



# OUR HUMBOLDT CULTURE-LED STRATEGIC PLAN

*Prepared on January 22, 2014*

**Humboldt**





# Mayor's Message



On behalf of Humboldt's City Council, I am pleased to present the City of Humboldt's new strategic growth plan: **Our Humboldt**. We are proud of our growing, vibrant community and this plan will help us ensure that we enhance and enrich programs and services for the benefit of all our residents.

A values-based, community-led approach to strategic planning is a new and innovative method in municipal circles. It was imperative that the plan reflect the values and priorities of our citizens – public consultations and

community involvement has been at the centre of its creation. This plan not only outlines our community's priorities, it provides the framework that will help us work towards our goals.

As we move towards the plan's implementation, this work will establish Humboldt as a 'creative city' and as a community-centric leader. Tremendous opportunity for sharing and collaboration exist as the groundwork has been laid for a sustainable, dynamic, engaged city, with a high quality for life for residents.

Thank you to everyone who participated and contributed to the **Our Humboldt** plan – and to those who will continue to work to carry the plan forward.

Sincerely,



Mayor Malcolm Eaton

# Advisory Committee

It has been a privilege to assist the City of Humboldt with the **Our Humboldt** strategic plan initiative. Our community has grown in leaps and bounds over the past few years and, as we will continue to grow, we thought on a grand scale and embraced the idea that this is not about what City government can do for us, but it is about what we can all do collectively.

We recognize that community groups and the City each have specific roles and responsibilities. It's incumbent upon all of us to tackle the challenges identified, acknowledge our strengths, play to them, and dedicate ourselves to supporting this plan over the next several years. The **Our Humboldt** process brought numerous sectors of our community together – youth, business, education, health, social service, non-profit, and many others – to have thoughtful conversations that would impact our city and propel us into the coming years.

We encourage individuals, businesses, community groups, agencies and organizations to read this document and think about how their activities relate to the values and priorities that have been determined from citizen input.

We encourage you to look for ways to support these strategic actions ... let's all continue to make **"Our Humboldt"** a place to thrive!

Sincerely,

Mayor Malcolm Eaton  
Linda Mattock  
Janice Ruedig  
Jennifer Brooks

David Gullacher  
Dean Hergott  
James Moller  
Jennifer Hoesgen

# Contents

ABOUT THE PLAN	<b>1</b>
PLANNING CONTEXT- WHY NOW?	<b>2</b>
A COLLABORATIVE PLAN: THE PLANNING PROCESS	<b>4</b>
STRATEGIC PLAN FRAMEWORK	<b>5</b>
IMPLEMENTATION	<b>8</b>
HOW THE PLAN WORKS	<b>8</b>
HELPING PEOPLE MAKE GOOD DECISIONS	<b>9</b>
EVALUATION	<b>10</b>
ACKNOWLEDGEMENTS	<b>12</b>
APPENDIX A COMMUNITY FORUM SUMMARY RECORDS	<b>15</b>
APPENDIX B INDICATORS MENU	<b>83</b>

# About the Plan

This document is the City's Strategic Plan, which is the City's highest level policy document. It provides an overall framework for decision making in the City over the next 5-10 years. Future planning efforts, such as the update of the Official Community Plan will be informed by the Strategic Plan.

It includes a vision, strategies, directions and action areas that will help decision makers prioritize the things that need to be done and decide what strategic investments will deliver value to all residents. It also includes a set of indicators that City staff can use to measure and report on the City's progress.

The Strategic Plan provides a framework in Humboldt for comprehensive community sustainability planning and addresses a number of key challenges. Among them are some identified in the Jansen Project Community Readiness Study including cultural activities and facilities, capacity to address new and emerging social issues, traffic safety issues and the planning and administrative capacity to respond to growth pressures.



**OUR HUMBOLDT** CULTURE-LED GROWTH PLAN - DRAFT

Prepared by the Canadian Urban Institute for the City of Humboldt on January 22, 2014

The Strategic Plan identifies actions and policies that will help City staff and elected officials to achieve a sustainable city that could have more than 10,000 residents by 2023.

The Plan was developed through **Our Humboldt**, a collaborative process between Humboldt City Council, City staff, key community and business groups and the public including youth, families and seniors. Its purpose was to create a conversation in the community about how Humboldt wants to grow and the actions that would help us to manage that growth. The results of the **Our Humboldt** process<sup>1</sup> have been used to develop the City's Strategic Plan.

Through this collaborative engagement process, Humboldt has identified where it wants to go and how it will get there. The 7 values that emerged from the consultations – **active, welcoming, prosperous, creative, green, connected and sustainable** – represent Humboldt's identity as a smart, prosperous, caring community. The values and identity that create Humboldt's culture lie at the heart of the Strategic Plan.

**Our Humboldt** and the resulting Strategic Plan is a culture-led growth planning exercise. It represents a new way of thinking and acting and a shared understanding of where the community is headed. By asking residents to talk about and prioritize the values that make up Humboldt's identity, the City is signalling the important role that culture and quality of life play in managing future growth.

Confident in our ability to attract investment and growth, the City of Humboldt and its residents have produced a Strategic Plan that understands that culture and quality of life attracts people and ultimately ensures that investment and prosperity can be sustained for decades to come.

---

<sup>1</sup> The agenda, presentations and summary records of the *Our Humboldt* process can be accessed at Appendix A

# Planning Context

## Why Now?

Humboldt is a city of 6,500 people about 100 km east of Saskatoon. Rail and highway infrastructure directs regional traffic to Humboldt, which sits on the CN Prairie North line and at the convergence of Highways 20 and 5.

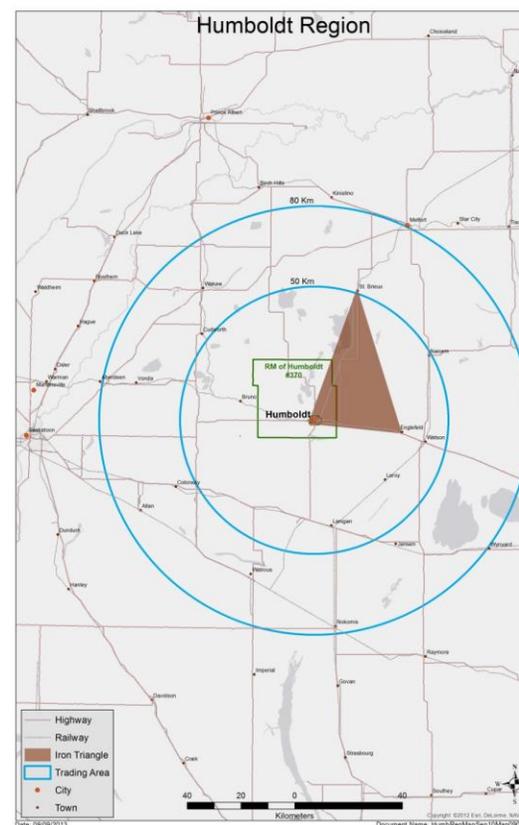
The city is a regional service and supply area to central Saskatchewan. Educational, health, transportation, retail/financial, and commercial /industrial development illustrate this regional service role<sup>2</sup>. The Rural Municipality (RM) of Humboldt No. 370 (pop. 885) surrounds Humboldt but the City of Humboldt is separately incorporated and technically not a part of the RM.

Humboldt relies on the RM for land for residential and development opportunities. In turn the residents of the RM rely on the city for retail, industrial, recreational, commercial, education and health services.

Humboldt is also part of Saskatchewan's Iron Triangle – so called to reflect the area's strong manufacturing base, which is anchored by metal fabricator Commercial Industrial Manufacturing Ltd. in Humboldt, semi-trailer-maker Doepker Industries Ltd. to the northeast and Michel's Industries Ltd., which makes truck tarps, to the east. Many of these products are distributed throughout North America and exported to global markets.

New investments in health care (a 42 bed regional health centre); a multi-use recreational centre (the newly upgraded Uniplex), a post-secondary education facility (CTRC) and new high school reinforce Humboldt's role as regional hub.

A third party assessment<sup>3</sup> has recently identified financial capacity, limited debt, strong fiscal position and contemporary utility funding and asset management models as administrative strengths in Humboldt. A housing strategy is also seen to be producing results in terms of densification and housing diversity.



<sup>2</sup> Humboldt Heritage Project, August 2010 page 1

<sup>3</sup> Jansen Project Community Readiness Study, March 2012, BHP Billiton

Today Humboldt is on the verge of unprecedented growth. The Jansen Project – a large potash mine currently being developed by BHP Billiton is 40 kilometres from Humboldt. The mine is expected to employ 500 people in the next few years growing to 1,000 by 2023. Non-project related job growth could potentially add hundreds more. Most of these people and their families are expected to live in Humboldt.

The Strategic Plan has been developed to prepare Humboldt to successfully manage growth. It puts a framework in place to position City Hall and the community to meet the opportunities, challenges, and demands of growth, while at the same time maintaining Humboldt's values and identity. Values and identity are our culture. This is what makes this a culture-led plan.



# A Collaborative Planning Process

The Strategic Plan was developed using a collaborative process called **Our Humboldt**. It engaged members of the community in a conversation about what they value and what they envision for the future of Humboldt. The process emphasized working together, creating partnerships and building on the strengths of the community. Local residents, community groups, businesses, an Advisory Committee representing diverse community sectors, as well as City staff and Council all worked together to shape the plan.

The entire community was invited to participate in two Community Forums. Both Forums were open to all members of the public and provided participants with an opportunity to learn about the Plan and provide their input. A page on the City's website providing information about the Plan allowed community members to follow the process online and provide input electronically.

An Advisory Committee was formed to help guide the development of the plan and actively recruit resident participation. It was made up of representatives of downtown businesses, the financial and knowledge sectors, community members, staff, and Council. This ensured that the Plan reflected the unique culture of Humboldt and the diverse interests in the community.

It also acknowledged that City Hall cannot do it alone. The complexity of growth related issues and the impact on civic life require that the community's entire pool of experience and talent be tapped.

The process included research into existing conditions, future trends and population estimates, as well as best practices from other similar cities. It also considered Humboldt's existing plans, policies and strategies.



# Strategic Plan Framework

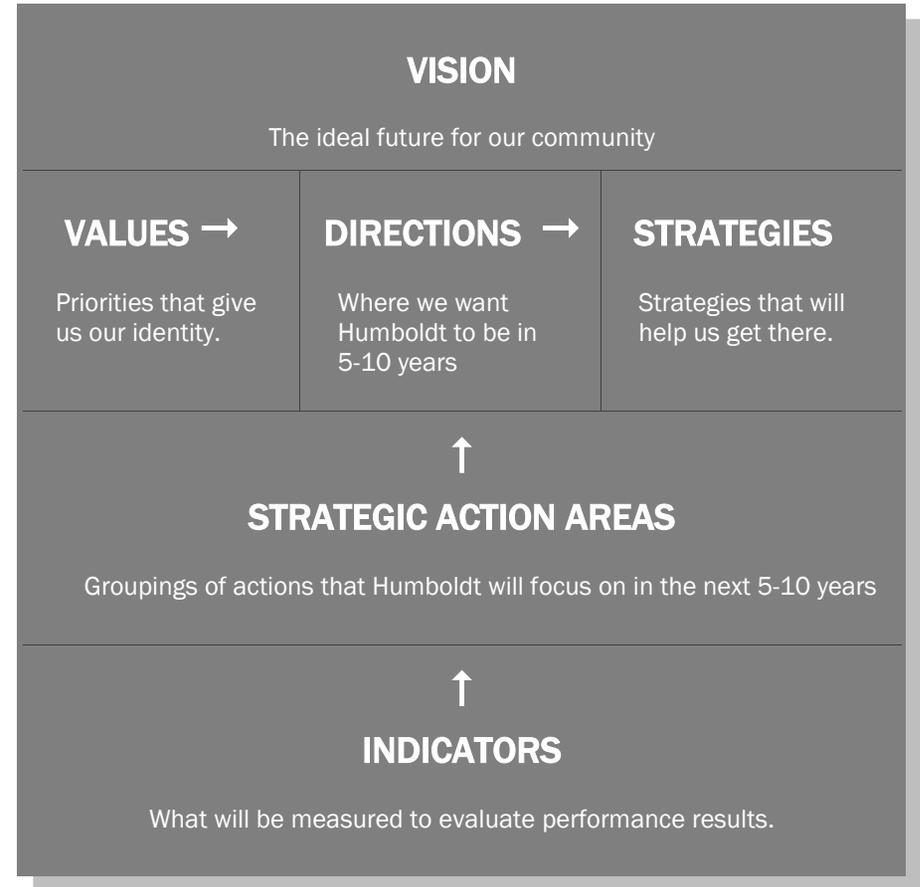
The Strategic Plan is made up of a vision, values, directions, strategies, strategic action areas and indicators.

The vision represents Humboldt’s ideal future. The values comprise Humboldt’s identity and represent the community’s priorities.

Each value has its own direction statement (where we are headed) and strategy (how we get there). The values are not mutually exclusive, meaning that any given strategic action area will align with more than one value.

The strategic action areas are groupings of priority actions for the City of Humboldt. City Council and its partners will use these as guidance in identifying priorities and initiatives over the next 5-10 years.

The indicators are what will be measured to track the City’s progress and assess levels of performance. They help tell the story of Humboldt’s journey towards achieving its vision.



VISION	VALUES	DIRECTIONS Where We Are Headed	STRATEGIES How We Get There
<p>As a hub of cultural and economic life, Humboldt celebrates its values and identity and attracts people and investment from around the world.</p>	 <p>ACTIVE</p>	<p>Humboldt is a walkable, active and healthy community.</p>	<p>Provide sport, recreation and active living opportunities for all our residents throughout their lives.</p>
	 <p>WELCOMING</p>	<p>Humboldt is a safe, inclusive, and accessible community where residents feel a strong sense of belonging and have access to affordable housing, excellent health care and social services.</p>	<p>Attract skilled workers, young adults and families from Canada and around the world while providing a safe, interesting place for an active, dignified retirement and advocating for social and health care infrastructure for our residents.</p>
	 <p>PROSPEROUS</p>	<p>Humboldt is a diverse business, service, manufacturing, mining and agricultural community at the centre of our region's prosperity.</p>	<p>Encourage businesses and services that support our role as a regional hub and leverage the potential of our downtown.</p>
	 <p>CREATIVE</p>	<p>Humboldt is a regional destination for heritage, arts, culture and entertainment.</p>	<p>Value our heritage and invest to foster cultural vitality.</p>
	 <p>GREEN</p>	<p>Humboldt is a clean and beautiful place with thriving natural systems, ample parks, trails, green spaces and healthy neighbourhoods.</p>	<p>Invest in parks, trails, and green spaces, promote natural systems and support compact development and active transportation.</p>
	 <p>CONNECTED</p>	<p>Humboldt is an inclusive community, connected by gathering places, events, transportation and technology, such as broadband.</p>	<p>Connect our residents to services, destinations, and each other, and ensure connections to the global community.</p>
	 <p>SUSTAINABLE</p>	<p>Humboldt is a city where it is easy to move around and infrastructure is proactively managed and built to meet the needs of the growing population</p>	<p>Invest in infrastructure and services that are resilient and sustainable.</p>

STRATEGIC ACTION AREAS		VALUES
1	Provide walking and biking trails, parks and green spaces, and social, sports, culture and recreation facilities and programming.	ACTIVE WELCOMING GREEN CONNECTED
2	Strengthen and encourage collaboration between community, voluntary and non-profit organizations and the social and health care system they support.	WELCOMING CONNECTED
3	Plan for, invest in and maintain safe, resilient and sustainable transportation, water, waste and broadband infrastructure in a way that provides the highest value for tax-payers.	SUSTAINABLE
4	Revitalize and support the downtown.	ACTIVE WELCOMING CONNECTED PROSPEROUS SUSTAINABLE
5	Maintain and grow Humboldt's role as a diverse regional hub by retaining and attracting key industries and services to support them, and collaborating regionally to foster sustainable growth.	PROSPEROUS SUSTAINABLE
6	Invest in and leverage cultural resources to promote cultural vitality.	CREATIVE PROSPEROUS WELCOMING CONNECTED
7	Invest in the communication infrastructure and process improvements to ensure corporate efficiency, effectiveness and sustainability.	PROSPEROUS CREATIVE SUSTAINABLE

# Implementation

## HOW THE PLAN WORKS

The Strategic Plan focuses decision-making for the City of Humboldt for the next 5-10 years. It provides decision makers and the community with an understanding of what matters when planning for the future in areas such as land use planning, infrastructure, service delivery and asset management. It is a source of inspiration for the whole community.

Directors from each department and members of Council will work together to develop and update an annual Action Plan to support the implementation of the strategic action areas.

Although the Plan takes a long-term view, it needs to be flexible so it is able to be adapted as the community changes. Accordingly, the Strategic Plan will be reviewed annually and updated after 5 years.

The Strategic Plan is intended to:

### **A) ALIGN AND INFORM PLANNING AND BUDGETING DECISIONS**

As the highest level policy document, all actions and decisions made by City Council and staff will be informed by the Plan. Council will use the Plan to define priorities, make decisions about the allocation of resources and establish targets and short and long-term work plans.

The Strategic Plan and the strategic action areas will guide City staff in setting operational priorities, developing work plans and funding options. City staff will also be expected to show how their existing or proposed program and policy recommendations support the strategic actions, values and priorities in the Plan.

Future planning efforts, such as the update of the Official Community Plan will be informed by the Strategic Plan.

### **B) SUPPORT THE CITY'S POSITION WITH THE PROVINCE**

The Strategic Plan will support and strengthen the City's position in conversations with the Province and other partners by clearly articulating Humboldt's vision, values and priorities.

### **C) INFORM THE CITY'S COMMUNICATION AND ENGAGEMENT PRACTICES**

The Plan will inform the City's community engagement (how it works with residents) and communications strategy (how it informs residents).

### **D) INSPIRE AND ALIGN NEW PROJECTS AND INFORM THE WORK OF HUMBOLDT'S COMMITTEES, COMMUNITY GROUPS AND NON-PROFIT ORGANIZATIONS**

The implementation of the Strategic Plan requires a meaningful and ongoing effort from the entire community. The Plan is a central reference point to align the efforts of Humboldt's community groups, non-profit organizations, local businesses and residents in the same direction when developing their own projects.

### **E) MONITOR PROGRESS TOWARDS DESIRED OUTCOMES**

The indicators provide the common metrics for monitoring the strategic action areas identified in this Plan and the City's progress can be measured.

### **F) ENCOURAGE GREATER INTER-DEPARTMENTAL COLLABORATION**

The planning process deliberately integrated people and organizations from a wide range of sectors within the community. The process of developing the Plan required a collaborative and integrated response from City staff as they met to align the City's operational requirements and plans with the strategic action areas. In order to meet the goals it has set and achieve the vision of this Plan, interdepartmental information sharing and collaboration will have to become a standard procedure at City Hall.

# Helping People Make Good Decisions

## ROLES AND RESPONSIBILITIES

Council, City staff, community groups, local organizations, business owners and residents all contributed to the development of the Strategic Plan and will have a role to play in its implementation.

The following outlines the roles and responsibilities of various groups of the Humboldt community.

### **COUNCIL**

Use the Plan to evaluate new projects and initiatives put forward by staff, consultants and community members.

Allocate resources in the budget to achieve the Plan's vision, directions, strategies and actions.

### **CITY STAFF - DIRECTORS**

In all work plans, projects and policy recommendations indicate which values are being supported and the strategic action area that is being advanced.

Collect the data necessary to measure key indicators and track the Plan's progress in their area of work.

Contribute to the annual progress report.

Work collaboratively with staff members from other departments and find ways to complement other areas of the Plan.

Identify and reach out to individuals and organizations in the community who may be willing to assist with the implementation of actions in the Plan.

### **DIRECTOR OF COMMUNICATIONS & COMMUNITY DEVELOPMENT**

Establish and carry out a communications plan to provide Council and the community with updates about the Plan.

Coordinate the annual progress reporting process and develop the report.

Coordinate an annual public meeting to celebrate the Plan's successes and generate support for the Plan's ongoing implementation.

### **COMMITTEES, COMMUNITY GROUPS, AND LOCAL ORGANIZATIONS**

Use the Plan's vision, values, directions, strategies and action areas to develop new and refine existing projects and initiatives.

Collect the data necessary to measure indicators and track the Plan's progress

Participate in annual public meeting to celebrate the Plan's successes and provide input to support the Plan's ongoing implementation.

### **RESIDENTS**

Participate in the annual public meeting to celebrate the Plan's successes and provide input to support the Plan's ongoing implementation.

# Evaluation

## MEASURING AND REPORTING ON PROGRESS

Measuring and reporting on our progress will allow us to track how well we are doing in terms of putting the Plan into action. We will develop an annual progress report and review the Plan every 5 years.

### ANNUAL PROGRESS REPORT

The annual progress report will provide the community with an update on the City's achievements.. It will include an overview of specific actions and accomplishments and show how the community is progressing using the indicators listed in Appendix B (see below for description).

The Strategic Plan will be reviewed and updated after 5 years. The purpose of the review will be to check in with the community, ensure the key components of the plan remain relevant and make updates where necessary.

### INDICATORS

An indicator is an instrument or tool for evaluation – a yardstick to measure results and to assess progress. It is how the City chooses to represent a stated goal or outcome. Indicators can be used initially to establish a baseline and subsequently to allow for comparisons over time (trends).

A list of potential indicators has been developed for each strategic action area (Appendix B). These indicators will help Humboldt to assess available data and provide evidence of the Plan's progress. They were selected based on best practice and use readily available data sources where possible.

The City will choose 10-15 indicators annually that will provide evidence of the impact of the City's actions.

## ON-GOING COMMUNITY ENGAGEMENT

The success of the Plan depends on maintaining momentum and support from our stakeholders and residents. The City of Humboldt will work to ensure residents and stakeholders continue to be involved in the Plan as it moves forward through the following actions:

- Continued use of the City of Humboldt website to provide information about the Plan and ways to stay involved.
- Creating materials that promote awareness of the Strategic Plan and framework.
- Providing an annual report on the plan's progress and publishing the report widely in a range of formats.
- Delivering announcements to promote the plan and its successes through various media outlets, such as the Humboldt Journal and broadcast media.
- Hosting an annual public meeting to celebrate the successes of the plan and receive input from the community regarding the on-going implementation of the Plan.



# Acknowledgements

Humboldt's Strategic Plan was shaped by many residents and stakeholders who actively contributed to developing the Plan. The City of Humboldt is very appreciative of the role that members of the community played in this year-long process.

## OUR HUMBOLDT ADVISORY COMMITTEE

- Mayor Malcolm Eaton
- Councillor Linda Mattock
- James Moller, City Manager
- Jennifer Brooks, Director of Communications & Community Development
- Jennifer Hoesgen, Museum Director & Curator
- Dave Gullacher, President, Prairie Agriculture Machinery Institute
- Dean Hergott, Accountant & Member of the Downtown Business Improvement District
- Janice Ruedig, Branch Manager, Conexus Credit Union

## COUNCIL

- Mayor Malcolm Eaton
- Councillor Linda Mattock
- Councillor Larry Jorgenson
- Councillor Rob Muench
- Councillor Sandy Weyland
- Councillor Leon Fleischhacker
- Councillor Roger Nordick

## STAFF

- James Moller, City Manager
- Jennifer Brooks, Director of Communications & Community Development
- Jennifer Hoesgen, Museum Director & Curator
- Sandra Pauli, Director of Administration
- Darrell Lessmeister, Director of Community & Leisure Services
- Peter Bergquist, Director of Planning and Engineering
- Steve Brown, Director of Finance

## STUDY TEAM

- Jeff Evenson, Canadian Urban Institute
- Alexandra McDonough, Planner & Research Associate, Canadian Urban Institute
- Ariana Cancelli, Planner & Research Associate, Canadian Urban Institute

# Acknowledgements (continued)

Many others gave of their time, energy and insight to make this plan possible, and in particular we would like to thank the following people:

Aaron Lukan	Celeste Leray-Leicht	Dustin Guest	Jared Giddings	Loretta Schugmann	Roger Nordick
Adam Duke	Celine Bley	Ed Hinz	Jeff Hryniw	Lorraine Forster	Ruth Wilson
Agnes Pratchler	Chad Knaus	Elaina Adams	Jenna Weiman	Lorrie Bunko	Sandy Weyland
Aimee Schwinghamer	Chris Cherkewich	Ed Brockmeyer	Jennifer Hinz	Marguerite Cunningham	Sean Moore
Al Schreiner	Christine Baron	Elaine Cann	Joanne Forer	Madison Lucas	Serge Pelletier
Alfred Washburn	Clark Stork	Elan Buan	Jodie Hergott	Maxine Moore	Shanleigh McKeown
Allan Stuckel	Colten Yarych	Ellen Lukan	Jodi Smith	Maxine Muggli	Sheila Nordick
Amanda Klitch	Cora Janzen	Elvina Pray	Joe Scheiber	Mel Bolen	Shirley Guest
Amy Jurgens	Cory Popoff	Elviria Natlazo	Juanine Korte	Michelle Bankowski	Stacey Poss
Andre Kruger	Crystal Perkins	George Burton	Julie Syroteuk	Mike Kwasnica	Susan Grieman
Angela Mueller	D. Kachur	Gerald Baron	Kaitlin Giddings	Natasha Paulsen	Susan Wehage
Ann Block	Dale Mueller	Gerry Morelli	Karen Fleischhacker	Nestor Trach	Susan Young
Andy McAnally	Daniel Bernhard	Glenda Frey	Kent Flavel	Niamh Menz	Tanya Schuler
Anthony Andre	Darcy Cunningham	Gloria Weber	Kevin Brooks	Norm Duerr	Ted Schugmann
Audrey Maier	Darren Moellenbeck	Haley Grieman	Kevin Grieman	Owen Hopfner	Tony Muggli
Barrie Broad	Darrell Wickenhauser	Heidi Phillips	Kurt Leicht	Pam Cherkewich	Tonya Reschny
Benjamyn Bautro	Dawn Goosen	Harold Thessing	Kyle Gebauer	Pat Bley	Tracey Shewciw
Blaine Weyland	Dawna Robinson	Harvey Cunningham	Kyle Stumborg	Patti Durand	Trent Ries
Brenda Curtis	Dean Hergott	Irene Dutchak	Larry Jorgenson	Paul Kneeshaw	Trevor Ross
Brenda Duerr	Dee Robertson	Jackie Hill	Lauren Fraess	Peter Bergquist	Wade Klee
Brenda Grieman	Dennis Niekamp	James Dyok	Lee Dufort	Reynold Niebrugge	Wade Stock
Brent Keough	Dennis Spence	James Hay	Leon Fleischacker	Rob Harasymchuck	Wayne Stock
Brianna Smith	Desiree Kruger	Jamie Chen	Linda Kosokowsky	Rob Muench	Willie Kosokowsky
Caitie McRae	Diana Kneeshaw	Jamie Dyok	Linda Mattock	Robyn Lapinski	
Carol McLaren	Dolores Jaster	Jan Berger	Lisa Humphreys	Robyn Moore	
Carol Oleksyn	Donnalyn Thorsteinson	Janice Ruedig	Lisa Klee	Rod MacKenzie	
Carol Weiman	Dorian Litzenberger	Janine Hart	Lorelle Holowaty		



APPENDICES

# OUR HUMBOLDT

## CULTURE-LED STRATEGIC PLAN

*Prepared on January 22, 2014*

**Humboldt**



# Appendix A

## Community Forum Summary Records

# Appendix B

## Indicators Menu

**STRATEGIC ACTION 1:** Provide walking and biking trails, parks and green spaces, and social, sports, culture and recreation facilities and programming.

INDICATOR	METRIC	POSSIBLE DATA SOURCE	FREQUENCY
Amount of trail space	Total kilometers of trails (or per 1000 persons)	Community and Leisure Services	Annual
Amount of open space	Total hectares of municipally owned open space (or per 1000 persons)	Community and Leisure Services	Annual
Bike Paths	Total kilometers of designated bike pathways or trails	Community and Leisure Services	Annual
Indoor recreation facility space	Total square metres of municipally owned indoor recreation facilities (or per 1000 persons)	Community and Leisure Services	Annual
Outdoor recreation facility space	Total square metres of municipally owned outdoor recreation facility space (or per 1000 persons)	Community and Leisure Services	Annual
Ramped sidewalks	Total number of ramped sidewalks as a percentage of total sidewalks	Public Works	Annual
Recreation programs	Type and number of recreation programs offered	Community and Leisure Services	Annual
Total participant hours for recreation programs	Total participant hours for recreation programs (including registered, drop in and permitted programs) or per 1000 persons.	Community and Leisure Services	Annual

**STRATEGIC ACTION 2:** Strengthen and encourage collaboration between community, voluntary and non-profit organizations and the social and health care system they support.

INDICATOR	METRIC	POSSIBLE DATA SOURCE	FREQUENCY
Estimated volunteer participation in community organizations and events	Estimated number of volunteers and volunteer hours dedicated to community organizations and events.	Humboldt Involved	Annual
Community groups and organizations	Number of groups and organizations registered with Humboldt Involved	Humboldt Involved	Annual
Partnerships created through Humboldt Involved	Number of partnerships created through Humboldt Involved	Humboldt Involved	Annual
Attendance at municipally permitted events, celebrations and festivals	Estimated attendance numbers at municipally permitted events, celebrations and festivals	Community and Leisure Services	Annual
Library uses per person	Total number of library uses divided by total population.	Reid-Thompson Public Library	Annual
New residents to Humboldt seeking services and support	Number of new registrants at the Humboldt Regional Newcomers Centre	Humboldt Regional Newcomers Centre	Annual

**STRATEGIC ACTION 3:** Plan for, invest in and maintain safe, resilient and sustainable transportation, water, waste and broadband infrastructure in a way that provides the highest value for tax-payers.

INDICATOR	METRIC	POSSIBLE DATA SOURCE	FREQUENCY
Asset Management Plan	Is there an asset management plan in place? (Yes/No)	City Manager	Annual
Municipal efficiencies planned and achieved.	Number and type of new municipal efficiencies planned and number and type of municipal efficiencies achieved.	City Manager & Administration	Annual
Economic partnerships created between the City and external organizations.	Number of economic partnerships created between the City and external organizations.	City Manager	Annual
Per capita municipal investment in hard infrastructure.	Total annual expenditures on hard infrastructure divided by the total population.	Municipal budget; Census of population	Annual

**STRATEGIC ACTION 4:** Revitalize and support the downtown.

INDICATOR	METRIC	POSSIBLE DATA SOURCE	FREQUENCY
Attraction and retention of businesses in the downtown	Number of businesses in Downtown BID	BID	Annual
Downtown events and festivals	Number of events and festivals held in downtown	BID	Annual
Downtown Revitalization Tax Exemption Policy Uptake	Number of commercial properties in the downtown that have participated in the <i>Downtown Revitalization Tax Exemption Policy</i> .	City Manager	Annual

**STRATEGIC ACTION 5:** Maintain and grow Humboldt's role as a diverse regional hub by retaining and attracting key industries and services to support them, and collaborating regionally to foster sustainable growth.

INDICATOR	METRIC	POSSIBLE DATA SOURCE	FREQUENCY
Population	Total population of Humboldt	Statistics Canada Census of Population	Every five years
Attraction and retention of businesses in Humboldt	Number of businesses in Humboldt	Chamber of Commerce	Annual
Diversity of businesses in Humboldt	Breakdown of businesses in Humboldt by industry and sector	Chamber of Commerce	Annual
Regional collaborations	Number of regional collaborations achieved	City Manager	Annual
Business activity	Building permit/construction information	Corporate Services	Annual

**STRATEGIC ACTION 6:** Invest in and leverage cultural resources to promote cultural vitality.

INDICATOR	METRIC	POSSIBLE DATA SOURCE	FREQUENCY
Total <i>Special Event Grant</i> expenditures	Total annual <i>Special Event Grant</i> expenditures by the municipality	Municipal budget	Annual
Per capita expenditures on arts and culture by municipality	Total annual expenditures (including operating, grants and capital expenditures) divided by the total population	Municipal budget; Statistics Canada Census of population	Annual
Cultural spaces and facilities	Total number of cultural facilities owned by the municipality, not-for-profit and private sector	Municipal budget and local spaces and facilities	Dependent on local data
Cultural heritage designations	Number of municipal heritage properties and provincial heritage properties designated under the Heritage Property Act	Humboldt & District Museum & Gallery	Annual
Percentage of residents satisfied with arts, culture and heritage offerings	Track responses to the survey question: “How satisfied are you with the selection of arts, culture and heritage offerings in your municipality?”	Local survey	Dependent on local data
Accessibility of arts, culture and heritage offerings	Track responses to the survey question: “Do you feel that arts, culture and heritage offerings are physically, financially and geographically accessible to you?”	Local survey	Dependent on local data

**STRATEGIC ACTION 7:** Invest in the communication infrastructure and process improvements, to ensure corporate efficiency, effectiveness and sustainability that are effective and sustainable.

INDICATOR	METRIC	POSSIBLE DATA SOURCE	FREQUENCY
Financial management efficiency	New financial management policies and procedures adopted	City Manager	Annual
Effective work processes	Track responses to the survey question: "Are there processes in place that enable high levels of productivity at work."	Employee survey	Annual
Interdepartmental collaboration	Actions taken towards greater interdepartmental collaboration.	City Manager	Annual
Customer service satisfaction	Track responses to the survey question: "How satisfied are you with the level of customer service you receive from City staff."	Local survey	Dependent on local data
Employee satisfaction	Employee turnover rate	City Manager	Annual
Employee satisfaction	Employee absentee rate	Administration Department	Annual
Overall efficiency of City governance and management	Operating costs for governance and corporate management as a percentage of total municipal operating costs	City Manager/Municipal budget	Annual

LEARN MORE:

CITY OF HUMBOLDT  
[www.humboldt.ca](http://www.humboldt.ca)

CANADIAN URBAN INSTITUTE  
[www.canurb.org](http://www.canurb.org)

# OUR HUMBOLDT CULTURE-LED STRATEGIC PLAN

*Prepared by the Canadian Urban Institute for the City of Humboldt  
January 22, 2014*

