

2017-2020



City of Martensville Municipal Sustainability Plan





Preface:

The contents of the City of Martensville's 2017-20 Municipal Sustainability Plan were created by the City Council of the City of Martensville, Saskatchewan in January 2017 for the betterment of the citizens of the city and with the future of their region in mind.

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1 Message from your Mayor and Council

Because of our unique history and our strengths, the city council in Martensville knows we are in a prime position to take advantage of opportunities that are in front of us, but we also know that we need to be aware of the challenges too.

In 2014, the city completed a detailed Municipal Sustainability Plan and this 2017 plan builds on that foundation. This plan is intended to take us to 2020, at which point another significant review will be needed.



Between the major reviews of our sustainability plan, council sets annual priorities and receives quarterly updates on those priorities from your city's administration. This will continue to be the case, and readers will notice that council has set a series of priorities for 2017 as part of this plan.

We invite you to look through this plan and see how you can work with us to contribute to making our city more and more sustainable and how we can all work towards achieving our vision of Martensville being a great place to call home.

Thank you on behalf of the entire council of the City of Martensville.

Kent Muench, Mayor
City of Martensville



2 Introduction and Executive Summary

2.1 Background

The City of Martensville's council and senior administration met on January 4th and 5th to develop a series of goals and strategies to address council's desire to create an updated Sustainability Plan for 2017-2020. The bulk of this plan comprises the expressed desire of the city's elected officials and provides citizens, business, administration and other stakeholders with an indication of the planned future of the city.

When planning the city's future, council reviewed several existing documents as they designed what the key goals are for the city. Some of these documents included:

- Municipal Sustainability Plan (MSP) 2014
 - Quarterly Updates
- Planning for Growth (P4G) with surrounding municipalities
- Election 2016
- City 2015 and 2016 Budgets and Annual Reports
- City 2017 Budget Planning

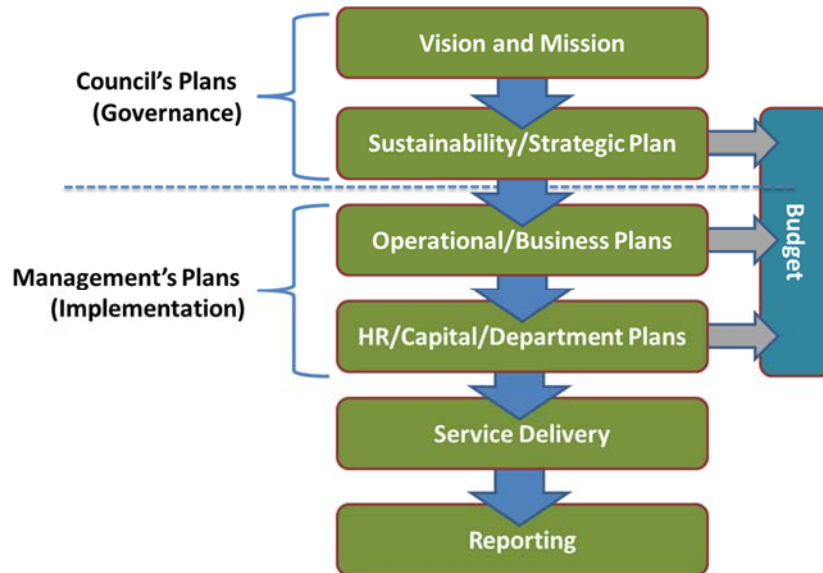
2.2 Integrated Planning

City council's governance role includes the mandate to provide strategic direction for the city. This strategic-level plan comprises that direction. It builds on the 2014 Municipal Sustainability Plan and helps administration build its own operational plans.

Once council has set the city's strategic direction, administration is able to build plans that carry out council's direction.

In the image below, examples of administration's plans may include Business Plan, Operational Plan, Recreation Master Plan, Capital Plan, and Recreational Facility Master Plan, among others.

Municipal Governance and Management Plans



2.3 Vision and Mission

Council is looking towards the future of Martensville. When doing so, it is important that councillors agree on what the final destination looks like. With this in mind, Council first decides on the city's ideal future (Vision) and the general direction it will take to achieve that future (Mission).

When reviewing the existing versions of the Vision and Mission, council made some alterations to ensure that they reflect the city's desired future.

2.3.1 Vision Statement

Martensville is a community of families, friends, and neighbours where we work together, play together, and grow together in a safe, active, and healthy environment - Martensville is a great place to call home.

A community's vision provides a long-term picture of where or what the community wishes to be or become. The vision also indicates what makes Martensville unique.

The vision shown above was created by council in January 2017 and is based on the previous mission statement.

2.3.2 Mission Statement

Martensville is a growing community where we believe in encouraging and developing a healthy, safe and active lifestyle through people, partnerships and opportunities, making the city a great place to call home



A city's Mission answers a question about what business the community is in. It lets readers know what Martensville does and who benefits.

2.4 Key Priorities

Section 5 of this plan outlines the full set of goals and strategies identified by council. The following list contains the high priority strategies agreed to by council. More detail on each priority strategy can be found in Section 5 of this plan.

The high priority strategies below are not ranked, but rather all of them carry the same weight. They are listed below in the Plan Reference order in which they appear in this Sustainability Plan.

Martensville's High Priority Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	5.1.2 a)	Provide a regional wastewater agreement for the benefit of Martensville citizens.
Governance	5.1.5 a)	Provide water and waste water services to city residents.
Economy	5.2.1 a)	Increase the non-residential land inventory.
Environment	5.3.1 a)	Develop an environmental policy on regulating the development of green space.
Environment	5.3.2 b)	Reroute Opimihaw Creek
Environment	5.3.2 c)	Establish walking trails beside Opimihaw Creek.
Social	5.5.1 c)	Creatively look to partners for recreational facility growth and expansion.
Social	5.5.2 a)	Encourage the development of adequate appropriate seniors' housing options.
Social	5.5.3 a)	Provide appropriate levels of policing within the city.

3 Sustainability Pillars

3.1 Overview of Sustainability Based Planning

Good governance principles and Federal/Provincial/Municipal New Deal funding arrangements require strategic planning or Municipal Sustainability Planning to address the *Pillars of Community Sustainability* that are used and referenced throughout this plan.

Martensville has created this Municipal Sustainability Plan around five Pillars of Community Sustainability that include; Governance, Culture, Social, Economy, and Environment an overview of what is included within each pillar follows below:

- **Governance:**

The municipal election processes, the municipality's capacity to manage resources and develop and implement sound public policy, and the mechanisms through which citizens and groups engage and interact with council, the municipality's administration and each other.

- **Culture:**

Shared values and cultural and recreational activities that reflect the diverse traditions, customs, values, heritage, identity and history of Martensville.

- **Social:**

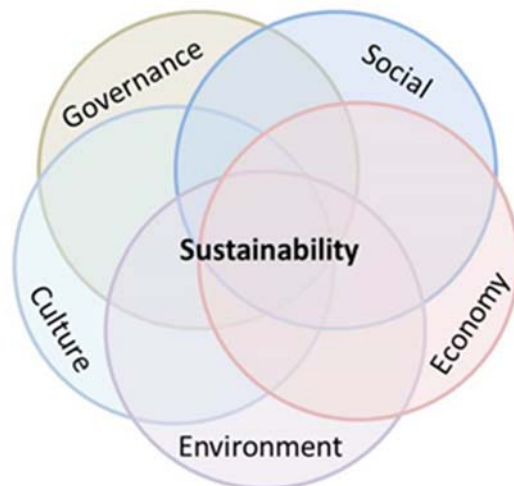
Health, well-being, safety and quality of life of individuals, families and the community.

- **Economy:**

Achieving economic vitality, growth and development that simultaneously improves quality of life and the environment. It includes employment and income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community.

- **Environment:**

Community environmental stewardship and the health, quality, diversity and abundance of local and global ecosystems, the state of the built environment and the services that support it.



3.2 Getting to Desired Outcomes

There are fundamentals that propel a community into the forefront of municipal best practices and achieving or attaining sustainability. It must know what it wants to become – its *Vision*. It must know what it is prepared to do to achieve the Vision – *resource commitment*. It must know the clients – *target markets*. And it needs to know how it will achieve the Vision – *strategic direction*.



Martensville's strategic goals update the strategic planning completed in previous years, identifying relative strengths and weaknesses, addressing updated goals and strategies and providing short-term deliverables that can be used to measure progress on long-term goals contained in the Municipal Sustainability Plan.

3.3 Implementing Sustainability

Martensville's council and administration updated a number of issues and initiatives after reviewing previous strategic-level plans and priorities, along with the 2014 MSP and other strategic documents. For 2017 and beyond, council and administration discussed and advanced further direction about the long-term vision of the city and how existing or revised strategies should be advocated to continue with the excitement of achieving long-term identified sustainable results.

Council is committed to providing and passing on a solid foundation of direction and policy for future councils that will continue to build a sustainable community within the values and beliefs expressed by the citizens of Martensville. Such foresight can motivate current day planning to think about the impact of growing the city population within 5-10 years and diversifying the economy to provide long-term sustainability.

Land use planning should consider what the city may look like and what types of facilities and services will be needed at a population of over 15,000, a number which is foreseeable within the 2017 long-term MSP planning horizon of 25 years and given the growth in Martensville and the Saskatoon region.

It is critical to think in these terms so that capacity and resources can be developed or updated in advance so that sustainability is maintained as the population grows.

3.4 Continual Review

The overall capacity of the city will need to be assessed and evaluated on a continuous planning cycle basis to address the goals, strategies and action steps that drive the financial, capital and operating plans, to think about future service delivery needs in terms of a 10,000-population benchmark and to begin to enact solutions to meet future needs.

Some of the steps to continue with updating the strategies in the MSP and addressing service delivery capacity appear as an appendix to this plan.





4 Priority Goals and Key Strategies

Martensville 2017 Strategic Plan activities, and feedback that occurs using other channels such as previous plans and council's priorities, identified a significant number of current and prospective Goals and Strategies. Martensville's council has distilled that number down to the following list of key deliverables for 2017 and beyond, which if successfully completed, will indicate that the city is on track to meet its strategic objectives.

The goals shown below are broken down by Pillar of Sustainability. It is important to note that the strategies often have a secondary impact on one or more other Pillar. Once developed, each specific deliverable associated with these strategies will have a lead accountability within the city, while other parts of the organization may assist in a supporting role. A more extensive list of secondary goals and strategies is located in subsequent sections of this plan.

4.1 Martensville Sustainability Matrix

The table below represents the Sustainability Pillars connected to Martensville's actions. 'Primary (▲)' means the key Pillar of Sustainability for a particular goal and 'Affiliated (❖)' means there is a close relationship to one or more other Pillars. Goals and strategies which are assigned to one particular Sustainability Pillar are also typically linked to other Pillars, and as such, work on these goals is interdependent strategically and, consequently, also linked administratively.

Pillar of Sustainability:

- Gov ... Governance
- Env Environment
- Econ.. Economy
- Cul..... Culture
- Soc Social



Martinsville Service Area Matrix

#	Goals Primary [▲] Affiliated [❖]	Pillar of Sustainability				
		Gov	Econ	Env	Cul	Soc
1 – Governance						
1.1	Engagement	▲	❖	❖	❖	❖
1.2	Infrastructure Planning	▲	❖	❖		
1.3	Corporate Values	▲	❖	❖	❖	❖
1.4	Controlled Growth	▲	❖	❖		
1.5	Infrastructure Funding	▲		❖		❖
2 – Economy						
2.1	Non-Residential Growth	❖	▲	❖		❖
2.2	Marketing the city		▲	❖	❖	❖
3 – Environment						
3.1	Focus on Parks	❖		▲		❖
3.2	Maintain Natural Areas	❖		▲	❖	❖
3.3	Development Standards	❖	❖	▲	❖	❖
4 – Culture						
4.1	City Beautification	❖	❖	❖	▲	❖
4.2	Cultural Expression	❖		❖	▲	❖
4.3	Welcoming Community			❖	▲	❖
5 – Social						
5.1	Diverse Facilities	❖		❖	❖	▲
5.2	Services for Seniors	❖		❖	❖	▲
5.3	Community Safety	❖		❖		▲



4.2 Priority Ranking of Strategies

Each Strategy in the tables in Section 5 below contains a colour coded prioritized ranking of relative Strategies for 2017 and beyond as determined by Martensville's council. This ranking is used by city administration to determine the relatively high, moderate and low priorities for the year as it assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority Strategies may rise or fall in comparison to other Strategies in following years as the city works toward achieving its Vision. Priority is not purely an indication of 'importance' of a Strategy; it is also an indication of the necessary timeliness of required action.

Martensville's City Manager will report progress on priority Strategies to council on a quarterly basis as outlined in the Communications Process of the Strategic Plan that follows.

Martensville's priority rankings for 2017 are defined and colour coded as:

High Priority - Work on this Strategy must be conducted in fiscal year in order for the Goal to be achieved within the scope of this Strategic Plan.

Medium Priority - When resources become available after required resources are assigned to High priority Strategies, action will be taken on this Strategy.

Low Priority - Limited action is expected on this Strategy in fiscal year.



4.3 2017 Martensville's High Priorities

Within the full list of strategies that appear in Section 5 of the Sustainability Plan, council has created a subset of eight 'high' ranked strategies as determined in January 2017. The individual strategies in the table immediately below are listed in order of the Pillar of Sustainability assigned to them by council. The items on this list are considered to be important and timely.

Within the full listing of strategies in Section 5 below, other strategies are marked with a moderate priority, meaning they will be worked on as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and other priorities emerge.

'Plan Reference' refers to the section in the 2017-20 Martensville MSP in which the priority strategies can be found.

Martensville's High Priority Strategies

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Social	5.5.1 c)	Creatively look to partners for recreational facility growth and expansion.
Social	5.5.2 a)	Encourage the development of adequate appropriate seniors' housing options.
Social	5.5.3 a)	Provide appropriate levels of policing within the city.

5 Martensville's Strategies and Performance Measures

The following pages contain the full list of Goals as identified by Martensville's council. Within each Goal, are a series of Strategies that contribute to achieving the Goal.

Each Strategy is colour coded to indicate its relative priority. Where possible within each Goal, the high priority Strategies are listed first, followed by the moderate priority Strategies. In some cases, low priority Strategies must be achieved first.

- High Priorities: Pink Highlighting
- Moderate Priorities: Purple Highlighting
- Low Priorities: No Highlighting

Throughout the tables on the following pages, the term 'Lead Role is used. This list identifies the lead role:

- MayorMayor
- Council.....City Council
- CMCity Manager
- Comm / Ec Dev.....Community / Economic Development Manager
- ClerkCity Clerk
- Corp Svcs.....Corporate Services Director
- Infra & PlanInfrastructure and Planning Director
- Rec & Comm SvcsRecreation and Community Services Director





5.1 Sustainability Pillar: Governance

5.1.1 Engagement

Goal: To Actively Engage with Martinsville Residents and Organizations			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Improve online communication between the City and citizens.	a) Martinsville's web portal is robust enough that citizens and businesses are able to interact well with the city. b) Martinsville's Annual Report (Municipal Sustainability Plan Highlights) is distributed online.	
b)	Consider joint use projects with local schools.	a) City council engages with the Prairie Spirit School Division. b) The city is considered as a partner on school trades programs c) The city is considered as a partner on school arts programs (i.e. artist in residence)	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Citizens indicate they are Very Satisfied or Satisfied with services and information available through Martinsville's web site and social media accounts.	2018 Q2	Comm / Ec Dev
a)	Annual report and other public documents is distributed to citizens electronically should they so desire.	2018 Q3	Comm / Ec Dev
b)	City council invites the school board for a joint meeting at least once a term.	2018 Q1	Mayor
b)	Martinsville offers to present at least one trades-related program to local schools each year.	2019 Q4	Rec & Comm Svcs
b)	Martinsville offers to present at least one arts-related program to local schools each year.	2019 Q4	Rec & Comm Svcs

5.1.2 Infrastructure Planning

Goal: To Provide Necessary Infrastructure and Upgrades			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Provide a regional water and wastewater agreement for the benefit of Martensville citizens.	a) Saskatoon wastewater plant serves the needs of Martensville residents.	
b)	Develop a reserve strategy for water and wastewater infrastructure replacement.	a) Martensville is prudent in planning financially for future deep infrastructure needs.	
c)	Complete capital asset plans for curbs, gutters, roads and sidewalks.	a) All routine capital asset acquisition and replacement is scheduled and financed.	
d)	Review offsite levy bylaw and policies.	a) Offsite levies are maintained at market value compared to other regional urban municipalities.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Construction begins on tie-in into Saskatoon.	2018 Q1	Infra & Plan
b)	Water and wastewater reserves are created and a plan is in place to bring reserves to an optimal balance.	2018 Q2	Corp Serv
c)	Capital asset management plan is considered by council.	2018 Q2	Infra & Plan
d)	Council considers revised offsite levy bylaws and policies.	2019 Q2	Infra & Plan



5.1.3 Corporate Values

Goal: To Demonstrate that Martinsville Values the Contributions of its Staff			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Communicate well with city employees.	a) Get operational feedback from employees in every city department. b) Provide a department-specific annual update to staff that is feedback-driven and encourages creative dialogue.	
b)	Retain long-time city employees.	a) Institutional knowledge remains in the City.	
c)	Foster staff morale by promoting teamwork and celebrating success.	a) City has lower than industry standard turnover.	
d)	Offer job related training.	a) City has a higher than industry standard safety record.	
e)	Offer promotions based on job performance and completed training.	a) City has lower than industry standard turnover.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	City management approves an employee engagement policy and associated procedures.	2018 Q1	CM
a)	Annual update is produced.	2018 Q3	Corp Serv
b)	City staff turnover is lower than municipal comparators.	2019 Q4	Corp Serv
c)	Staff luncheon held for all staff. Staff picnic for their families.	2017 Q2	Clerk
d)	City has zero job-related injuries.	Ongoing	Various
e)	Union contract negotiation completed.		CM

5.1.4 Controlled Growth

Goal: To Promote Creative, Controlled Growth of Martensville			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Create an innovative Growth Plan.	a) Martensville is prepared for planned, organic growth.	
b)	Advance the City's annexation process.	a) Martensville maintains enough usable land that it is not restricted from prudent growth.	
c)	Update the Official Community Plan (OCP).	a) OCP is current.	
d)	Participate in Planning for Growth with other metro-Saskatoon municipalities.	a) Martensville's perspective is heard at the P4G table.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council works with the Growth Plan.	2018 Q1	Infra & Plan
b)	Current annexation process is successfully concluded.	2017 Q4	Infra & Plan
c)	Updated OCP is submitted to the Province of Saskatchewan.	2018 Q2	Infra & Plan
d)	Results of strategies with the P4G group are of benefit to Martensville.	2018 Q4	Council

5.1.5 Infrastructure Funding

Goal: To Identify New Methods of Funding Required Municipal Infrastructure			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Provide water and waste water services to city residents.	a) Partnership with Saskatoon for a water and waste water agreement.	
b)	Ensure that the Highway 12 overpass is safe and functional.	a) The new Highway 12 overpass has pedestrian/cycle walkways and functional drainage.	
c)	Identify partnerships with industry that provide needed infrastructure.	a) Regional development community works with the city to identify, fund and construct some needed infrastructure.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Provincial grant application is approved.	2017 Q4	Infra & Plan
b)	Cost estimates for pedestrian walkway, including drainage, is received.	2017 Q4	Infra & Plan
c)	Through the Chamber of Commerce, developers indicate that their issues are heard by the city.	2018 Q4	Comm / Ec Dev



5.2 Sustainability Pillar: Economy

5.2.1 Non-Residential Growth

Goal: To Enhance Commercial and Industrial Growth			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Increase the non-residential (industrial) land inventory.	a) Non-residential areas are identified and related zoning is considered. b) Drainage strategy and plan is developed.	
b)	Work with the Chamber of Commerce to identify and leverage Martinsville's competitive advantages.	a) Incentives for business development in Martinsville are rolled out.	
c)	Increase the non-residential tax base.	a) More businesses are present in Martinsville.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers updated zoning for non-residential areas of the city.	2017 Q4	Infra & Plan
a)	Council considers a revised drainage plan.	2018 Q2	Infra & Plan
b)	Chamber and the city co-sponsor a business development or incentive program.	2018 Q1	Comm / Ec Dev
c)	Two net new storefront businesses are established in Martinsville each year.	2019 Q1	Comm / Ec Dev



5.2.2 Marketing the City

Goal: To Promote Martinsville as a Place to do Business			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Develop Martinsville's brand as a place for business.	a) Materials resonate with the business community.	
b)	Be present where business gathers.	a) Develop a business-specific social media presence. b) Attend trade shows to market Martinsville to businesses.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Economic Development has a package of material that can be distributed to prospective businesses.	2018 Q1	Comm / Ec Dev
b)	Economic Development develops and maintains one or more social media accounts.	2018 Q1	Comm / Ec Dev
b)	Martinsville is represented at at least two business-focused trade shows each year.	2018 Q4	Comm / Ec Dev

5.3 Sustainability Pillar: Environment

5.3.1 Focus on Parks

Goal: To Grow with a Focus on Green Space			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Develop an environmental policy on regulating the development of green space.	a) Martinsville's green space is protected.	
b)	Complete plans for existing and new parks and recreation facilities.	a) Existing parks and recreation facilities are well maintained. b) New parks and recreation facilities meet resident needs.	
c)	Ensure that park space is appropriately considered in new areas of the city.	a) Developers are consulted early enough that parks are a priority for Martinsville. b) Park naming is carefully thought out.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Residents are very satisfied or satisfied that Martinsville has enough green space and parks.	2018 Q2	Rec & Comm Svcs
b)	Residents are very satisfied or satisfied with the condition of parks and recreation facilities.	2018 Q2	Rec & Comm Svcs
b)	Council is satisfied that park space and recreation facilities are appropriate for serving the needs of the community.	2018 Q4	Council
c)	Parks and green space meets council guidelines for area.	2018 Q4	Rec & Comm Svcs
c)	Council considers a parks and open space naming policy.	2018 Q1	Council

Note: This goal is designed to use a public satisfaction survey as its basis of performance measurement.

5.3.2 Maintain Natural Areas

Goal: To Provide Well Maintained Natural Areas			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Provide adequate resources to ensure that required natural area maintenance standards can be met.	a) Martensville's standards are kept current and enhanced where needed.	
b)	Reroute Opimihaw Creek.	a) Citizens and visitors can enjoy Opimihaw Creek in a natural setting.	
c)	Establish walking trails beside Opimihaw Creek.	a) Citizens and visitors can enjoy Opimihaw Creek in a natural setting.	
d)	Improve the urban environment by planting trees.	a) Preferred hardy tree species are identified as part of an urban forestry program. b) More trees are planted on public land.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Residents are very satisfied or satisfied with the condition of parks and recreation facilities. *	2018 Q2	Rec & Comm Svcs
b)	Opimihaw Creek is rerouted.	2019 Q1	Infra & Plan
c)	Walking trails beside the rerouted Opimihaw Creek are created.	2020 Q1	Infra & Plan
d)	Urban Forestry Program is considered by Council.	2019 Q2	Rec & Comm Svcs
d)	Council increases the budget for urban tree planting.	2019 Q3	Council

*Same measure as Goal 5.3.1, Strategy A

Note: This goal is designed to use a public satisfaction survey as its basis of performance measurement.



5.3.3 Development Standards

Goal: To Evaluate and Deploy Updated Development Standards			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Develop standards for a variety of infrastructure types.	a) Standards for street lighting are created or revised. b) Standards for residential fencing are created or revised. c) Standards for signage are created or revised. d) Sound barriers are used to mitigate noise in residential areas.	
b)	Provide residents with safe roads and sidewalks.	a) Roads and sidewalks are built and maintained in accordance with accepted standards.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers updated development standards and a schedule for revision. <i>(for all Desired Results)</i> .	2019 Q1	Infra & Plan
b)	Roads and sidewalks are maintained to standards adopted by the city.	2018 Q4	Infra & Plan



5.4 Sustainability Pillar: Culture

5.4.1 City Beautification

Goal: To Engage with Residents to Beautify Martinsville			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Work with citizens to ensure the city matches their aesthetic desires.	a) City beautification projects are guided by a committed group of volunteers.	
b)	Build a group of volunteers who want to make the city beautiful.	a) Communities in Bloom is an active group in Martinsville.	
c)	Build partnerships with existing groups so that city beautification can be expanded.	a) City arts groups assist with beautification projects. b) Seniors groups assist with beautification projects. c) Chamber of Commerce participates in city beautification projects.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Citizens indicate that they are proud of the way Martinsville looks.	2018 Q2	Rec & Comm Svcs
b)	Volunteer-led Communities in Bloom program is judged.	2018 Q4	Rec & Comm Svcs
c)	Arts groups are represented on city beautification committee.	2018 Q1	Rec & Comm Svcs
c)	Seniors groups are represented on city beautification committee.	2018 Q1	Rec & Comm Svcs
c)	At least half of the cost of city beautification is sponsored by local business, service clubs, and the voluntary sector.	2018 Q4	Comm / Ec Dev

Note: This goal is designed to use a public satisfaction survey as its basis of performance measurement.



5.4.2 Cultural Expression

Goal: To Express Martinsville's Unique Cultural Identity			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Establish an annual culture-based event.	a) Create, enable or sponsor a cultural gathering for as many people as possible (i.e. Culture Day, Sunday in the Park)	
b)	Support existing community events.	a) Martinsville assists existing events with promotion and communication.	
c)	Express pride in Martinsville's cultural heritage.	a) Recognize local cultural groups on a regular basis.	
d)	Work with citizens to identify potential historic sites in town.	a) Martinsville celebrates its history.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	An annual cultural event is held.	2019 Q1	Rec & Comm Svcs
b)	Citizens are very satisfied or satisfied with the city's involvement in local cultural events.	2018 Q2	Rec & Comm Svcs
c)	At least two local groups are formally recognized by council each year.	2018 Q1	Council
d)	Residents identify five historic sites in Martinsville.	2019 Q1	Rec & Comm Svcs

Note: This goal is designed to use a public satisfaction survey as its basis of performance measurement.



5.4.3 Welcoming Community

Goal: To Openly Welcome Visitors to Martensville			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Make Martensville appear more welcoming.	a) Committee to look into a high-impact first impression is created. b) Committee reports to council regularly.	
b)	Enhance entrances to Martensville.	a) Roadway entrances to Martensville are aesthetically upgraded. b) Martensville receives more visitors.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council appoints members to ad hoc committee.	2017 Q4	Council
a)	Committee provides first report to council.	2018 Q2	Council
b)	The aesthetics of at least one entrance to Martensville are upgraded.	2019 Q3	Infra & Plan
b)	Martensville Information and Volunteer Centre reports increase in visitor numbers.	2020 Q2	Comm / Ec Dev

5.5 Sustainability Pillar: Social

5.5.1 Diverse Facilities

Goal: To Ensure that City Facilities Meet Citizens' Needs			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Plan thoughtfully for communicating with citizens.	a) Communication plan is created and citizen engagement efforts are underway.	
b)	Review, and revise if necessary, Martensville's Green Space allocation.	a) Determine whether a 10% allocation is sufficient.	
c)	Creatively look to partners for recreational facility growth and expansion.	a) Capital fundraising plan is in place. b) Recreation facilities meet citizens' needs.	
d)	Identify how the city can assist in meeting residents' health needs.	a) Province of Saskatchewan is regularly informed of and reminded about Martensville and region health needs. b) Private health facilities and practitioners are attracted to Martensville.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a formal communications plan.	2017 Q4	Comm / Ec Dev
b)	Council lobbies for revisions to the current 10% allocation of green space P & D act.	2017 Q3	Council
c)	Administration completes a fundraising plan targeted towards providing adequate desired recreation facilities to city residents.	2018 Q1	Comm / Ec Dev
c)	Citizens identify that they are very satisfied or satisfied with city recreational facilities.	2018 Q2	Rec & Comm. Svcs
d)	Martensville provides information on citizens' health needs to provincial health authorities.	2017 Q4	Comm / Ec Dev
d)	A strategy is in place to attract private health facilities and practitioners to Martensville.	2018 Q2	Comm / Ec Dev

5.5.2 Services for Seniors

Goal: To Maintain and Improve the Quality of Life for Seniors			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Encourage the development of adequate appropriate seniors' housing options.	a) Seniors have enough housing options so they may remain in Martensville.	
b)	Explore transportation options for seniors.	a) Seniors are able to get to in-town destinations when they want to.	
c)	Consider how the city and its partners can expand program options for seniors.	a) Work with program partners, including Government of Saskatchewan, University of Saskatchewan, to increase relevant programming aimed at seniors.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Seniors population in Martensville reflects the size of the cohort in the city's census.	2019 Q1	Comm / Ec Dev
b)	Council considers policy options to respond to seniors' (and others') transportation needs.	2018 Q3	Council
c)	Seniors indicate they are very satisfied or satisfied with programming options available within the city.	2018 Q2	Rec & Comm Svcs

Note: This goal is designed to use a public satisfaction survey as its basis of performance measurement.



5.5.3 Community Safety

Goal: To Create and Maintain a Safe Community			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Provide appropriate levels of policing within the city.	a) Martensville maintains positive relationships with the RCMP. b) Martensville provides community safety officer(s) and bylaw officer(s) for the benefit of residents.	
b)	Engage citizens in local community safety efforts.	a) Program such as Citizens on Patrol or Crime Stoppers allows residents to feel safer.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	RCMP continues to participate in city council meetings.	2017 Q4	Council
a)	Martensville residents indicate they are very satisfied or satisfied with levels of policing in the city.	2018 Q2	Comm / Ec Dev
c)	A citizen-based community safety group is in place.	2019 Q1	Council

Note: This goal is designed to use a public satisfaction survey as its basis of performance measurement.

6 Conclusion

The pages of this Martensville 2017 Municipal Sustainability Plan provide a roadmap that has been developed by the city's elected officials and administration. It is important that both groups work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the city operates is always shifting. In response, the city's plans also have to shift in order to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.





Appendix 1 - Glossary of Acronyms

These acronyms appear in locations through this plan:

MAP	Martensville Athletic Pavilion
MLA.....	Member of the Legislative Assembly (Saskatchewan)
MP	Member of Parliament (Canada)
MSP	Municipal Sustainability Plan
OCP	Official Community Plan
P4G	Planning for Growth
RFD.....	Request for Decision
SUMA.....	Saskatchewan Urban Municipalities Association



Appendix 2 - Environmental Overview

The City of Martensville operates within an environment that includes governance, cultural, social, economic, infrastructure, and environmental factors that affect all orders of government and the citizens of the city. It is with these factors in mind that civic leadership plan for the future of the community.

Issues within the wider environment identified by Martensville's City Council include what appears below.

National and International Issues that Affect Martensville

- Canada 150
- Federal carbon tax
- Federal Infrastructure Grants – increasingly difficult to gain, specific
- Good relationship with MP
- Housing Market – grants to First Time Home Owners
- Immigration
- Lack of political voice at the Federal level
- New American government
- Pipeline construction to the Canadian west, as well as potentially to Texas
- Population – young, changing population, as well as changing facility requirements
- Truth and Reconciliation Commission Recommendations

Provincial Issues that Affect Martensville

- As primary markets slow, secondary markets, such as those in Martensville, slow as well
- 1.2 billion-dollar provincial deficit
- Education allocations
- Health Care – boundaries between municipalities are problematic, cooperation with Saskatoon
- Immigration from within the province
- Positive relationship with City Mayors' Caucus
- Positive relationship with MLA
- Provincial Economy drivers (i.e. Potash Corp, Oil & Gas Industry)
- 'Transformational Change' as a provincial vision for the future
- Waste Water Grant – was not approved



Local and Regional Issues that Affect Martinsville

- Anticipate and meet needs of developer relationships
- Education/school allocations
- Integrated densities and higher assessments
- Inter-municipal Service Agreements
- Land Annexation
- Manage green spaces
- Optimize and regulate growth of the community through planned housing projects
- P4G, Land Uses and Policies
- Planning and the Planning and Development Act
- Sector plan – west/southeast
- Sewage Treatment Project – water and waste projects jointly



Appendix 3 - SWOT 2017

Strengths and Opportunities

Martensville has identified where it fits within its local and regional market. This identification has shown that the city has several existing strengths and potential future opportunities. When considering how it plans for the future, Martensville is able to leverage these strengths and opportunities.

The lists on the next few pages were developed by council and administration during conversations that occurred as part of the MSP workshop.

<i>MSP Pillar</i>	<i>Strengths (Internal)</i>	<i>Opportunities (External)</i>
<i>Governance</i>	<ul style="list-style-type: none"> ▪ Strong mayoral presence in the community ▪ Strong commitment from council ▪ Engaged administration ▪ Passionate council and administration ▪ Representation from all age groups on council ▪ Administration is knowledgeable and prepared 	<ul style="list-style-type: none"> ▪ Emergency services broadcast system ▪ Good value (quality of life) for tax dollars
<i>Culture</i>	<ul style="list-style-type: none"> ▪ Activities and festivals such as Buster Days, winter festivals ▪ New recreation and cultural facilities and infrastructure ▪ Passionate volunteer base ▪ Population has many young families invested in the community 	<ul style="list-style-type: none"> ▪ Create community arts projects ▪ Create a history committee to give Martensville residents a common identity ▪ Young population ▪ Community associations
<i>Social</i>	<ul style="list-style-type: none"> ▪ Parks and pathways create community connectivity ▪ Access Centre – more info for daycare ▪ New pre-school and daycare ▪ New Horizons Center ▪ Seniors Programming at MAP (i.e. Pickleball) ▪ Variety of school options 	<ul style="list-style-type: none"> ▪ Desire for a 90-seat daycare ▪ Improve trails and create more connections between trails on the east side ▪ Increase the use of senior citizens' programs

<i>MSP Pillar</i>	<i>Strengths (Internal)</i>	<i>Opportunities (External)</i>
<i>Economy</i>	<ul style="list-style-type: none"> ▪ Good economic developer ▪ Newly formed Chamber of Commerce ▪ Growing industrial and commercial base ▪ Young and motivated entrepreneurs 	<ul style="list-style-type: none"> ▪ Online taxation ▪ Saskatchewan's cyclical economy ▪ Partnerships with other regions ▪ Regional planning partnerships
<i>Environment</i>	<ul style="list-style-type: none"> ▪ Opimihaw Creek ▪ Green networks in P4G ▪ Martensville owns significant land areas ▪ Kinsmen Park ▪ Completion of Asset Management Plan 	<ul style="list-style-type: none"> ▪ Opimihaw Creek ▪ Martensville owns significant land areas ▪ Green networks ▪ Kinsmen Park ▪ Beautify the entrance of the new highway overpass





Weaknesses and Challenges

While Martensville is in a strong position to grow, develop and mature further in coming years, there are obstacles to that progress. City Council has identified these current internal weaknesses and external potential challenges that could work against the city carrying out its planning. Martensville's Municipal Sustainability Plan takes into account how the city can manage these weaknesses and challenges.

It is interesting to note that some topics that appear in the Strengths and Opportunities list also appear below. This is because an opportunity, if not taken advantage of, may become a weakness or challenge.

<i>MSP Pillar</i>	<i>Weaknesses (Internal)</i>	<i>Challenges (External)</i>
<i>Governance</i>	<ul style="list-style-type: none"> ▪ Public Works group does not have a local presence – does not draw from community members ▪ Lower community engagement than ideal ▪ Limited mainstream media and social media presence 	<ul style="list-style-type: none"> ▪ City could lose employees to surrounding communities or Saskatoon
<i>Culture</i>	<ul style="list-style-type: none"> ▪ Population fluctuation because Martensville is a bedroom community ▪ Not enough arts community projects ▪ Hard to determine a common identity for Martensville ▪ Volunteer base is not large enough 	<ul style="list-style-type: none"> ▪ Because Martensville is a bedroom community, its identity and social life is tied to Saskatoon ▪ Not enough facilities to accommodate all desired arts projects
<i>Social</i>	<ul style="list-style-type: none"> ▪ Lack of low income housing ▪ Lack of seniors' housing ▪ Lack of high-priced homes ▪ Not enough access to senior citizen programming 	<ul style="list-style-type: none"> ▪ Healthcare- because of Martensville's proximity to Saskatoon, its access to healthcare funding as a separate municipality is limited



<i>MSP Pillar</i>	<i>Weaknesses (Internal)</i>	<i>Challenges (External)</i>
<i>Economy</i>	<ul style="list-style-type: none"> ▪ Shortage of industrial land ▪ Lack of tourism ▪ Because it is new, the Chamber of Commerce is still learning how to promote the city ▪ Vacant lands have become industrial rather than commercial 	<ul style="list-style-type: none"> ▪ Geographic location- Martensville is close to other communities ▪ Provincial government and the economic downturn of other provinces ▪ 5% decrease in revenue sharing ▪ Industrial parks
<i>Environment</i>	<ul style="list-style-type: none"> ▪ Development is cyclical, making planning difficult ▪ City funding for environment-related projects is lower than it should be ▪ Asset Management Plan is not yet completed 	<ul style="list-style-type: none"> ▪ Diversity of housing types and price levels ▪ Strong local development community is required ▪ Lack of infrastructure funding from other orders of government





Appendix 4 – MSP Communications Process

Martensville's council and city administration will collaborate with community organizations, citizens and regional stakeholders to distribute and gain feedback about future plans. Thereafter council will consider, and potentially adopt, the MSP.

The steps below are directed by the city manager or a designate to refine the Municipal Sustainability Plan during its rollout and to communicate the plan's objectives throughout its life:

1. Facilitator provides draft MSP update copies to council and the city manager for an initial review. Facilitator makes editorial changes from feedback.
2. Martensville Council accepts the MSP in principle for circulation and feedback from the public.
3. Provide MSP update summaries to the public in accordance with city communications protocols.
4. After public feedback is received, department heads and facilitator recommend any changes.
5. Council reviews the final MSP update for approval.
6. City manager provides quarterly reports to council about the progress in meeting goals.
7. City manager and department heads include excerpts of the MSP update in future operational and project reporting to City Council.
8. Communicate the MSP update to regional partners to identify areas of potential further collaboration.
9. Communicate excerpts of the MSP update, where applicable, in government correspondence and reports to connect the plan's strategies to government policy.
10. Communicate excerpts of the MSP update to stakeholders, where applicable, to connect plan strategies to stakeholder interests.

City public engagement policies can be used to determine the best way to engage local citizens, businesses and other stakeholders in helping to achieve the goals and strategies contained in this MSP.



Appendix 5 – MSP Review Process

To ensure that this MSP remains current and fresh, the following process is provided to encourage an ongoing review of the plan and its priorities.

1. City manager planning meetings and management meetings will be used to review draft updates to the strategic goals to further assess the priorities, articulate the goals and to put action to the priority strategies.
2. Council will be then in a position to adopt the goals, post the update on the city's website, and communicate with residents and circulate as needed. Furthermore, the MSP continues to be the foundation for administration to bring forward proposals or projects to council in order to achieve council's long-term direction.
3. Administration will continue to fill in the blanks, to plan annual action steps and performance measures, to update the capital and operating financial forecasts and to conduct succession planning, human resource, capacity and service delivery needs assessments.
4. Administration will prepare draft bylaws and policies where applicable to address the initiatives identified on the priorities list.
5. Council will review draft bylaws and policies that come forward so that the corporate direction is kept up-to-date and reflects current and future operating practices.
6. The City Manager will provide council with an update on progress towards achieving the goals and strategies on a quarterly or semi-annual basis throughout the year in conjunction with the city's operational or financial reviews.
7. City Manager and administration orients each new council after municipal elections (or by-elections) about the guidance and direction provided in this updated Sustainability Plan.
8. With public consultation and further council and administration review, revise and update the MSP's priority strategies in the fall of 2017 in time to synchronize with budget preparation for 2018.
9. Moving forward, continue with ongoing reviews, assessments priority setting and strategic direction updates.



Appendix 6 – MSP Creation Credits

The following individuals participated in the initial creation of this MSP. Their contributions are significant and vital.

Members of City Council

- Mayor Kent Muench
- Deputy Mayor Tyson Chillig
- Councillor Bob Blackwell
- Councillor Mike Cox
- Councillor Darren MacDonald
- Councillor Jamie Martens
- Councillor Debbie McGuire

Members of City Administration

- City Manager, Scott Blevins
- City Clerk, Carla Budnick
- Director, Corporate Services Leah Sullivan
- Director, Infrastructure and Planning, Joe Doxey
- Director, Recreation and Community Services, Dave Bosch
- Manager, Community / Economic Development, Dillon Shewchuk

Professional assistance in working with council and administration's expertise was provided by:

External Advisors

- Ian McCormack, Strategic Steps Inc.
- Michaela Pedersen-Macnab, Strategic Steps Inc.

