

# Strategic Plan 2026 – 2029

*Building a City of opportunity and belonging that we are proud to call home.*  
[www.citypa.ca/strategic-plan](http://www.citypa.ca/strategic-plan)



## Message from City Council

On behalf of City Council, I am pleased to introduce Prince Albert's Strategic Plan, a bold and inclusive roadmap for our city's future. This plan reflects our vision of building a city of opportunity and belonging, where every resident feels proud to call home.

Prince Albert is entering a transformative chapter in our story. No longer just the "Gateway to the North," we are evolving into the "Hub" of Northern Saskatchewan - a center of commerce, culture, and services for the region. With a focus on economic growth, community well-being, and high-quality municipal services, this plan lays the foundation for sustainable progress, shaped by the voices of our residents.

As Mayor, I am committed to ensuring this plan is a living guide that drives meaningful action. A key part of that commitment is communication. Our website is a comprehensive storehouse of information, and I encourage businesses, agencies, and residents to use the "Solutions Hub" as the first point of contact for questions, comments, complaints, and appreciation.

I invite all residents to stay engaged, share their ideas, and help shape the future of our great city.

Warm regards,

**Bill Powalinsky**

Mayor, City of Prince Albert



## Message from Senior Administration

On behalf of the Senior Administration team, I am proud to present Prince Albert's Strategic Plan, which is a reflection of our commitment to service excellence, innovation, and community collaboration. This plan is the result of thoughtful engagement with residents, businesses, and partners, and it charts a clear course toward a more vibrant, inclusive, and progressive city.

Our mission is to deliver high-quality public services through creative problem-solving and future-focused decision-making. This plan outlines 3 strategic priorities that will guide our efforts to strengthen governance, enhance transparency, and ensure financial sustainability. From revitalizing our downtown core to fostering economic development and improving social infrastructure, each initiative is designed to grow a city that we are proud to call home.

Sincerely,

**Sherry Person**  
City Manager  
City of Prince Albert

# City of Prince Albert **Vision**

“Building a City of opportunity and belonging that we are proud to call home.”

**Opportunity** A community where individuals and families have access and are drawn to the jobs, careers, and the economic foundation needed to develop, grow, and thrive.

**Belonging** A place where all residents see themselves as part of, and are actively engaged in building community.

**Proud** Pride in being from Prince Albert and a positive perception of our City’s qualities.

**Home** A community where residents, partners, tourists, and others who interact with the community are safe, healthy, and able to build memories.



# City of Prince Albert **Mission**

“Deliver service excellence through creative problem-solving, future-focused decision-making, and collaboration with residents and partners.”

## Creative Problem-Solving

Prince Albert will be a leader in finding and piloting new ideas to solve challenges facing our City.

## Future-focused Decision-making

Making decisions today that will have a lasting positive impact, both socially and economically, on future generations of the community.

## Collaboration with Residents and Partners

The City’s elected officials and administration work to build on the talents and capabilities of residents, businesses, visitors, and community stakeholders to build a sustainable and prosperous community.



# Vision

Building a City of opportunity and belonging that we are proud to call home.

# Mission

Deliver service excellence through creative problem-solving, future-focused decision-making, and collaboration with residents and partners.

# Values

Community Spirit

We are a community that gathers together and supports one another in our business, community, and volunteer activities.

Engagement

Our residents are given meaningful opportunities to contribute to the growth and vitality of our City.

Well-Being

We prioritize the health, safety, and prosperity of residents in the decisions we make.

Respect

We seek and integrate diverse perspectives and lived experiences to inform our decisions.

Leadership

We act responsibly and transparently to maintain the trust of the community we serve.

Teamwork

We recognize that everyone brings value in building the quality of life of our community.

# Strategic Direction

## Building a Robust Economy

Create the conditions that encourage investment, diversify economic growth, and cultivate a strong workforce.

- Establish economic development partnerships.
- Growth and diversification of the City's property tax base.
- Revitalization of the City's Downtown core.

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## Promoting a Progressive Community

Work with residents, businesses, and government to build the City's social infrastructure.

- Formalize and implement the City's Community Safety and Well-Being Initiatives.
- Collaborate with local partners and other levels of government to establish the City as a leading partner for social infrastructure innovation.
- Review and improve the City's engagement approach and structure.

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## Professional and High-Quality Public Service

Cultivate a service excellence culture built on strong governance, financial sustainability, and performance.

- Strengthen the integration and transparency of the City's strategic, financial, communications, and operational planning processes.
- Establish a regular, sustainable cycle for the review and continuous improvement of municipal services.
- Develop a framework for the continuing professional development of Staff and Council.





Building a Robust

# Economy

**Create the conditions that encourage investment, diversify economic growth, and cultivate a strong workforce.**

- Establish economic development partnerships.
- Growth and diversification of the City's property tax base.
- Revitalization of the City's Downtown core.



Promoting a progressive

# Community

**Work with residents, businesses, and organizations to strengthen the City's social infrastructure.**

- Formalize and implement the City's Community Being Initiatives.
- Collaborate with local partners and organizations to establish the City as a leading center of innovation.
- Review and improve the City's social infrastructure.

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Professional and high-quality

# Public Service

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# Strategic Direction

## Building a Robust Economy

Direction Statement    Create the conditions that encourage investment, diversify economic growth, and cultivate a strong workforce.

### Strategic Goal

### Establish economic development partnerships

#### Key Initiatives

- Create a roundtable of elected representatives and stakeholders to identify and prioritize economic opportunities for the region.
- Promote Prince Albert as the cultural and economic hub connecting Northern and Southern Saskatchewan.
- Leverage provincial/federal funding through joint applications with other agencies.
- Support the attraction of major events to Prince Albert in partnership with local, provincial and national organizations.



## 2 Strategic Goal

### **Growth and diversification of the City's property tax base**

#### Key Initiatives

- Develop incentives to attract investments and business activities in strategic areas of growth.
- Prioritize the development of City infrastructure to attract long-term investment and support economic development in new strategic sectors.
- Complete a Land Availability Audit.
- Implement a strategic zoning review to enable new economic uses.
- Launch a City-Wide Business Retention and Expansion (BRE) Program.

## 3 Strategic Goal

### **Revitalization of the City's Downtown core.**

#### Key Initiatives

- Develop and implement a long-term downtown renewal strategy to reestablish the core as a commercial-friendly, walkable, and livable community.
- Invest in streetscapes, riverfront improvements, and attractions to encourage resident and tourist engagement with businesses downtown.
- Continue evolving the relationship with the Downtown Business Improvement District to achieve growth in downtown tourism and economic opportunities.
- Evaluate vacant spaces in the downtown core and suitability for re-use.
- Launch a downtown business retention and expansion (BRE) program.
- Involve residents & businesses in shaping the vision and priorities of the downtown core.
- Promote and assist with facilitating the Arts & Culture programs & services located within the City's Central Business District.

## Strategic Direction

# Promoting a Progressive Community

Direction Statement    **Work with residents, businesses, and government to build the City's social infrastructure.**

### 1 Strategic Goal

**Formalize and implement the City's Community Safety and Well-Being Initiatives.**

#### Key Initiatives

- Embed community safety priorities into the planning, development, and revitalization of Prince Albert's neighbourhoods across all City Departments.
- Provide support to community partners in their response to social and economic issues within the City.
- Launch a Neighbourhood Engagement and Resilience Plan.
- Determine future community priorities for the investment in infrastructure and parks, recreation & culture programs and services.

### 2 Strategic Goal

**Collaborate with local partners and other levels of government to establish the City as a leading partner for social infrastructure innovation.**

#### Key Initiatives

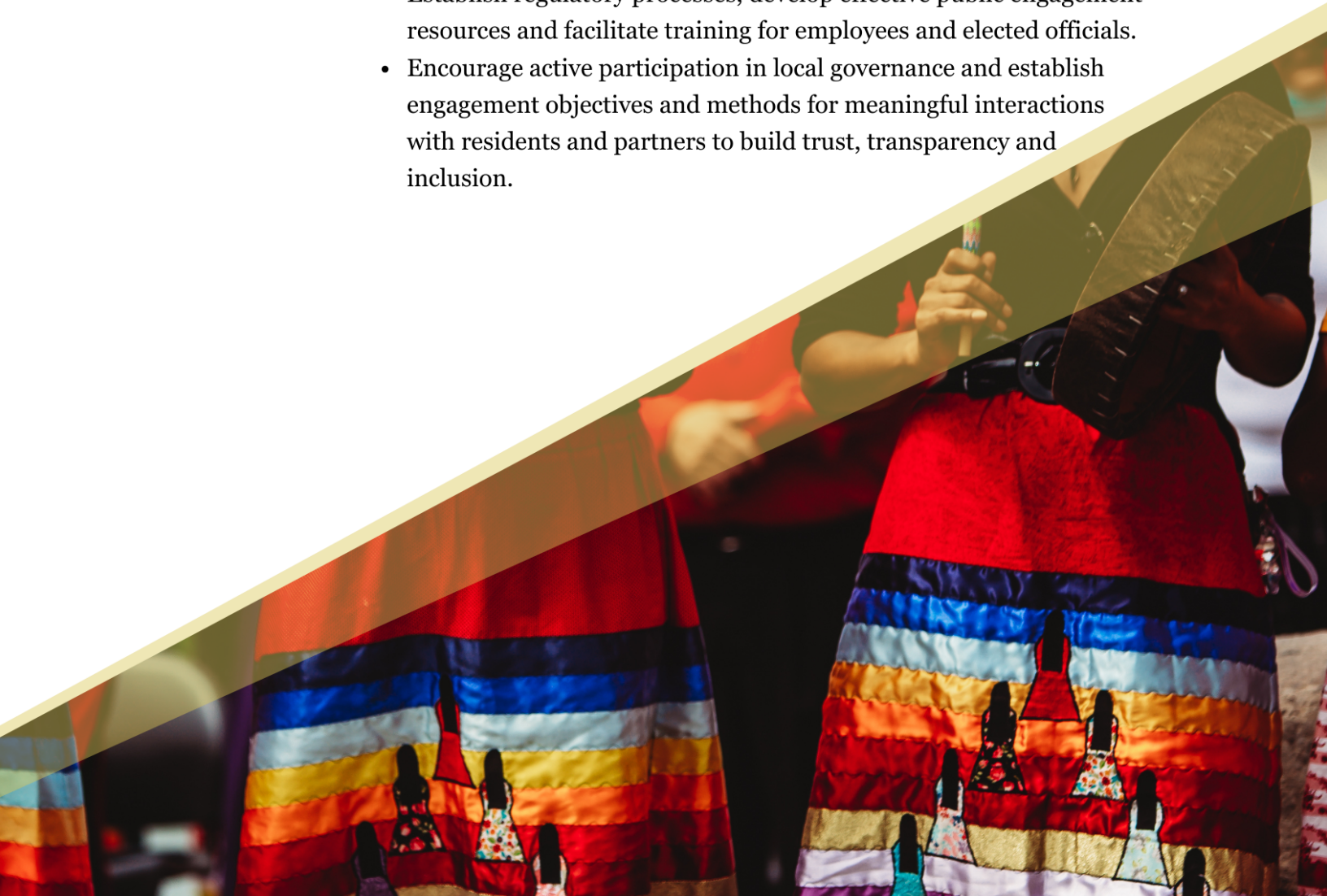
- Establish and maintain tables with representatives from the province, local agencies, non-profits, and private sector to identify best practices and develop and implement pilot programs to address chronic risk.
- Develop and test innovative service delivery models for social services such as integrated community hubs, public-private not-for-profit partnerships, and/or digital service delivery models.
- Advocate for sustainable seed funding for CSWB Initiatives.
- Expand partnership agreements to improve coordination across agencies.

# 3 Strategic Goal

## **Review and improve the City's engagement approach and structure.**

### Key Initiatives

- Conduct and implement the recommendations following a full review of the effectiveness, structure, and mandate of the City's public engagement processes, including groups, committees, and boards.
- Based on review, develop and implement standardized Terms of Reference (ToR) for all advisory groups, committees, and formal and informal groups, including scope, authority, skills and experience requirements, and reporting requirements.
- Establish regulatory processes, develop effective public engagement resources and facilitate training for employees and elected officials.
- Encourage active participation in local governance and establish engagement objectives and methods for meaningful interactions with residents and partners to build trust, transparency and inclusion.



# Strategic Direction

## Professional and High-Quality Public Service

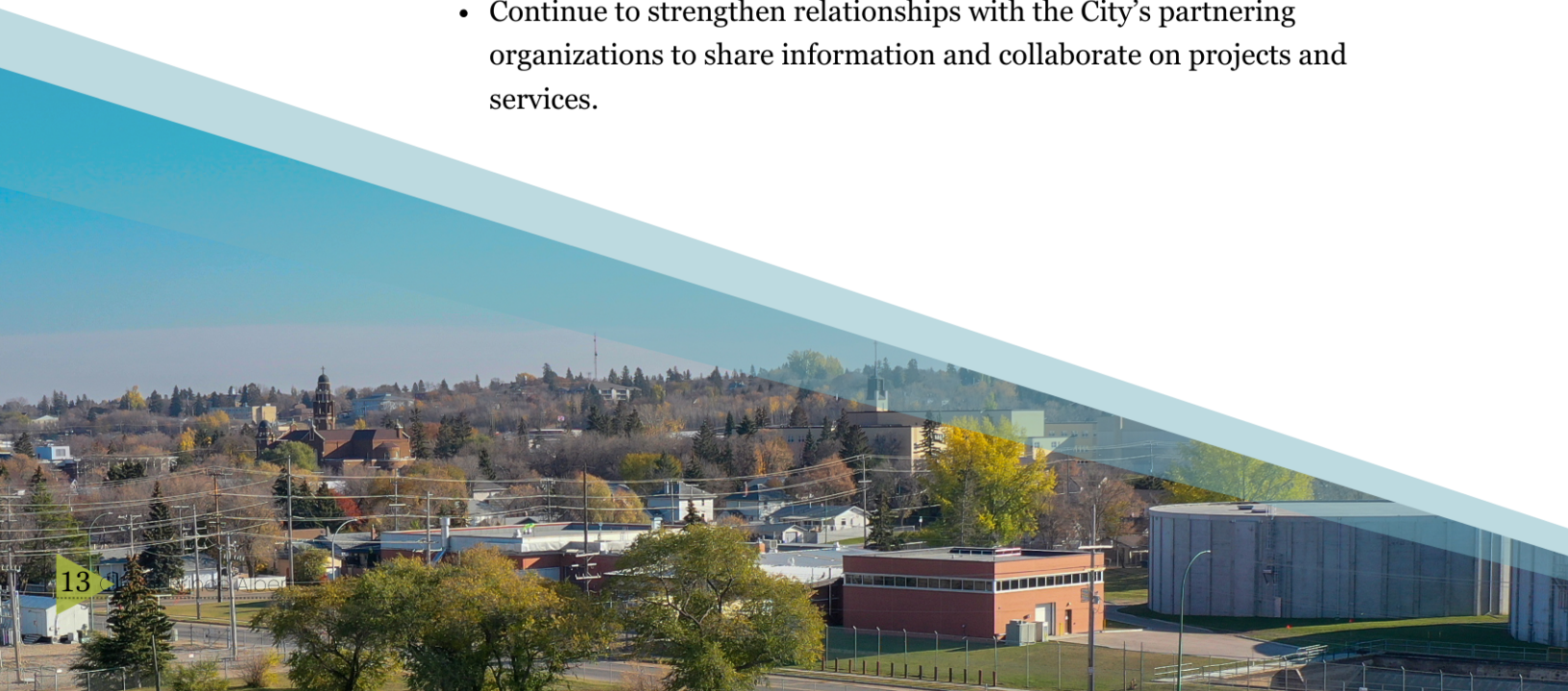
Direction Statement    **Cultivate a service excellence culture built on strong governance, financial sustainability, and performance.**

### 1 Strategic Goal

**Strengthen the integration, transparency, and effectiveness of the City's strategic, financial, communications, and operational planning processes.**

### Key Initiatives

- Establish an integrated planning framework that links strategic priorities with financial and operational planning against which the City can effectively report.
- Ensure budget development and allocations are aligned with and supported by strategic priorities.
- Conduct an efficiency audit on internal operations to identify gaps and budgeting opportunities.
- Create a communications protocol with standard operating procedures for all official communications of the City.
- Implement a data policy to advance transparency and innovation.
- Continue to strengthen relationships with the City's partnering organizations to share information and collaborate on projects and services.



## 2 Strategic Goal

### **Establish a regular, sustainable cycle for the review and continuous improvement of municipal services.**

#### Key Initiatives

- Prepare a formal service review framework for the City, where all services are reviewed on a pre-established timeline.
- Establish both multi-year budgeting and a long-term capital asset management and finance plan to facilitate long-term financial sustainability.
- Conduct a Comprehensive Asset Condition Assessment and Renewal Strategy.
- Develop a standardized system to monitor capital and infrastructure project budgets in real time, enabling better forecasting, accountability, and funding readiness.
- Benchmarking key financial indicators against comparable municipalities.

## 3 Strategic Goal

### **Develop a framework for the continuing professional development of Staff and Council.**

#### Key Initiatives

- Create a talent strategy plan for the City's Administration to identify a pipeline of required skillsets, provide training opportunities, and recognize staff.
- Integrate training on leadership, governance, and public finances into the orientation of re-elected and newly elected councillors and provide opportunities for group and individual continued learning for the Mayor and Council.
- Partner with a post-secondary institution to create a tailored leadership program for municipal staff covering governance, strategic planning, Indigenous relations, change management, and public finance.
- Provide executive coaching and strategic leadership retreats for senior staff and Council.



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