

TOWN OF



Outlook

IRRIGATION CAPITAL OF SASKATCHEWAN

STRATEGIC PLAN —
2022-2031

REDEFINING HOW WE PIVOT

Council Approved: March 26, 2025



Outlook proudly strives to be an inclusive community that unites people, partnerships, and sound planning to create unlimited opportunities that continue to shape our progressive community!

To that end, at the Town of Outlook, we incorporate equitable and effective planning tools while integrating the following key values in everything we do:

❖ *Integrity/Honesty:*

Our team celebrates our successes and acknowledges our mistakes, we continue to champion this value inside our team and model this to all stakeholders!

❖ *Competency/Safety/Responsibility:*

We will make timely and accurate decisions based on sound information with a keen eye to safety of the public and of the team as we are prepared to pivot as circumstances present themselves, we approach projects, tasks and people openly and with a purpose!

❖ *Efficiency:*

Our processes and institutions produce results while making the best use of financial, capital and human resources at our disposal sustainably and environmentally responsible.

❖ *Approachability/Accessibility:*

We will listen and respect all voices equally in our community, our carriage will be one of dignity, carrying on with open minds and hearts!

❖ *Respected/Respectful:*

Our team earns respect by being trustworthy, honest and respectful!

❖ *Strong Work Ethic:*

Our team works hard, team members are dependable, resilient, proactive, innovative and purpose driven, we all take pride in our work individually and as Team Outlook. We are accountable to each other, to our supervisors and to the public.



5 Strategic Goals

- A. **Responsibly Develop, Manage, Maintain & Replace Infrastructure** – *Repair and replace public works infrastructure including utility infrastructure, environmental infrastructure and transportation infrastructure, as well as governance infrastructure, public safety infrastructure, recreation infrastructure; residential subdivisions, develop communities within the subdivisions, incorporate infrastructure plan into budget, incorporate strategic plan into budget*
- B. **Improve Efficiency and Reduce Errors** – *initiate key performance measures at all levels, track over time and report internally and externally, think safety, reduce costs achieving more value for money spent, cross train staff, project oversight by one member of executive team, operate as Team Outlook*
- C. **Embrace and Model Best Practices in Governance** – *publish planning documents, substantive and relevant reporting documents, survey public through various methods, engage in governance training*
- D. **Expand and Retain Business Community and Broaden Tax Base** – *encourage and support external infrastructure development, neighbourhood livability, measure and report on rates for growth, support West side Irrigation Expansion project strengthening our position as The Irrigation Capital of Saskatchewan*
- E. **Continue Partnerships and Enhance Engagement of Stakeholders** – *Embrace champions, build on successes for community development, engage service groups and special interest groups, partner for community events, expand waste diversion partners, expand service area/strengthen existing partnerships and explore new ones with landfill and protective services, build relationships with other local governments and authorities*



17 General Goals/Projects Broken Down By Function:

Governance:

- Education/Communication of Public – transparency, expanded online presence, expanded non-electronic communication (brochures, newsletters, mailouts)
- Instrumentation and Alarms including security systems at all facilities, ensure that risks are mitigated as much as reasonably possible

Planning and Development:

- Highway Commercial Subdivision – South side of Highway, complete storm water retention pond, have lots subdivided and ready to sell.
- Residential Subdivision Mann Street – Complete and tie in Mann Street from Saskatchewan Road to Conquest Avenue, ensure that subsurface water is properly dealt with
- Residential Subdivision – College South – Find Private developer, be prepared that once sanitary sewer is in, there will be desire to add in adjacent area north of subdivision

Safety and Protection:^{1 2}

- Build New Fire hall
- Highway 15 – Work with Ministry to Rehabilitate, work to have changes to accommodate subdivisions

Public Works & Utility:

- Sidewalks – enhanced maintenance, including snow removal and weed control
- Lagoon Upgrade – upgrade lagoon to accommodate future growth

Tourism/Economic Development:

- Continue to offer Storefront Enhancement Funds and tap shoulders/inform business owners
- Support and Encourage West Side Irrigation Project
- Examine Organization Structure, make changes to accommodate strategic plan and growth initiatives, grow the community development department, build upon successes and expand its reach
- Brand Ourselves as a Destination, promote the brand – online advertising, you tube videos, print and media, banners
- Skytrail and Orange Bridge – Change these from looming liabilities to assets

Recreation:

- Expansion of Olympia Storage Room
- Playgrounds and Play Pockets – develop new on north part of Town
- Rehabilitate Recplex parking lot north of Recplex, drainage, weeping tile, gravel



16 General Goals/Projects as part of Strategic Goals

A. Responsibly Develop, Manage, Maintain and Replace Infrastructure

- i. Build New Fire hall
- ii. Playgrounds and Play Pockets – develop new on north part of Town
- iii. Sidewalks – enhanced maintenance, including snow removal and weed control
- iv. Lagoon Upgrade – upgrade lagoon to accommodate future growth

B. Improve Efficiency and Reduce Errors

- i. Instrumentation and Alarms including security systems at all facilities, ensure that risks are mitigated as much as reasonably possible
- ii. Expansion of Olympia Storage Room
- iii. Rehabilitate Recplex parking lot north of Recplex, drainage, weeping tile, gravel

C. Embrace and Model Best Practices in Government

- i. Examine Organization Structure, make changes to accommodate strategic plan and growth initiatives, grow the community development department, build upon successes and expand its reach
- ii. Continue to offer Storefront Enhancement Funds and tap shoulders/inform business owners
- iii. Brand Ourselves as a Destination, promote the brand – online advertising, you tube videos, print and media, banners; Education/Communication of Public – transparency, expanded online presence, expanded non-electronic communication (brochures, newsletters, mailouts)

D. Expand and Retain Business Community and Broaden Tax Base

- i. Highway Commercial Subdivision – South side of Highway, complete storm water retention pond, have lots subdivided and ready to sell
- ii. Residential Subdivision Mann Street – Complete and tie in Mann Street from Saskatchewan Road to Conquest Avenue, ensure that subsurface water is properly dealt with
- iii. Residential Subdivision – College South – Find Private developer, be prepared that once sanitary sewer is in, there will be desire to add in adjacent area north of subdivision

E. Continue Partnerships and Enhance Engagement of Stakeholders

- i. Support and Encourage West Side Irrigation Project
- ii. Skytrail and Orange Bridge – Change these from looming liabilities to assets
- iii. Highway 15 – Work with Ministry to Rehabilitate, work to have changes to accommodate subdivisions



Strategic Goal	Projects that Are Relevant and Achievable	Specific Details	How will we measure our success, (key performance indicators), what is the timeline?	Who will champion this within our staff, within the community, who are the key stakeholders, what are the additional resources needed?
	<i>Responsibly Develop, Manage, Maintain & Replace Infrastructure</i>			
A	<i>Build New Fire hall</i>	Continue to raise funds for fire hall through Campaign Cabinet, cooperate with the RM of Rudy No. 284, advertise tenders, seek in-kind donations, award tenders, build new fire hall, commissioned in 2025, recognize donors, seed money toward future truck	<ul style="list-style-type: none">• Fire hall built on time and within budget• Improved efficiency regarding vehicle access• Built in 2025• Tenders and awards in April, 2025• Sod Turning early May• Grand opening/open house winter 2025/2026	<ul style="list-style-type: none">• Fire and Rescue Members• Campaign Cabinet• Outlook-Rudy Fireflies• Joint Protective Service Committee• Funds to build fire hall needed• May need a loan to cover future committed funds
A	<i>Playgrounds and Play Pockets – develop new on north part of Town</i>	Develop in the College South Subdivision north of 1 st Avenue. A developer would need to be acquired, identify one or two lots to be set aside in the subdivision for a playground, this would serve the area north of Park Avenue as well	<ul style="list-style-type: none">• Deliver an initial design• Survey families north of the Skytrail to see what amenities they would like to see• Acquire funds to build the playground through sponsorship and/or a service group• Build the playground• Track usage of the playground• Repair and Maintain Existing Playgrounds• New Playground 2029/2030	<ul style="list-style-type: none">• Community Development Department• Kinsmen Club?• Dakota Dunes CDC• Co-op Community Spaces• Other grants• Will require dedication of Town staff to deliver design, survey, fundraise• Need funding



Strategic Goal	Projects that Are Relevant and Achievable	Specific Details	How will we measure our success, (key performance indicators), what is the timeline?	Who will champion this within our staff, within the community, who are the key stakeholders, what are the additional resources needed?
A	<i>Sidewalks – enhanced maintenance, including snow removal and weed control</i>	Currently property owners’ responsibility to clean sidewalks in the winter, a bylaw exists to do so Enhancements include cleaning ridges left on the street once property owners clean off sidewalks, Town enhance service to clean streets after snow shovelled to street in business districts Additional enhancement includes summer weed management on key visitor sidewalks and curbs along Franklin, McKenzie and Saskatchewan	<ul style="list-style-type: none">• Less complaints about ice buildup along curb and gutter, track complaints specific to this• Biweekly Visual inspection for weeds along key visitor sidewalks along Franklin, McKenzie and Saskatchewan• Checklist for Community Development staff during weed season• 2025	<ul style="list-style-type: none">• Winter – Public Works• Summer – Community Development• If we wish to remove snow from sidewalks, we would need to change bylaw and invest in additional equipment, may be some effect on manpower immediately following storm events• For summer weed control, expand the program started in 2024, we should have the staff and equipment necessary to achieve level of service
A	<i>Lagoon Upgrade – upgrade lagoon to accommodate future growth</i>	Plan for future growth, upgrade to SAGR system on same footprint accommodating significant growth. Once design is complete, seek funding, sign parallel growth agreement with WSA if necessary	<ul style="list-style-type: none">• Meet WSA requirements for approval of subdivisions by Community Planning• Growth is supported and we have no barriers regarding lagoon capacity• 2027/2028	<ul style="list-style-type: none">• Public Works• Engineer and Planner and Surveyor• Planning and Development Staff• Funds are required to complete work• Budgeted funds for dedicated staff time; planning and design



	<i>Improve Efficiency and Reduce Errors</i>			
B	<i>Instrumentation and Alarms including security systems at all facilities, ensure that risks are mitigated as much as reasonably possible</i>	<p>Alarms in all facilities for notification of levels of concern</p> <p>Cameras for tracking as well as security, use AI</p> <p>Facilities include Town Hall Complex, Landfill, all rec facilities, all sewer and water facilities, and Town shop</p> <p>Risk mitigation on equipment as well, incorporating Wi-Fi use to inform and report to staff externally</p>	<ul style="list-style-type: none"> • Reduced errors and unplanned shutdowns • Improvement of tracking metrics for reports • SMART reports by staff for decision making from lower levels to Council • Change in reporting formats across department • Take pictures while proceeding along the process to track kpi • Begin immediately, full implementation by January 1, 2027 	<ul style="list-style-type: none"> • All Executive team • On call staff • We have the staff to implement this • Resources will include budget funds to WIFI and pay for instrumentation, installation and training • Include in operations budget • When purchasing new capital equipment, select the option that has report mechanisms built in
B	<i>Expansion of Olympia Storage Room</i>	<p>Examine all possible concepts and look toward the future plans for building prior to expansion</p>	<ul style="list-style-type: none"> • Concept plan • Equipment in one area, accessible and clean work area • Design for efficient operation • Manage build internally • Summer 2026 	<ul style="list-style-type: none"> • Recplex staff • Discuss design concept with Lumber Plus • Staff should be able to build it • Funds need to be allocated to build the expanded room
B	<i>Rehabilitate Recplex parking lot north of Recplex, drainage, weeping tile, gravel</i>	<p>Grading toward a concrete swale running east to west draining into storm sewer on Tollefson Drive.</p> <p>Addition of gravel to parking lot and budget gravel to be added at regular intervals</p>	<ul style="list-style-type: none"> • Drainage improved • Less water/mud • Gravel and grading added summer 2025 • Swale design in 2025 • Swale built 2027/2028 	<ul style="list-style-type: none"> • Public works staff • We should have equipment required • Recreation staff could assist after storms to move snow toward Conquest Avenue if we had additional skid steer



	<i>Embrace and Model Best Practices in Governance</i>			
C	<i>Examine Organization Structure, make changes to accommodate strategic plan and growth initiatives, grow the community development department, build upon successes and expand its reach</i>	<p>Once Strategic plan is passed, look to make changes in staff to drive toward vision, find efficiencies, reduce duplication across departments, assign lower level tasks to lowest level staff possible</p> <p>Grow capacity of community development department to work with tourism and economic development through mentorship and taking on new tasks</p>	<ul style="list-style-type: none"> • Stuff gets done well and in a timely manner • Supervisors have more time to plan and correct mistakes but also work alongside team mates • Community Development team monitor statistics, metrics, expand marketing and promotions • Implementation in 2025 	<ul style="list-style-type: none"> • Kevin, Rachel, Megan and Luke • Community Development Team • Not likely any additional resources needed
C	<i>Continue to offer Storefront Enhancement Funds and tap shoulders/inform business owners</i>	<p>Continue to offer this incentive as well as other growth incentives, including HAF, continual education of the public as well as expansion of incentives as budget is found</p>	<ul style="list-style-type: none"> • Highlight businesses that have received incentives • Promotion and additional questions and applications for grants • Implementation immediately 	<ul style="list-style-type: none"> • Community Development Staff • We have capacity and staff to implement
C	<i>Brand Ourselves as a Destination, promote the brand – online advertising, you tube videos, print and media, banners</i> <i>Education/Communication of Public – transparency, expanded online presence, expanded non-electronic communication (brochures, newsletters, mailouts)</i>	<p>Continue to develop how to videos and did you know posts</p> <p>Develop brochures and marketing items for the community</p> <p>Attend trade shows, sponsorship at trade shows</p> <p>Expand local presence of brand, litter baskets, benches, etc.</p> <p>Establish look for documents, newsletters, mailouts, signatures and letterhead, etc.</p>	<ul style="list-style-type: none"> • Increased brand use by team • Increased brand recognition, find metrics and track them • Host events, make sure brand is front and centre • Host meetings • SUMA Golf Tournament and other 3rd party events • Feature brochures, etc. in local businesses • Professional promotional video production • Implementation begins in 2025 	<ul style="list-style-type: none"> • Community Development team along with whole team of Town of Outlook • Chamber of Commerce • Outlook and District Heritage Museum • Outlook & District Regional Park • Lake Diefenbaker Tourism • MidSask Community Futures • Budget to develop marketing materials • Partnership



	<i>Expand and Retain Business Community and Broaden Tax Base</i>			
D	<i>Highway Commercial Subdivision – South side of Highway, complete storm water retention pond, have lots subdivided and ready to sell</i>	Subdivide Lots L and M along Saskatchewan Road and Fraser Avenue Look to North side of highway for planning and design of lots extending Railway Avenue Complete Storm water retention pond	<ul style="list-style-type: none"> • Lots subdivided along Saskatchewan Road, serviced and ready to sell • Taxable properties with development occurring • 2025/2026 • Creation of subdivided lots 	<ul style="list-style-type: none"> • Planning and Development staff • Council to allocate funds in capital budget • Developers and property owners
D	<i>Residential Subdivision Mann Street – Complete and tie in Mann Street from Saskatchewan Road to Conquest Avenue, ensure that subsurface water is properly dealt with</i>	Engineered development as per plan developing lots on Mann Street, preparing for future expansion, requires storm water retention pond north of highway in order to subdivide and develop	<ul style="list-style-type: none"> • Subdivision of lots – 2025 • Residential lots available for purchase • Expansion of Mann Street as access to Conquest Avenue • 2026/2027 • Plans for Mann Subdivision expansion 2028-2032 	<ul style="list-style-type: none"> • Planning and Development staff • Funds required to finish developing street • Plans already designed
D	<i>Residential Subdivision – College South – Find Private developer, be prepared that once sanitary sewer is in, there will be desire to add in adjacent area north of subdivision</i>	Locate private developer, support development of up to 80 residential lots between 1 st and 3 rd Avenue Design sanitary sewer plans tying into new lift station and/or main pumping station Offer LCBI, Lutheran Church and Cameron Subdivision residential owners municipal sanitary sewer services at their cost Cameron property development including developing Hall Street extension as already subdivided at their cost	<ul style="list-style-type: none"> • Lots developed and building of residences becoming taxable properties • Does not require additional capacity in lagoon as already taken into consideration for current lagoon • Additional sewer customers • Private development of Cameron properties • 2026-2030 	<ul style="list-style-type: none"> • Planning and Development staff • Cameron Subdivision property owners will have to pay for development of sanitary sewer and road development • College South developer phased development, pays costs of developing, assume risks and financial responsibility



	<i>Continue Partnerships and Enhance Engagement of Stakeholders</i>			
E	<i>Support and Encourage West Side Irrigation Project</i>	<p>Look for opportunities to support, be open to hear opportunities</p> <p>Take a role in telling our story to the province and the nation</p> <p>Establish an Irrigation Capital SK social media page or more than one</p>	<ul style="list-style-type: none"> • Increased awareness and traffic on our website and social media – measure this regularly • Shares of our story by other media outlets • Community engagement • Local Champions established • Ongoing start now 	<ul style="list-style-type: none"> • Community Development department • Council • Chamber of Commerce • Lake Diefenbaker Tourism • MidSask
E	<i>Skytrail and Orange Bridge – Change these from looming liabilities to assets</i>	<p>Work on B.O.B. and Skytrail maintenance (tree trimming) scheduled maintenance, inspect and replace boards needed to be replaced for safety.</p> <p>Use both bridges for events when possible.</p> <p>Fix gates, access to bridges, ensure gates are secure and have access codes, electricity and WIFI may be needed to manage. Put cameras for security and tracking of use on location</p> <p>Open bridge to visitors ensuring risks are well known and signed on location</p> <p>Invest in annual monitoring program for both bridges</p>	<ul style="list-style-type: none"> • Track maintenance through pictures during change • Track usage through monitoring • Annual report of monitoring program for both bridges • Begin in 2025 with maintenance • Open bridge in 2025 • Begin in 2026 with monitoring program 	<ul style="list-style-type: none"> • Public Works, Administration • Legal team • Friends of the Skytrail Committee • Community Development team
E	<i>Highway 15 – Work with Ministry to Rehabilitate, work to have changes to accommodate subdivisions</i>	<p>Rehabilitate Highway 15 through Town, sidewalk work downtown; add streetlights, turn out lanes, passing lanes at east entrance to Outlook, Mann Street join the highway, eliminate approach west of Mann street, build up rest of Saskatchewan Road to standard, enhance landfill road approach to the highway,</p> <p>Enhance bypass approach to the highway</p>	<ul style="list-style-type: none"> • Continue to advocate for improvements with Ministry and Province • Improved Highway through Town of Outlook, less complaints • Prepared for business development growth along Highway 15 and residential growth on Mann Street • Improved entrance to Outlook on east side with more lighting and less traffic concerns • 2026-2027 	<ul style="list-style-type: none"> • Council • Planning and Development Staff • Public Works • Ministry of Highways • RM of Rudy

