-------------------------|---|--------------------|
| Tasks | Actions | | |
| ADM-13 | Financial Reporting | Due to Public Sector Accounting Board (PSAB) - City needs to completely revise how financial transactions and Financial Statements are recorded | Financial Services |
| | | Provide adequate resources through financial planning and capital project prioritization | Financial Services |
| ADM-14 | Budget and Tax Notices | Continue to develop material to explain budget information on tax bills and public notices | Financial Services |
| ADM-15 | City's Reserves | City Manager's year-end report outlining status of City's Reserves and City's position | Financial Services |
| ADM-16 | Asset Inventory | Finalize Public Sector Accounting Board (PSAB) regulations - book value of City assets | Financial Services |
| ADM-17 | Rates and Fees Schedule | Rates and Fees Schedule for City's Recreation Facilities | Community Services |
| | | Non-resident use of City Facilities | Community Services |
| | | Golf Course rates and fees schedule | Community Services |

Strategy "Industrial Commercial Activity"

| Plan | | Assigned to | |
|-------|--|--|---------------------------------|
| Tasks | Actions | | |
| IND-1 | Acquisition and development of Industrial Land | Airport Land | Economic Development & Planning |
| | | Future Industrial Subdivisions | Economic Development & Planning |
| | | Private Land Development | Economic Development & Planning |
| | | Lobbying of Federal and Provincial Governments for funding | Mayor |

Strategy "Environmental / Green Plan"

| Plan | | | Assigned to |
|-------|---------------------------------|---|---------------------------------|
| Tasks | Actions | | |
| ENV-1 | Water Conservation | Develop a water conservation rebate program | City Manager |
| | | Review recreation facilities to determine areas for water conservation eg) watering golf courses | Community Services |
| ENV-2 | Resource Conservation | Establish and promote conservation of our resources | City Manager |
| ENV-3 | Eco-Industrial Development Park | Complete construction of the Eco-Industrial Development Park | Economic Development & Planning |
| | | Market properties | Economic Development & Planning |
| ENV-4 | Green Initiatives | Review of "green initiatives" in all budgetary discussions | All City Departments |
| | | Continue use of and enhance environmental and friendly operating practices | All City Departments |
| | | Explore FCM Funding - Green Initiatives | Economic Development & Planning |