

# GROWING FORWARD TOGETHER

P4G Strategic Plan 2025 - 2030





## Table of Contents

<b>I. LAND ACKNOWLEDGEMENT.....</b>	<b>II</b>
<b>II. EXECUTIVE SUMMARY .....</b>	<b>III</b>
<b>I. BACKGROUND.....</b>	<b>1</b>
<b>II. JURISDICTIONAL SCAN .....</b>	<b>1</b>
<b>III. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS .....</b>	<b>3</b>
<b>IV. P4G VISION, MISSION, AND VALUES.....</b>	<b>6</b>
<b>V. STRATEGIC THEMES AND PRIORITIES .....</b>	<b>7</b>
<b>VI. RECOMMENDED IMPLEMENTATION PLAN .....</b>	<b>9</b>
<b>VII. P4G STRATEGY MAP .....</b>	<b>10</b>

## **i. Land Acknowledgement**

The Saskatoon North Partnership for Growth (P4G) wish to reaffirm our commitment to honour the Treaty relationship and work together in partnership, by sharing the following statement from the P4G Official Community Plan:

*“Achieving the vision for the future will be based on ongoing collaboration and partnerships between the P4G municipalities, First Nations, and Métis communities, as well as other organizations in the community. We commit to respecting diversity and inclusion, pursuing integrated, coordinated approaches to managing regional opportunities and challenges to benefit all people in this region.”*

In the spirit of reconciliation, we will conduct our business and implementation of this plan with trust, understanding and humility respecting the Cree, Dene, Nakota, Lakota, Dakota and Saulteaux nations as well as the Métis and Michif.



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## ii. Executive Summary

The Saskatoon North Partnership for Growth (P4G) municipalities undertook a strategic planning process to ensure effective and efficient regional collaboration, which recognizes and responds to the most pressing needs of the region. This strategic plan will be used as a tool to help the member municipalities:

- Focus energy and resources on the most pressing intermunicipal needs and priorities, while establishing realistic goals and objectives;
- Build consensus on future direction, strengthen relationships, and help solve complex interjurisdictional problems together;
- Ensure that the P4G Executive Director, the P4G committees, and municipal staff and Councils are working toward the same regional goals;
- Determine changes to governance frameworks, process improvements and intermunicipal operations by ensuring continued alignment with regional priorities;
- Assess and adjust the P4G's direction in response to a changing environment; and
- Guide decision-making and budget allocation to the strategic priorities, including a base and approach to measure progress.

This strategic plan identifies four key themes that focus on enhancing operational efficiency, fostering partnerships, and ensuring long-term regional economic development through:

- **Regional Infrastructure Coordination:** *We focus on efficient infrastructure and transportation options to link different areas and to regional growth.*
- **Partnership Development:** *We nurture existing partnerships and seek to establish new ones that will benefit the region.*
- **Governance:** *We support efficient governance, collaboration, and coordination to meet the needs of all partners to drive regional prosperity forward.*
- **Integrated Regional Economic Development:** *We innovation and entrepreneurship as a globally competitive region, that attracts investment and growth.*

The P4G strategic plan lays the foundation for growth, resilience, and a legacy of excellence by aligning intermunicipal goals with a framework that can respond to global trends and leverage emerging opportunities. The anticipated outcome is a dynamic and forward-thinking organization that meets today's challenges and proactively shapes tomorrow's landscape.

## **I. Background**

The Saskatoon North Partnership for Growth (P4G) was formed in 2014 by the partner municipalities as a dynamic and visionary initiative to foster a collaborative and coordinated approach to inter-municipal growth and collaboration. Recognizing the intricate interplay between various facets of intermunicipal development, including land use, population, transportation, utilities, services, and finances, the P4G was established to coordinate regional growth efforts and enhance the overall sustainability and resilience of the partner municipalities.

Initially, the P4G's focus of work was to develop a regional plan to accommodate a population within the region of 1,000,000 people. The regional plan was completed in 2017 and was redrafted into District Official Community Plan (OCP), along with a District Planning Agreement and District Zoning Bylaw to allow for implementation of the regional growth plans. The three documents were approved by the member Councils and on January 1, 2022, Ministerial approval from Government Relations was granted for the formation of the P4G Planning District.

Following approval of the P4G Planning District, the P4G wanted to focus on new priorities for the organization, through the completion of a strategic planning process. The P4G's commitment to a collaborative and coordinated approach to regional growth signifies a paradigm shift in intermunicipal planning. As the P4G moves forward, the strategic plan builds upon this foundation, outlining actionable steps and initiatives to realize the shared vision of vibrant, interconnected, and sustainable communities.

## **II. Jurisdictional Scan**

A jurisdictional scan was completed with similar organizations to P4G to identify any conditions and trends which might be relevant to the creation of the P4G Strategic Plan. The scan noted that regional entities across Canada face similar challenges. Four focus areas consistent across the jurisdictional scan were noted and highlighted as P4G drafted its own unique priorities.

### ***Infrastructure***

In the face of fiscal constraints and escalating service demands, infrastructure emerges as a critical driver of regional growth and development. By forging strategic partnerships, regions can pool resources and expertise to maximize the impact of infrastructure investments. This collaborative approach facilitates coordinated planning, access to additional funding sources, and the integration of transportation and utility systems, fostering connectivity and resilience throughout the region.

Through collective action, municipalities can overcome financial limitations and achieve shared prosperity, laying the foundation for sustainable and inclusive growth.



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### ***Environment***

Regional environmental priorities are essential for local well-being, global sustainability, and being leaders in environmental stewardship. By focusing attention on things such as resource management, climate change, and biodiversity conservation, regional partners can create healthier, more resilient communities. In addition, cooperation fosters knowledge exchange and innovation, increasing the impact of collective action in safeguarding ecosystems and advancing environmental sustainability.

### ***Governance and Accountability***

Promoting transparent, accountable, and inclusive governance structures is paramount to facilitating effective regional growth and decision-making processes. Central to this endeavor is the cultivation of robust community engagement mechanisms and the establishment of trust among residents and stakeholders. Moreover, fostering meaningful partnerships with Indigenous communities is imperative, entailing a commitment to addressing Indigenous rights, advancing reconciliation efforts, and integrating Indigenous perspectives into municipal decision-making frameworks. By prioritizing these principles of governance and accountability, regions can enhance their capacity for collaborative problem-solving, ensure equitable representation, and cultivate a more inclusive and resilient community fabric.

### ***Economic Development***

In recent years, local businesses have faced unprecedented challenges amid the pandemic and economic uncertainty, resulting in widespread closures and reduced sales tax revenue which are critical for local government funding. To stimulate economic recovery, governments must cultivate environments conducive to business growth and innovation.

In an increasingly globalized market, where capital flows freely, regions must position themselves as attractive investment destinations by offering predictability in governance and streamlined processes. Demonstrating a compelling value proposition to investors is essential, emphasizing the region's strengths and opportunities to attract and retain businesses, thus driving sustainable economic prosperity.

***Table 1: Strategic Themes According to Jurisdiction***

<b>Jurisdiction</b>	<b>Strategic Themes</b>
Region of Peel – Strategic Plan	Citizens Communities Government Operations



Jurisdiction	Strategic Themes
Halifax Regional Municipality – Strategic Priorities Plan	Prosperous Economy Communities Integrated Mobility Environment
Edmonton Metropolitan Region Board – Strategic Plan	Enabling a Prosperous Region Stewarding Our Natural Assets Building Enduring Partnerships
Winnipeg Metropolitan Region – Regional Growth Strategy	Coordinated Regional Development Stewardship of Land, Water & Resources Strategic Transportation Networks Coordinated Infrastructure & Service Delivery Integrated Regional Economic Development Regional Framework for Good Governance
Capital Regional District (Victoria Region) – Board Priorities	Transportation Housing Climate Action & Environment First Nations Governance

### III. Strengths, Weaknesses, Opportunities, Threats Analysis

A strengths, weaknesses, opportunities and threats (SWOT) analysis evaluates an organization's:

- **Strengths:** attributes and resources that give an organization an advantage in achieving its objectives,
- **Weaknesses:** factors that may inhibit an organization's ability to achieve its goals,
- **Opportunities:** factors that the organization could utilize to their advantage, and
- **Threats:** factors that could potentially harm the organization's performance.

A SWOT helps define the current state and informs how organizations can achieve their Vision. The SWOT analysis is a foundational step in developing a strategic plan as it fosters a deeper understanding of the organization's position and provides insights to inform effective strategies for growth and sustainability.



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To inform the SWOT analysis several engagements were undertaken with rightsholders and stakeholders. This included information gathering workshops, focus group sessions and surveys. The feedback received throughout the process provided clear insights into areas of focus for the P4G, which are detailed in Table 2: P4G SWOT Analysis.





**Table 2: P4G SWOT Analysis**

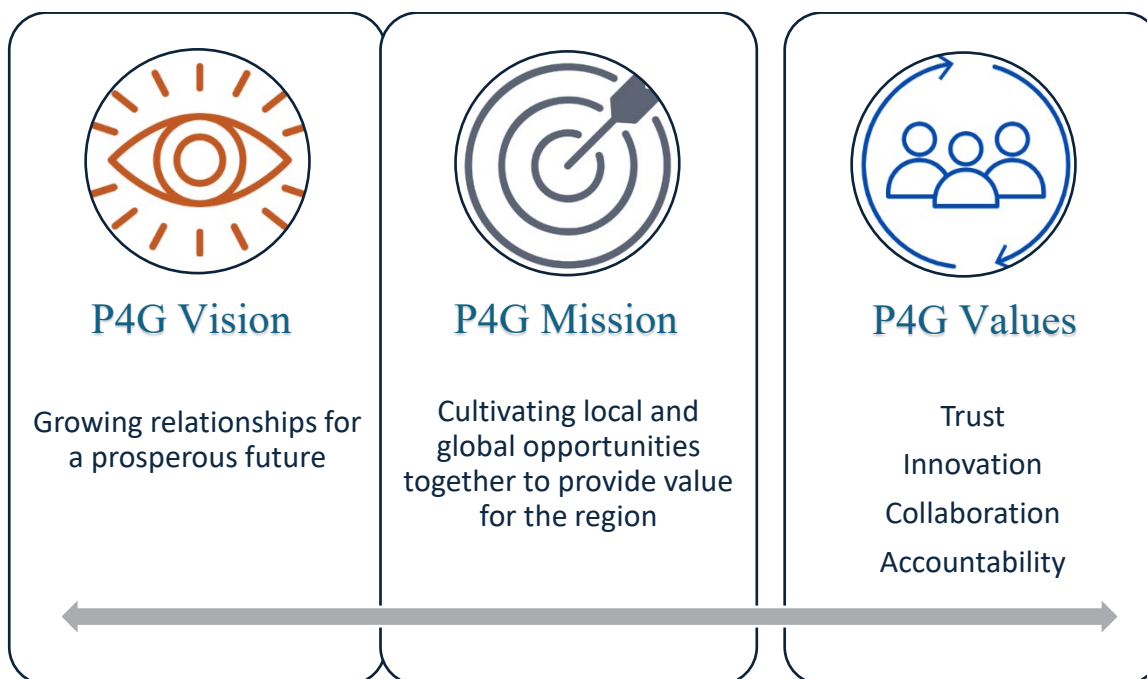
Strengths	Weaknesses		Opportunities			Threats	
<p><b>S1</b> Collaboration</p> <p><b>S2</b> Main contact person</p> <p><b>S3</b> Sharing costs amongst stakeholders</p> <p><b>S4</b> Engagement</p> <p><b>S5</b> Long-term infrastructure planning</p> <p><b>S6</b> Information Sharing</p> <p><b>S7</b> Right people in the room</p> <p><b>S8</b> More equipped stakeholders</p> <p><b>S9</b> Bottoms-up approach</p> <p><b>S10</b> Strong Foundation</p> <p><b>S11</b> Credibility and respect</p>	<p><b>W1</b> Effective and transparent communication</p> <p><b>W2</b> Too many acronyms</p> <p><b>W3</b> Understanding of P4G role vs other stakeholder roles</p> <p><b>W4</b> Outdated and clunky processes and guidelines</p> <p><b>W5</b> Best practice research</p> <p><b>W6</b> Regional infrastructure standards</p>	<p><b>W7</b> Having ‘hard’ conversations that are required</p> <p><b>W8</b> Forward thinking past a 10-year plan</p> <p><b>W9</b> Reactive</p> <p><b>W10</b> Individual thinking</p> <p><b>W11</b> Stakeholder relationship with SREDA</p> <p><b>W12</b> Not enough resources</p>	<p><b>O1</b> Information sharing on the background and intent of P4G, including other stakeholder roles</p> <p><b>O2</b> Collaboration on land use planning</p> <p><b>O3</b> Sharing infrastructure and regional costs</p> <p><b>O4</b> Gathering input from all stakeholders</p> <p><b>O5</b> Ensure stakeholders are involved from the beginning of a process</p> <p><b>O6</b> Resource sharing</p> <p><b>O7</b> Government infrastructure funding</p> <p><b>O8</b> Balance of power in decision-making</p> <p><b>O9</b> Ecological best practice research</p> <p><b>O10</b> Effective and constant communication with citizens</p> <p><b>O11</b> Understanding the SaskWater process and leveraging their expertise at the beginning</p> <p><b>O19</b> Build a servicing strategy</p> <p><b>O20</b> Build a growth strategy</p> <p><b>O21</b> Build an economic reconciliation strategy</p>	<p><b>O12</b> Indigenous tourism</p> <p><b>O13</b> Regional modelling</p> <p><b>O14</b> SK Provincial Growth Plan</p> <p><b>O15</b> Build regional standards for infrastructure</p> <p><b>O16</b> Have the ‘hard’ conversations</p> <p><b>O17</b> Educating politicians</p> <p><b>O18</b> Build cost recovery process</p> <p><b>O22</b> Become solution-oriented</p> <p><b>O23</b> Fewer meetings, more actioning</p> <p><b>O24</b> Include non-voting members to bring expertise to the table</p> <p><b>O25</b> Housing development</p> <p><b>O26</b> Updating ATR process</p> <p><b>O27</b> Updating OCP process</p> <p><b>O28</b> Updating development process</p> <p><b>O29</b> Updating infrastructure process</p> <p><b>O30</b> Automated processes</p> <p><b>O31</b> Mapping database for land use and development</p>	<p><b>T1</b> Upcoming election</p> <p><b>T2</b> Climate changes</p> <p><b>T3</b> Keeping up with best practices</p> <p><b>T4</b> City Growth-population and business</p> <p><b>T5</b> Red tape for businesses to grow</p> <p><b>T6</b> Artificial Intelligence</p> <p><b>T7</b> SK Provincial Growth Plan</p> <p><b>T8</b> Paper-based processes</p> <p><b>T9</b> Sharing regional fees</p> <p><b>T10</b> Communication amongst developers and non-identified stakeholders</p>	<p><b>T11</b> Political pressure</p> <p><b>T12</b> Conflicting government messaging</p> <p><b>T13</b> Development around the city (North and South)</p> <p><b>T14</b> Being viewed as a roadblock</p> <p><b>T15</b> Resources</p> <p><b>T16</b> Stakeholder baggage</p> <p><b>T17</b> Insufficient processes</p> <p><b>T18</b> Lack of differing strategies connected to the vision</p>	

#### IV. P4G Vision, Mission, and Values

The framework of a unified vision, mission, and values delineates the core principles that underpin an organization and guide its members. Serving as a compass, they offer direction while shaping the identity and purpose for members:

- The **Vision** represents the future regional aspirations, serving as the guiding force behind strategic decisions, ensuring alignment among members.
- The **Mission** is why the P4G exists and how it will achieve the Vision.
- The **Values** define the organizational conduct, reflecting how the members support one another within the organization, as well as how the P4G is known to others.

Utilizing the SWOT analysis and undertaking several exercises, including consultation with rightsholders and stakeholders, allowed the P4G to finalize the P4G Vision, Mission and Values as presented below.



#### **Value Definitions**

The four key values identified by the P4G can be characterized as:

- **Trust:** We value strong relationships built on reliability, honesty, respect, and open communication.
- **Innovation:** We value fresh insights and innovative approaches that challenge our thinking and lead to bold action.



- **Collaboration:** We collaborate internally and externally, focusing on collective goals, to achieve our shared vision as a region.
- **Accountability:** We take ownership of our regional objectives through transparent governance and reporting and promote proactive problem-solving and collaboration to achieve our shared goals.

## V. Strategic Themes and Priorities

Four strategic themes were identified through the SWOT analysis process, with numerous priorities emerging under each category for the P4G to focus on over the next five years to advance the Vision.

Together, these four strategic themes form the path toward the Vision, resulting in unity, progress, and a future where the region stands as a model of excellence and resilience.

**REGIONAL INFRASTRUCTURE DELIVERY:** Focus on efficient infrastructure and diverse transportation to link different areas and support the region's economic growth.

### *REGIONAL COST RECOVERY MODEL*

*Develop a regional infrastructure cost recovery model amongst the partners.*

### SERVICING APPROACH

Coordinate regional servicing strategies with infrastructure partners which enable growth within the region.

**PARTNERSHIP DEVELOPMENT:** Embrace diverse viewpoints and collaborating provide us all with greater benefits. Working together allows us to appreciate our individual strengths, resources, and shared challenges, paving the way for more opportunities for all.

### GOVERNMENT RELATIONS

Foster ongoing partnership development with the Provincial, Federal and Indigenous Governments and other agencies to advocate for our vision.

### RESOURCE COLLABORATION

Leverage shared resources, tools, and exchange information and best practices across all sectors to enhance capacity.

### RECONCILIATION

Demonstrate a meaningful commitment to reconciliation, encompassing economic initiatives, with Indigenous communities and organizations with interests in the region.



## GROWTH APPROACH

Ensure P4G remains adaptive and responsive to change and opportunities in a timely manner.

**GOVERNANCE:** Provide efficient governance, collaboration, and coordination will meet the needs of all partners to drive regional prosperity forward.

## COMMUNICATIONS

Implement a clear and comprehensive communication strategy that highlights our regional value proposition.

## OPERATIONS

Drive innovation and efficiencies by optimizing internal and external processes wherever possible.

## CONSTRUCTIVE DIALOGUE

Facilitate challenging conversations among partners and stakeholders with respect and an open-minded approach, acknowledging the uniqueness and strengths of each party involved.

**INTEGRATED REGIONAL ECONOMIC DEVELOPMENT:** Promote a prosperous, inclusive, sustainable, vibrant, and globally competitive region. Our cohesive long-term plans attract investments, bolstering growth in vital job sectors.

## ECONOMIC COLLABORATION

Strengthen economic collaboration with stakeholder and partners to leverage collective resources and expertise to drive growth within the region.

## RESPONSIVE

Engage partners and stakeholders from the outset to maximize investment attraction and open doors to additional regional opportunities.

Each theme, and the corresponding priorities, will advance the collaborative efforts of partner municipalities, creating a resilient and prosperous region through shared resources, unified advocacy, and a commitment to inclusive and sustainable growth.



## **VI. Recommended Implementation Plan**

To achieve the Vision, the P4G must commit to working collaboratively with each other and with others, and direct the work of the P4G with clarity and accountability. This includes alignment of annual business planning processes with the strategic themes and priorities, as well as regular progress reporting.

### ***Action Plan***

Action planning identifies realistic results to guide an organization towards their Vision. All actions should be specific, measurable, time bound, identify an owner/resourcing and have key performance indicators attached.

A separate action plan will be created for implementation by the P4G Executive Director and P4G committees, focusing on 1-3 Year priorities, 3-5 Years and 5 Years and beyond. Phasing of actions is required to ensure adequate resourcing and risk management.

### ***Reporting, Communication and Review***

The P4G will execute this plan and provide regular updates on its progress. The aim is to instill a sense of confidence that the organization is not just moving forward, but is doing so together; growing relationships for a prosperous future.

The P4G is guided by the strength and vibrancy of our region, for members to work together to ensure that we cultivate local and global opportunities which provide value for the region. Regular communication and reporting on the strategic theme, priorities and actions is important to achieve this.

The Strategic Plan will be reviewed regularly and updated as required to reflect the P4G's commitment to continually evolve and adapt.



# P4G STRATEGY MAP - GROWING FORWARD TOGETHER



**VISION** Growing relationships for a prosperous future.



**MISSION** Cultivating local and global opportunities together to provide value for the region.

**VALUES**



**TRUST**  
We value strong relationships built on reliability, honesty, respect and open communication.



**INNOVATION**  
We value fresh insights and innovative approaches that challenge our thinking and lead to bold action.



**COLLABORATION**  
We collaborate internally and externally, focusing on collective goals, to achieve our shared vision as a region.



**ACCOUNTABILITY**  
We take ownership of our regional objectives through transparent governance and reporting and promote proactive problem-solving and collaboration to achieve our shared goals.

**STRATEGIC THEMES**



**REGIONAL INFRASTRUCTURE COORDINATION**  
We focus on efficient infrastructure and transportation options to link different areas and to support regional growth.



**PARTNERSHIP DEVELOPMENT**  
We nurture existing partnerships and seek to establish new ones that will benefit the region.



**GOVERNANCE**  
We support efficient governance, collaboration and coordination to meet the needs of all partners to drive regional prosperity forward.



**INTEGRATED REGIONAL ECONOMIC DEVELOPMENT**  
We promote innovation and entrepreneurship as a globally competitive region, that attracts investment and growth.

**STRATEGIC PRIORITIES**

**REGIONAL COST RECOVERY MODEL**  
Develop a regional infrastructure cost recovery model amongst the partners.

**SERVICING APPROACH**  
Coordinate regional servicing strategies with infrastructure partners which enable growth within the region.

**GOVERNMENT RELATIONS**  
Foster ongoing partnership development with the provincial, federal and Indigenous governments and other agencies to advocate for our vision.

**RESOURCE COLLABORATION**  
Leverage shared resources, tools, and exchange information and best practices across all sectors to enhance capacity.

**RECONCILIATION**  
Demonstrate a meaningful commitment to reconciliation, encompassing economic initiatives, with Indigenous communities and organizations with interests in the region.

**GROWTH APPROACH**  
Ensure P4G remains adaptive and responsive to change and opportunities in a timely manner.

**COMMUNICATIONS**  
Implement a clear and comprehensive communication strategy that highlights our regional value proposition.

**OPERATIONS**  
Drive innovation and efficiencies by optimizing internal and external processes wherever possible.

**CONSTRUCTIVE DIALOGUE**  
Facilitate challenging conversations among partners and stakeholders with respect and an open-minded approach, acknowledging the uniqueness and strengths of each party involved.

**ECONOMIC COLLABORATION**  
Strengthen economic collaboration with stakeholders and partners to leverage collective resources and expertise to drive growth within the region.

**RESPONSIVE**  
Engage partners and stakeholders from the outset to maximize investment attraction and open doors to additional regional opportunities.