



MISSION	VISION	VALUES
Share our Story	We are a Community Built on Values	<p><i>These values guide behavior and decision making as well as an overt commitment to each other and the community we serve.</i></p> <ul style="list-style-type: none"> We will walk the talk by living what you want to see in our community. We will have the courage to try new things, and not be afraid action could lead to failure. We will be customer-focused in our deliberations and actions. <ul style="list-style-type: none"> Responsive to citizen needs. Solution focused. Start with 'YES' in serving the community. We will not be afraid of being challenged by the public, or to challenge the community. We will always start with open, honest, and frank conversations with our stakeholders. <ul style="list-style-type: none"> We will clearly define what we do and do it well. We will not do what we don't do well. We will be forward thinking and innovative in identifying problems and finding solutions. In any meetings, public or private, we will leave our negativity and our egos at the door. We will recognize that disagreement can be communicated without being disagreeable, angry, or disrespectful. We will not betray the trust that exists when we are together, or the trust instilled to us by the public we serve. We agree the past will remain in the past, unless it is something to be celebrated and appreciated. We operate as one family and one community with the goal of making the community better and preparing it for the future.

SHARED SENSE OF PURPOSE
<p>We provide exceptional services to our customers and each other; taking ownership and pride in what we do! Our Mantra is:</p> <ul style="list-style-type: none"> We are solution focused and ask "How can we help you?" We resolve issues with a sense of urgency in a positive manner We have the courage to be innovative, try new ideas and suggestions and accept feedback We create opportunities for others to succeed We do not blame or make excuses We leave negativity and egos at the door We are in this together, we are TEAM

OBJECTIVES & ACTION						
1. Branding – Moose Jaw Story	2. Agriculture, Diversification and Innovation	3. Entrepreneurial Civic Administration	4. Core Amenities and Services	5. Regional Collaboration	6. Transportation and Infrastructure	7. People and Culture
<p>COMPLETED:</p> <ul style="list-style-type: none"> Finalized "Canada's Most Notorious City" branding. Support community and groups to lead branding initiative and implementation. New website. Moose Jaw Advantage. Enhancing Mosaic Place – anticipated 12 major events/concerts in 2020. COVID-19 closed events centre in March 2020. Mac the Moose 2019 Marketing Canada Awards. #1 in Saskatchewan and #5 in 2020's Best Western Canadian Investment Towns. New downtown street light banners installed. 	<p>COMPLETED:</p> <ul style="list-style-type: none"> Created internal Economic Development Super Committee. Moose Jaw Agri-Food Industrial Park Concept Plan created. SaskPower development and servicing agreement completed. Canadian Tire Development and Sale completed. Start construction in 2021. Marketing of Moose Jaw Agri-Food Industrial Park. Met with Premier to present City of Moose Jaw Economic Development Strategy. City established sale price of land and will complete development. Rebranded to Moose Jaw Agri-Food Industrial Park. Serviced approximately 200 acres. Donald's Fine Foods expansion. Economic Development Strategic Focus. 	<p>COMPLETED:</p> <ul style="list-style-type: none"> Created system-wide Strategic Planning. Implemented teamwork principles. Implemented management by exception principles. Implemented Emotional Intelligence principles. Created guiding financial principles. Created efficient and effective business cycle. Reduce red tape with the Internal Economic Development Super Committee. Integrated Economic Development. Implemented Off-site Development Levies. Communications and marketing of City programs/services. In-house Engineering. 95% of in-house design completed in 2020. 95% in 2021. Annual cost savings of \$500,000 since 2020. Major infrastructure tenders issued early in year. Awarded with work to commence as soon as possible in spring. Research indicates 20% cost effectiveness in these practices. 95% of capital projects complete on an annual basis from 75% prior to 2018. In-house utility construction crew. 2020/2021/2022 budget completed prior to yearend. Class 3 Building Inspections completed in-house. Annual revenue generated in excess of \$500,000 since 2021. Provided pictorial representation of Shared Sense of Purpose and promoted in facilities. City-wide leisure pass. Established standard for response to Council inquiries. 48-hour response being reached 90% of the time. 	<p>COMPLETED:</p> <ul style="list-style-type: none"> Benches/Banners/ Downtown cleanliness. Assist Downtown Business Association to organize. Year-round urban forestry crew. Playground audit and renewal program. Enhance grooming of Crescent Park, Parks, greenspaces and downtown. <p>ONGOING:</p> <ul style="list-style-type: none"> River Street Discussion. Residential Action Plan for downtown. Connect Main Street and Mosaic Place. COVID-19 Recovery Team. Parking App in 2021. Downtown patio's and sidewalk use initiative. 	<p>ONGOING:</p> <ul style="list-style-type: none"> Moose Jaw/Regina Corridor. Meeting with RM of Moose Jaw. Continue to support MJ – Regina Economic Corridor organization. Contributing to water strategy development and Qu'Appelle Water Conveyance Project - \$4.0 billion has been approved for funding the project from the Provincial Government. Qu'Appelle Conveyance system phase 3 of the project – continue to meet on this project as required. Enhance relationship with the RM of Moose Jaw No. 161. 	<p>COMPLETED:</p> <ul style="list-style-type: none"> Ridesharing – Bylaw in place. Assisted Uride to establish. In 2020, completed the construction of the final Phase of East Feedermain Replacement (3.8 km). Transit System. <p>ONGOING:</p> <ul style="list-style-type: none"> COVID-19 necessitated route changes matched to customers. Organizational Renewal integrated Transit into new Public Works and Utilities Department providing leadership and focus. Transit Supervisor only responsible for Transit. Further changes in 2021 and reviewing to match service to customers and return to 30-minute routes (not possible). 	<p>COMPLETED:</p> <ul style="list-style-type: none"> Wild Animal Park – renamed to tatawaw park. Recognized National Day for Truth and Reconciliation. <p>ONGOING:</p> <ul style="list-style-type: none"> Gathering with Elders and First Nations in Moose Jaw. Municipal Cultural Action Plan. Phase 1 completed. Met with Elders and First Nations. Met with the New Southern Plains Métis Local 160 Federation. Art Committee.

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<p>• Won two Economic Developers Association of Canada 2020 Marketing Canada Awards:</p> <p>1. COVID-19 Recovery Project/Plan. The City's submission included economic recovery initiatives implemented by City Council, along with partnerships that were forged with the Moose Jaw & District Chamber of Commerce, Tourism Moose Jaw, Downtown Business Association, WOW Factor Media and several members of the business community. Those partnerships resulted in the creation of weekly Think Tank recovery meetings, the downtown Pop-up patio, Virtual Moose Jaw Marketplace and more.</p> <p>2. Brand Identity. The City's submission focused on the collaborative approach taken to rebrand Moose Jaw as "Canada's Most Notorious City". The City hosted a public branding presentation in October, 2018, and included City Council, Tourism Moose Jaw, Chamber of Commerce, community groups and local businesses in branding discussions that led to the February 12, 2020 launch of the City's new branding logo, website and app.</p> <p>ONGOING:</p> <ul style="list-style-type: none"> • Attend International Shopping Centres Conference, when able. • Relocation Guide enhanced in accordance with mission. • Won Saskatchewan Municipal Awards. • Creating stand to proudly display refurbished historic town bell. • Make City logo available to local businesses for merchandise. • "Notorious Good Neighbour Guide" and "Waste/Recycling Education" launched in 2021. • Marketing Plan – "Get a Life" • Enhanced website presence. 	<p>ONGOING:</p> <ul style="list-style-type: none"> • Funding placed in 2022 budget to support trade missions. • Align with Saskatchewan's Growth Plan the Next Decade of Growth 2020-2030. • Virtual marketplace spearheaded and funded. • Geothermal initiative. • Great Plains Power Station. • Westheath school. • COVID-19 Recovery Team. • Baildon Irrigation. • SaskPolytech partnership. • City of Moose Jaw information at all Sask Trade Mission offices. • Before you start, start here campaign. • Formal meeting with MLA's regarding Team Moose Jaw. • 2021 was the fifth best year on record for building permits. • Approaching \$1 billion dollars of investment in Moose Jaw over four years. • Rural and Northern Immigration Pilot Program – 30 employers, 80 positions. Only City in Saskatchewan. One of ten in Canada. • Artificial Intelligence Program. Identifying companies ready to expand. • Job vacancies in excess of 75 on an ongoing basis. <p>2022/2023</p> <ul style="list-style-type: none"> • Baildon Irrigation District Agreements. • Cowan Subdivision Agreements. • West Park Phase 4 Subdivision and Rezoning - \$60 million. • Revisions to the Replacement Housing Incentive Program. • Required Incrementality Resolution - Greenfield Phase 1 Water and Sewer Infrastructure Project CWWF Program. • Traffic Lights - Highway #1 and 9th Avenue NW. • Brandt Industries Tax Exemption Agreement – major expansion. • West 49 Foods Tax Exemption Agreement major expansion. • Standardized Construction and Design Specifications, and Development Manual Implementation. 	<ul style="list-style-type: none"> • Initiated a Frequently Asked Questions project to allow citizens to self-direct to appropriate department as well as to aid front line staff to have calls and customers directed to the appropriate department. • Continued to meet with local developers regarding Off-site Development Levies, development opportunities and promote "We will get your project in the ground." • Accountability workshops for all out-of-scope supervisory staff for the purpose of reviewing and revising 2018 fundamental document. Purpose to create the culture to achieve: 1. Heightened level of accountability. 2. Heightened sense of urgency. 3. Better defined philosophy of service to Council, Community, and each other. • Elevate Safety to Strategic Leadership Team and ensure compliance with corrective actions. Continued culture shift and accountability required to manage the Safety program. • Separated the Engineering Department into the Engineering Department and Public Works & Utilities Department allowing each Department to focus on core services. • Investment Committee. • Succession Planning. • Ceridian Dayforce payroll system. • Single contract for trades. • Implemented new advertising and sponsorship program for parks and facilities – received \$100,000 from Kinsmen Club for park naming rights. • Electronic Tender Submission process for Bidders. • Internal Procedure for Tender/RFP processes for Engineering and Public Works. • Cleared backlog of outstanding items from Council and Planning Committee. • Mosaic Place contracted to event management expertise. • SaskTix – six external clients. • In-house food and beverage service at Mosaic Place. • Culture training/Leadership Development. <ul style="list-style-type: none"> • Principles of Effective Leadership. • Emotional Intelligence. • Negotiation and Conflict Resolution. • Coaching and Mentoring Employees. • Interpersonal Communication. • Creating Effective Work Teams. • Customer Service. • Public Art Policy. • Moose Jaw Pickleball agreement. • Iron Bridge Facility agreement. • Timothy Eaton building sale. • Moose Jaw Tennis Club partnership. • Purchasing Policy amendments – enhanced accountability. <p>Implemented:</p> <ul style="list-style-type: none"> • Promote Shared Sense of Purpose internally – culture. • Core services/Organizational Renewal. • COVID-19 Recovery Team. • Standardized Policy and Operating Guidelines concept created. • Program to notify developers to see City Hall first. • Centralized Agreements, Bylaws, and Policies through Legislative & Enforcement Services. • Solar Power Initiative. • Facility cost reduction through energy savings. • Streamlined process for derelict properties. • Centralized work groups. Cross training. • Review work techniques to rationalize Engineering clerical services. • Employee Newsletter. • Hillcrest Sports Centre future operating model and retrofit. • Review and update Traffic Bylaw respecting signage and traffic warrants. • Review and update Boulevard Crossing Bylaw. • Process mapping. • Backlog of emergency repairs completed. 	<ul style="list-style-type: none"> • Community Association model review and re-structuring. • Parks winter maintenance service review – pathways, outdoor rinks. • Replacement plan for Phyllis Dewar Outdoor Pool. • Digital Water Meter Program. • Created Economic Development Coordinator position. 50% downtown and 50% Indigenous engagement. <p>2022/2023</p> <ul style="list-style-type: none"> • Buffalo Pound Plant Renewal Financing • Board of Revision Appointment - Contract with Western Municipal Consulting • ICIP - Outdoor Pool Replacement • Appointments to CMJ's Boards and Committees • Kinsmen Club Naming Rights Sponsorship Agreement – Regal Heights Park • Yara Centre Booking and Usage Policy • Arena Usage Policy • Bylaw No. 5669, The Code of Ethical Conduct for Members of City Council Bylaw, 2022 • Landfill Closure - ICIP Funding. • Appointment of Building Official. • Proposed Changes to the Sewer and Water Utility Bylaw and a New Consumption Correction Policy. • Appointment to the Moose Jaw Public Library Board and Palliser Regional Library Board. • UHCP - EOI - Manitoba Expressway. 	<ul style="list-style-type: none"> • Participating on High Impact Industry Engagement Team, looking at Ag/Food production opportunities in the Moose Jaw-Regina and southern region of SK. • Participating on the Regional Planning Leadership Committee (WBRPC), including the City of Regina and Praxis Consulting. • Participating on the Prairie Skies Integrated Network (PSIN) Advisory Team. • Rural and Northern Immigration Project. • Baildon Irrigation. • Caron/Mortlach Water Co-op. • Red Lake Water Co-op. • Highway commercial development. Joint planning with developer in RM of Moose Jaw. <p>2022/2023</p> <ul style="list-style-type: none"> • Buffalo Pound Plant Renewal Financing. • Baildon Irrigation District Agreement. • Donation for New Outdoor Pool (RM of MJ No. 161). • Yara Centre Naming Rights Agreement. • University of Regina Hydrogen Project. • Enhance relationship with Regina International Airport. • Enhance relationship with Sask Film Industry. • Rural and Northern Immigration. 	<ul style="list-style-type: none"> • Active transportation – development of Trails Master Plan. • Review Solid Waste Management Masterplan (SWMMP) and consultants hired to determine a location for the landfill and decommissioning old landfill. • SaskPower Infrastructure Servicing of water, storm and sanitary mains. • Thunderbird Viaduct Rehabilitation. • Buffalo Pound to Moose Jaw – Water Supply Transmission Line – Pumps and Electrical Upgrades. • High Service Pumphouse Replacement. • Connecting new Cast Iron water mains to new Cast Iron water mains. <p>2022/2023</p> <ul style="list-style-type: none"> • Buffalo Pound Plant Renewal Financing. • Coteau St. E. Bridge Re-evaluation. • Kinsmen Club Naming Rights Sponsorship Agreement – Regal Heights Park. • Landfill Closure – ICIP Funding. • UHCP - EOI - Manitoba Expressway. • Narrow Streets. • Sunningdale Creek Hydraulic Improvements – Natural Infrastructure Fund. • Traffic Lights - Intersections of 9th Ave NW & Highway 1 and Thatcher Dr. & Highway 1. • Request for Traffic Control at 4th Ave. NW and Thatcher Dr. • Southwest Bridge Access – Coteau St. W. with Thatcher Dr. NW. • Project Update – Thunderbird 4th Avenue Viaduct. • Standardized Construction and Design Specifications, and a Development Manual Implementation. 	<ul style="list-style-type: none"> • Requested that SUMA update their Truth and Reconciliation Policy. • Relationship building with stakeholders and organizations. • Zero cases reported to the Administrative Review Officer since 2019. • Created Economic Development Coordinator position. 50% Indigenous engagement and 50% downtown. <p>2022/2023</p> <ul style="list-style-type: none"> • National Day for Truth & Reconciliation. • Municipal Project Designation – Square One Community Moose Jaw Inc. • Donation for New Outdoor Pool (RM of MJ No. 161). • 2022 Beautification Awards. • Angle Parking Downtown – High St. E. • Yara Centre Naming Rights Agreement. • Administrative Review Officer 2022 Annual Report. • Enhanced Patrol – Pilot Program Update. • Discounted Transit Passes – Grace Period.

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<ul style="list-style-type: none"> • Tell our story. • Industry West marketing. • Dinner to support Ukraine. • Updated branding meeting with Gair Maxwell – August 2022. <p style="text-align: center;">2022/2023</p> <ul style="list-style-type: none"> • Third Party Naming Rights – MJEC. • Stand for Historic Town Bell. • Traffic Lights – Highway #1 and 9th Ave. NW. • Yara Centre Naming Rights. • “Before you Start, Start Here” website. • Attracted International World Para Ice Hockey Championship – May/June 2023. • Attracted International Rotary Convention – 2024. • Updated the MJ Advantage. • Social media dashboard. • Homefield social media campaign and analytics. 	<ul style="list-style-type: none"> • Climate Action Plan Progress Update – 14% reduction in emissions. Substantial cost reductions. • 2022 Building Permits – 2nd highest value on record. • Approaching \$1.3 billion in Investment in Moose Jaw. • Viterra expansion - \$18 million. • 300 to 500 vacant jobs. • Reallocated staffing to support Downtown Moose Jaw and the Indigenous Community. • Developing Labour Strategies. • University of Regina Hydrogen Project. • 2023 Economic Development Focus. • Enhance relationship with Regina International Airport. • Enhance relationship with Sask Film Industry. • Targeted Industry Attraction – Gazelle – Artificial Intelligence. 	<ul style="list-style-type: none"> • Creation of Legislative and Enforcement Services Department. Bylaw enforcement to transfer to new department from Planning and Development. • Planning and Development allowed to focus on development and core business service. • Information Technology pivoted to provide business analyst services and implement Enterprise Resource Software. • Climate Response Plan – 14% reduction in emissions. • Extended 15 Wing contract. • Golden Ticket Sports Centre agreement. • Process mapping. • Request for Proposals – Insurance Broker. • Employee engagement survey. • Parks and Recreation Master Plan. • Street Sign Replacement Program. • Public Works and Utilities administrative group. • Operational guidelines – phone calls and frequently asked questions. • Let’s Talk Trash. • Operational guideline – media opportunities. • Out of Scope Job Evaluation implemented. • Manage COVID-19 response. • Mandate letters. • Enhanced enforcement – 30 buildings demolished. • Vending machines – dispensing inventory, standardized PPE, reviewing other opportunities. • Transit review. • Review Board of Revision. • CAMA Award of Excellence – Succession Planning. • Turnkey employee recruitment operational guideline. • Operational Guidelines – create Department manuals. <p style="text-align: center;">Information Technology – Lead Canadian Municipalities in Digital Productivity-Based Solutions</p> <ul style="list-style-type: none"> • eSCRIBE – Council meeting agenda software. • PerfectMind – Recreation booking software. • Ceridian Payroll and Human Resources software. • Website updated. • City of Moose Jaw App – customer service. • SK Municipal Awards – Innovation Award. • Paciolan ticketing company and SaskTix. • MJEC phone system update – VoIP. • MJEC data move to the cloud. • Teams virtual meetings. • IT servers/Network replacement. • Digital video conference rooms – June 2022. • Enterprise Resource Planning – implemented in 2023. • Pay Parking and Transit App. Rollout – June 2022. • Digital water meters. Supplier determined. September 2022. • City phone system upgrade – VoIP over Microsoft Teams – May 2022. • Council informational inquiries outside of Request for Service – June 2022. • Cloud based data protection strategy – 2023. • Asset management – 2023. • Mobile networks, on-board/computer devices – 2023. <p style="text-align: center;">2022/2023</p> <ul style="list-style-type: none"> • ICIP - Outdoor Pool Replacement. • Kinsmen Club Naming Rights Sponsorship Agreement - Regal Heights Park. • Third Party Naming Rights - Moose Jaw Events Centre. • Cowan Subdivision Agreements – create large acre – low serviced land for highway commercial development. • Board of Revision Service Agreement - Western Municipal Consulting Ltd. 	<ul style="list-style-type: none"> • Advertising and Sponsorship Program Annual Update. • Municipal Project Designation - Square One Community Moose Jaw Inc. • Narrow Streets. • Donation for New Outdoor Pool (RM of MJ No. 161). • Sunningdale Creek Hydraulic Improvements – Natural Infrastructure Fund. • 2023 Playground Renewal Program. • S4 - Crescent View Lift Station - Request for ICIP Funding. • 2022 Golden Ticket Sports Centre Update. • S4 - Crescent View Lift Station - Approval for Funding. • Transit and ParaTransit Rate Increase. • Residential Recycling Collection Fees reduced. • Housing Incentive Policy Updated. • Westheath Phases 5 & 6 – Rezoning & Subdivision. • Valley View Concept Plan. • 2023 SAMA Information. • Discounted Transit Passes Grace Period. • Outdoor Events Policy. • Parks and Recreation Master Plan Final Draft. • Green and Inclusive Community Buildings Grant Application. • Outdoor Sports Field Renewal Program. • Westheath School and Procurement Process. • Crescent Park upgrades. • Updated parks signage. • Updated Heritage Plaques downtown. • New outdoor pickleball courts. 		<ul style="list-style-type: none"> • Main St. and Thatcher Dr. Intersection. • Westheath Phases 5 & 6 – Rezoning & Subdivision. • Valley View Concept Plan. • Discounted Transit Passes – Grace Period. • Climate Action Plan Progress Update – 14% reduction in emissions. • Westheath School and Procurement Process. • Snowy Springs Pump Replacement - Hillcrest & Lynbrook Golf Courses. 	<ul style="list-style-type: none"> • Aided in establishing a warming centre for the homeless. • Cultural Action Plan. • Reallocated staffing to support Downtown Moose Jaw and the Indigenous Community. • Day of Reconciliation events. Kawacatoose First Nation & Wakamow Pow Wow. • Engaged with Kawacatoose First Nation, Kahkewistahaw First Nation, Piapot First Nation, and Peepeekisis First Nation. • Create an Indigenous Engagement Framework. • Develop and support Indigenous engagement and economic development opportunities.

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		<ul style="list-style-type: none"> • West Park Phase 4 Subdivision and Rezoning. • WW10 Smart Water Meter Progress Update. • Proposed Revisions to the Replacement Housing Incentive Program. • Municipal Project Designation - Square One Community Moose Jaw Inc. • Yara Centre Naming Rights Agreement. • 2022 Golden Ticket Sports Centre Update. • First Avenue Northwest Parking Meters - Request for Funding. • Southwest Bridge Access - Coteau St. W. with Thatcher Dr. NW. • Standardized Construction and Design Specifications, and a Development Manual Implementation. • Housing Incentive Policy. • Parking Collections Program. • Westheath Phases 5 & 6 - Rezoning & Subdivision. • Enhanced Patrol - Pilot Program Update. • Leadership Development Program. • Parks and Recreation Master Plan Final Draft. • Green and Inclusive Community Buildings Grant Application. • Climate Action Plan Progress Update. • Westheath School and Procurement Process. • Snowy Springs Pump Replacement - Hillcrest & Lynbrook Golf Courses. • Viterra expansion. • Employee Engagement Survey and Town Hall meetings. • Clarified roles, responsibilities. • Operational Guidelines created. • Council inquiry tracking process. • Answering service contracted for after hour calls. • E-scooters. • Grade 12 education requirement lessened for positions with higher qualifications possible such as Journeyperson. • Notorious Good Neighbour Program. • Transportation Master Plan. • Online Criminal Record Check process. • Upgrade OH&S Safety Management System. • Update Succession Planning – Career Coaching Program. • Implement Safety Management Software system. • New programs at Yara Centre. • Parks & Recreation weekend maintenance crew established. • Extended ice season. • Trails & Pathways Master Plan. 				