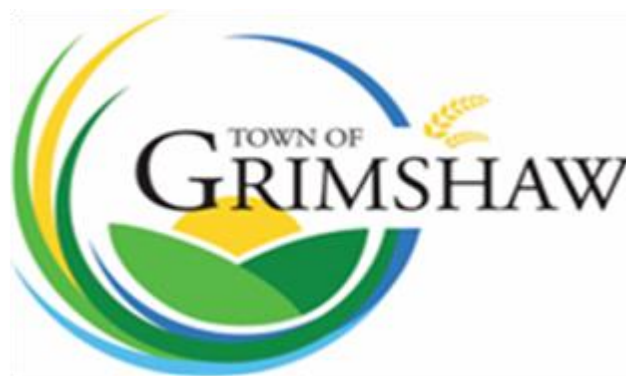


Updated April 2024

VISION 2030

Town of Grimshaw 2023–2030
Strategic Plan



A: Background

From the welcome sign below: "*Grimshaw was named after Dr. M.E. Grimshaw, a native of Kingston Ontario, who established a medical practice in the Village of Peace River Crossing in 1914. He served on the village council for many years holding offices of reeve, village commissioner and later the position of mayor. Grimshaw's location was chosen by the Central Canada Railway in 1917 and was surveyed by Alfred Driscoll in September 1921. When the site was first surveyed it was commonly known as "the stop" by many railway crews. Hence the Town's tag-line "From Rail to Roadways".*



On February 18, 1930 the hamlet was established as the "Village of Grimshaw" and became a town on February 2, 1953."

Grimshaw developed first as a community center for a rich mixed farming district. It was a focal point where early settlers did shopping, and from which they shipped their surplus farm products. As the rich land to the north was opened for settlement after the railroad arrived, it became the nearest rail shipping point for the farmers, trappers, and fisherman as far north as Yellowknife, 632 miles to the North, and 15 miles South to Peace River.

The Town is more important than local farming activities would indicate. Grimshaw is strategically located as a distribution point for the entire North. The local resources are wheat and coarse grains, forage crops and seeds (mostly alfalfa and grass), cattle, hogs, poultry products, honey, straw, sand and gravel, fish, furs, lumber, oil, and gas.

B: Facilities and Attractions The Town of Grimshaw and the Lac Cardinal region has an abundance of natural and developed recreational and cultural attractions. Perhaps its greatest developed attraction is the Mile Zero Multiplex and Shared School complex. There's no place like it around. The Mile Zero Regional Multiplex has something for all ages.



Walk, jog, or run your way to a healthier, active lifestyle. The 175.3 meter elevated running track is ideal for all ages to get in shape. The Field House is perfect for special events like weddings and weekend shows. The facility also features a complete weight room for toning every inch from head to toe. The Arena always has something going on whether it's old-timers hockey or open family skating.

Located just outside the doors is the aquatic center and soon on the horizon will be the new splash park. Adjacent to it all is the shared school facility featuring both a public and separate school, sharing common spaces such as a theatre and an industrial shop.

Other area attractions include an outdoor rink, curling rink, Queen Elizabeth II Provincial Park, Lac Cardinal, which offers swimming and boating, numerous campgrounds, and a vibrant and growing downtown.



C: Brainstorming In the spring of 2022 the Mayor, Council and CAO gathered with Lac Cardinal Regional Economic Development (LCRED) and Peace Region Economic Development Alliance (PREDA) to develop a long-term strategic plan.

The Council met on April 30th, 2022, and October 14th and 15th, 2022. Participating on the plan development were:

- Mayor Wendy Wald
- Councilors:
 - Stacey Messner
 - Carmen Johnson
 - Colleen Sklapsky
 - Stephen Hennings
 - Christina Bissell
 - Phillip Jacobs
- CAO Brian Allen
- Dibbelt Dan Dibbelt, Economic Development Consultant – LCRED
- Mary Joan Aylward, Administrative Services - PREDA

With so much going right in the Town of Grimshaw, the Council wanted to ensure that the planning moving forward will build toward a stronger and more resilient Town. With the 100th anniversary of incorporation as a village on the horizon, Council agreed on their theme for the strategic plan: **Vision 2030**.



Vision Brainstorming

Grimshaw is a progressive community that encourages development while maintaining a small-town feel and quality of life. (2017)

Mission Brainstorming

Making Grimshaw the greatest place to live by providing a quality service to our community in a courteous, timely, efficient, and cost-effective manner. (2017)

D: Purpose Council began with determining their guiding principles in not only developing this plan but also in their daily efforts moving forward with purpose.

PURPOSE

Unified Vision

Agree to Disagree

Managed by Code of Conduct under MGA

Our Commonality – Leaders of our Community

Differentiate Between Personal and Council Decisions

We are Open to Alternative Options and Solutions

We Appreciate and Respect We All Have Learning Curves

We Make leadership Decisions not Operational Management

FOCUS our Collective Vision and Get Working on it!

E: Priorities Council then moved forward on establishing their priorities, with a thought to their **Vision 2030** and a balance of municipal needs and wants and financial due diligence. Ultimately Council developed six priority areas.

- 1) Human Resources Planning and Programming
- 2) Economic Development: commercial/retention and recruitment
- 3) Recreation
- 4) Tourism
- 5) Water Security and Development
- 6) Regional collaboration

With a window of seven years, Council wished to make a seven-year action plan incorporating the above six priorities. The following grid outlines key areas of work for each of the six priorities, along with identifying the resources, persons responsible for the tasks listed, and indicators of success.

Priority 1: Human Resources Planning and Programming				
<u>Key areas of work</u>				
<ul style="list-style-type: none"> • Customer service • Internal and external communication • Diversity and inclusion • Training Opportunities 				
Action Item	Process	Responsibility	Timeline	Success Indicators
Hire a Communications Director	<ul style="list-style-type: none"> • Research job descriptions and salary range • Create job description • Develop advertising campaign • Review applicants • Hire 	CAO	2023-24 Grant funded	Newly hired Communications Director
Develop Employee/council customer standards	<ul style="list-style-type: none"> • Research existing models • Refine to reflect community needs and demographics • Implement training plan 	CAO / Communications Director	Sept. 2023 Dec 2024	
Develop new policies and procedures	<ul style="list-style-type: none"> • Staff policies (June 30) • Council policies (travel) • Media Policy 	CAO/ Communications Director	ongoing	

Town of Grimshaw 2023–2030 Strategic Plan

Priority 2: Economic Development: commercial/retention and recruitment

Key areas of work

- Work closely with Lac Cardinal Regional Economic Development Committee
- Work closely with Grimshaw Chamber of Commerce and business community
- Identify programs, grants, and examples for downtown revitalization
- Partner and pursue opportunities for community events and business promotion
- Municipal bylaws to improve business frontages

Action Item	Process	Responsibility	Timeline	Success Indicators
Work Closely with LCRED	<ul style="list-style-type: none"> • Maintain membership and council representation • Meet quarterly with LCRED Chair and EDO to highlight projects and for Council to have opportunity to put forth ideas (changed from yearly to quarterly) Provide guidance to LCRED on Town vision 	Council, CAO	Quarterly	<p>Meeting held with LCRED Chair and EDO</p> <p>Council vision for economic development shared with LCRED</p>
Better utilize media and communication tools	<ul style="list-style-type: none"> • Hire a communications director • Evaluate existing communication tools and processes and develop new protocols • Train staff and council on use of tools and media and public. Topics to include: key messages, media, spokesperson, social media 	CAO, Communications director	June 2024	<p>Communications Director hired</p> <p>New policies and procedures in place for media</p> <p>Training process implemented</p>
Work closely with Grimshaw Chamber and Businesses	<ul style="list-style-type: none"> • Maintain membership and council representation • Bring council direction to chamber meetings • Maintain communication with business community Business mixer with Chamber 	Council, CAO, Communications Director	<p>Annual delegation from Chamber in the Spring</p> <p>Annual mixer in fall</p>	<p>Active and engaged Chamber membership</p> <p>Minimum yearly business mixer in conjunction with the Chamber and LCRED</p>
Identify programs, grants, and examples for downtown revitalization	<ul style="list-style-type: none"> • Research government grant opportunities • Research other municipal initiatives • Create report with potential options for consideration 	CAO, Communications Director, LCRED	Ongoing	Any grants identified are applied for

Town of Grimshaw 2023–2030 Strategic Plan

Partner and pursue opportunities for community events and business promotion	<ul style="list-style-type: none"> • Work closely with community groups • Identify opportunities • Determine feasibility of specific projects (costs, HR) 	Communications Director, Recreation Director, LCRED Partner NGOs, Chamber, community groups	Ongoing	<p>Potential projects identified</p> <p>Plan in place to pursue identified opportunities</p>
Develop strategies to improve business frontages/ vacant buildings and lots	<ul style="list-style-type: none"> • Research other municipal initiatives and strategies 	CAO, Bylaw Officer Partners Chamber	2025	

Priority 3: Recreation

Key areas of work

- Promotion of Town and area facilities and attractions
- Expand programs and services
- Review Family Community Services and Supports (FCSS) organizational structure

Action Item	Process	Responsibility	Timeline	Success Indicators
Promotion of Town and area facilities and attractions	<ul style="list-style-type: none"> • Unified promotion package developed • Promotion opportunities identified 	Communications Director, Director of Community Services, Chamber of Commerce, CAO Partner with: MPTA, LCRED	Ongoing	Promotional marketing package and protocol established
Expand programs and services	<ul style="list-style-type: none"> • Research and review other municipal programs • Survey residents on potential programs and services • Consistent engagement with residents and user groups (end of season debrief) • Identify barriers • Resolve barriers 	Community Services Board, Director of Community Services, CAO	Ongoing	<p>Strategic plan in place for the implementation of new programs</p> <p>Director of Community Services includes a monthly report to council regarding engagement</p>
Review Community Services organizational structure	<ul style="list-style-type: none"> • Review Community Services Terms of Reference (TOR) • Review other community FCSS TOR 	CAO, Director of Community Services, Community Services Advisory Board	Dec 2024	Community Services organizational structure established

Town of Grimshaw 2023–2030 Strategic Plan

Priority 4: Tourism <u>Key areas of work</u> <ul style="list-style-type: none"> • Tourism booth and Information distribution to public Committee • Timeline and schedule of amenities for upkeep and maintenance 				
Action Item	Process	Responsibility	Timeline	Success Indicators
Tourism Information booth	<ul style="list-style-type: none"> • Determine Human Resources (HR) availability • Determine potential locations • Identify any grants for tourism booth 	Director of Community Services, Communications Coordinator, CAO	2025	Determination of need for Tourism booth If feasible, plan in place for location, HR, and cost
Tourism economic value and opportunities (Vision 2030)	<ul style="list-style-type: none"> • Create a facilities and attractions database 	Director of Community Services, Communications Coordinator, Partners: MPTA, Alberta Tourism	ongoing	
Kennedy Park	<ul style="list-style-type: none"> • Determine amenities priority list • Develop 7-year budget to implement plan 	CAO, Director of Community Services	May 1, 2024	Park completed by 2030

Priority 5: Water Security and Development <u>Key areas of work</u> <ul style="list-style-type: none"> • Assess aquifer capacity 				
Action Item	Process	Responsibility	Timeline	Success Indicators
Truck fill station	<ul style="list-style-type: none"> • Complete cost-benefit analysis • Determine locations 	Administration <u>Partners</u> North Peace Watershed PREDA/LCRED	2025	Plan in place for development (or not) of truck fill stations
Long-term water security	<ul style="list-style-type: none"> • Identify and secure water extraction locations 	CAO	2028	Water access secured

Priority 6: Regional Collaboration <u>Key areas of work</u> <ul style="list-style-type: none"> • Municipal mergers and sharing 				
Action Item	Process	Responsibility	Timeline	Success Indicators
Merge municipal services	<ul style="list-style-type: none"> • Determine interest from area municipalities 	CAO, Communications	Ongoing	Data base created

Town of Grimshaw 2023–2030 Strategic Plan

	<ul style="list-style-type: none"> • Create template of municipal services • Create Terms of reference, job descriptions, workplace models for service sharing including budgetary 	Director, Department heads		Terms of Reference created Job descriptions and workplace model developed
Equipment sharing	<ul style="list-style-type: none"> • Determine interest from area municipalities • Compile regional data on equipment • Create Terms of reference for equipment sharing and replacement models 	CAO, Department heads	ongoing	
Regional Municipal gathering	<ul style="list-style-type: none"> • Collaborate with the MD of Peace and Village of Berwyn • Source existing ToR, i.e.: G5 in Spirit River • The Town of Grimshaw host the first annual regional municipal supper • Book local venue and send out invites • The Town with its partners establishes the first agenda and provide secretarial services (rotated) 	CAO, Communications Coordinator <u>Partners</u> Other municipalities	June 2024 and annually after	Terms of Reference established Regional supper held

F: Comments The crux of the Town of Grimshaw’s strategic planning session evolved into a focus on preparing for the 100th anniversary of the Town being incorporated as a village. In 2030, the Town will be planning a major event to celebrate this historic event. With a window of seven years, the Town Council wished to make a seven-year plan that would culminate with a celebration of the Town’s achievements, while also setting in motion a progressive and dynamic future plan.

“FOCUS our Collective Vision and Get Working on it! “

Council Stated Purpose – April 2022



From Rail to Roadways

Note: Photos and graphics sourced from Town of Grimshaw and Mighty Peace Tourism