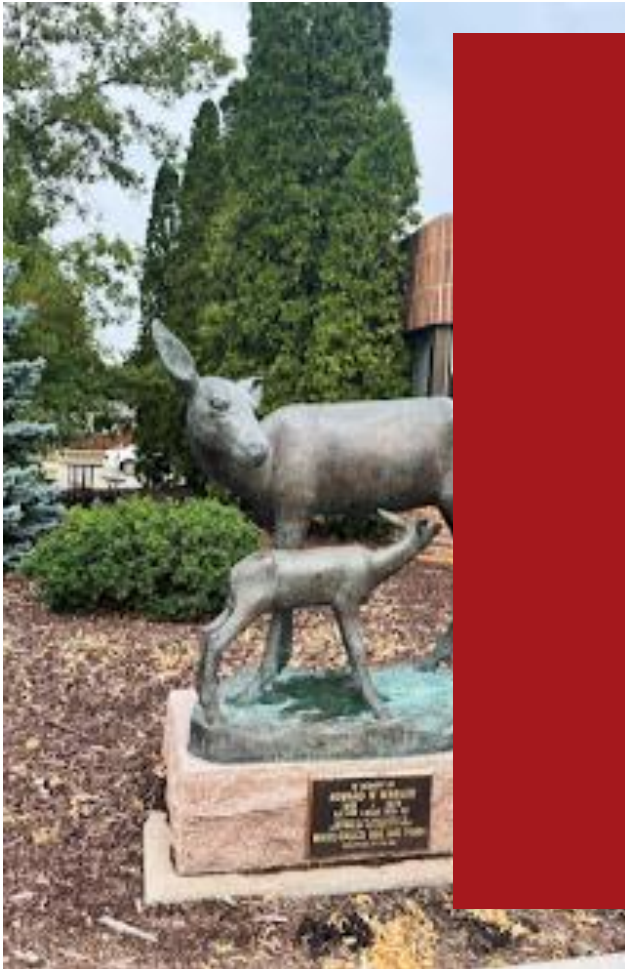


City of Morden Strategic Plan 2025

Morden 

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Background

Introduction

The City of Morden, in its pursuit of strategic development, has been operating under a strategic plan that was adopted by Council in 2018. Recognizing the need for an updated approach that reflects the city's current context, Council and senior administration have decided to create a new Strategic Plan. Both Council and Administration are in agreement that the Strategic Plan plays a crucial role in directing their efforts.

The drafting of this new document has been a collaborative process, involving consultation with Council members, local stakeholders, and the city's residents. A web-based survey was conducted, garnering the views of over 450 Morden residents, and this was complemented by an in-person public engagement session. The strategic plan is a reflection of the collective input and priorities of the community.



Source: Photo by Sincerely Media on Unsplash

Purpose of a Strategic Plan

Provide Clarity – A strategic plan enhances decision-making clarity, ensuring both Council and Administration make focused, proactive choices.

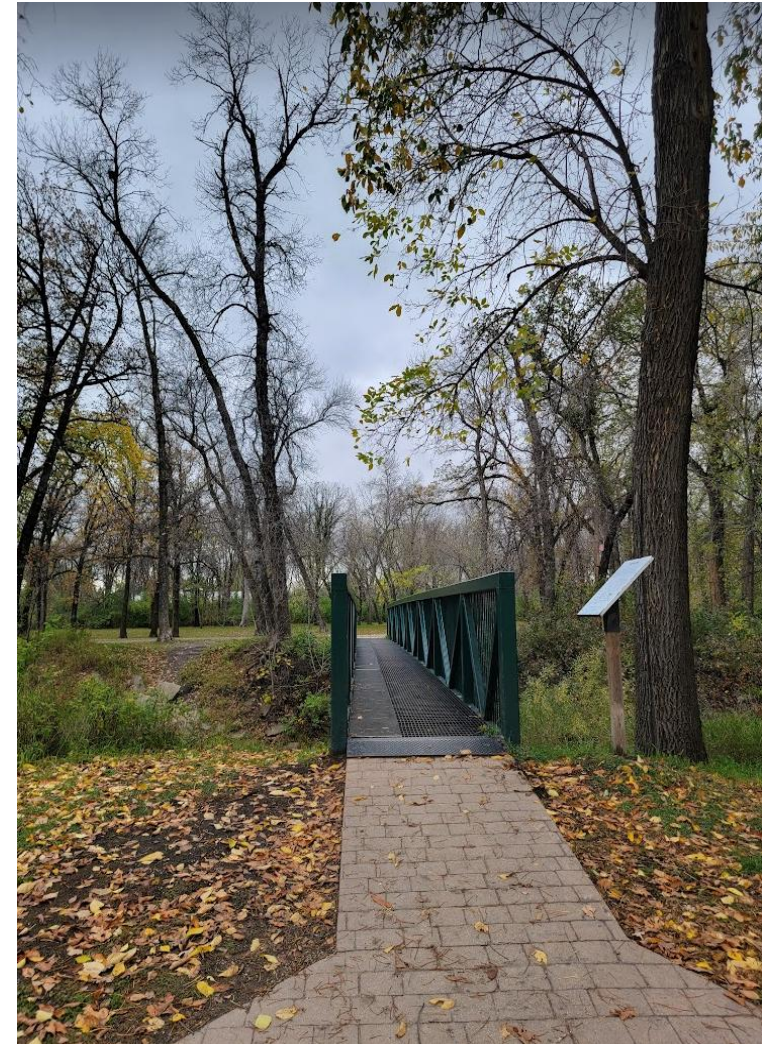
Ensure Coordination – By defining objectives, it assures that everyone is working towards the same overall goals.

Improve Efficiency – A strategic plan helps to align Council's direction with community input and priorities, improving decision-making and resource allocation are aligned towards the community's needs, ultimately enhancing the efficiency of the city's operation.

Assist with Adjustment to Change – A strategic plan supports adaptability to change by providing a clear vision and objectives, helping to define common goals, and ensuring a pathway exists for success.

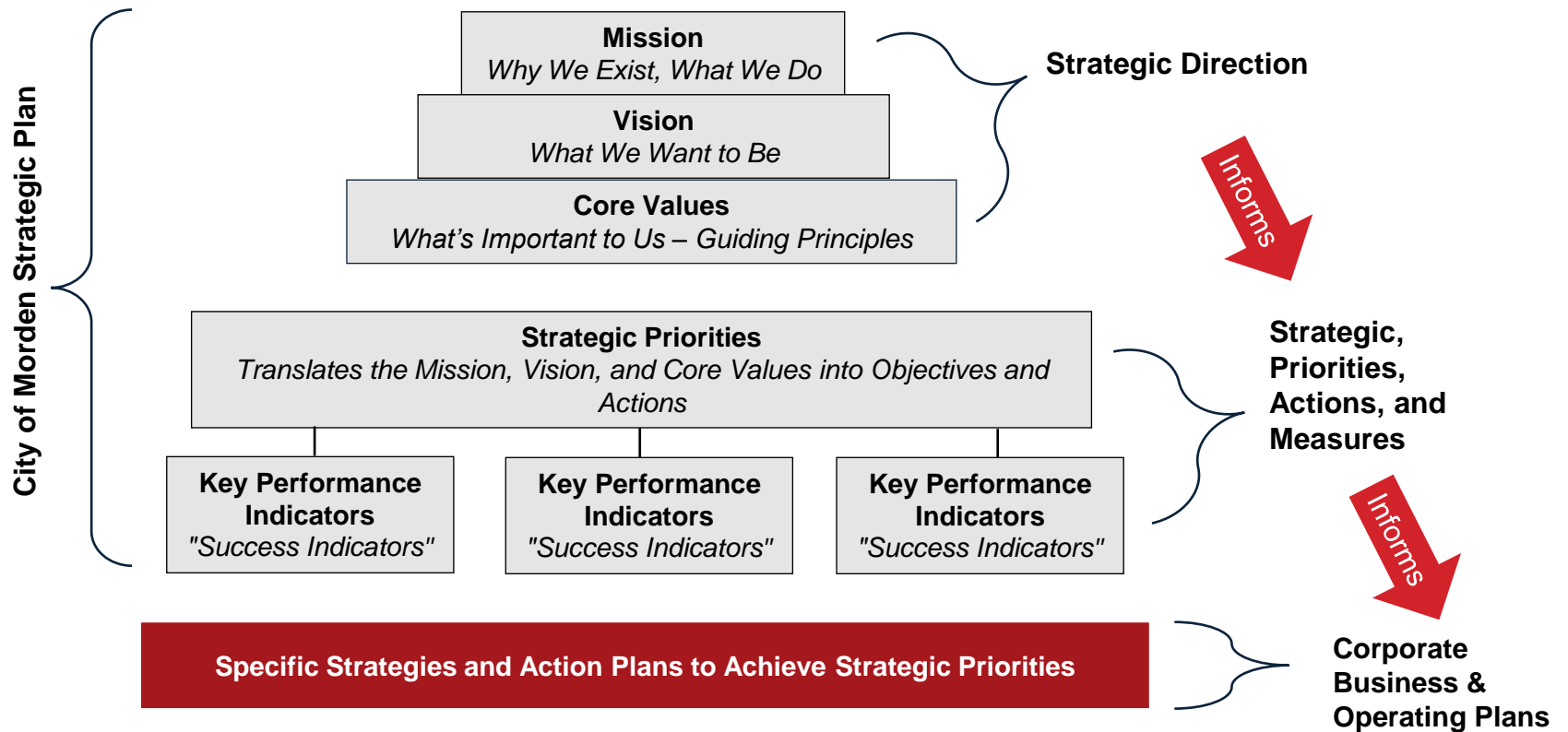
Capacity Building – By defining its direction, the City can efficiently develop capacity and manage talent, aligning workforce competencies with strategic goals and helping staff understand and align to the City's purpose and objectives.

Ensure Greater Transparency and Accountability – A wide variety of stakeholders and the general public have had an opportunity to participate in the development of the plan. It will be made public, and will be available on the City's website.



Strategic Planning Framework

With clear direction, and focused priorities, Council will set strategic priorities and administration will develop determined actions appropriate to progress towards achieving the goals of this plan. The following diagram presents the information contained in this plan in the context of a broader strategic planning framework, built to interface with existing corporate and business planning processes.



Vision, Mission and Core Values



Mission Statement

A mission statement tells us what the city's core purpose is and what the objectives are for the services it offers to help its people and communities. It clearly says who the city is trying to help and how it plans to do so. It also shows what makes the city special, including its unique features and the values that guide its work. This mission statement was created with help from the public, the council, and the administration.

Our Mission:

“A city dedicated to fostering a thriving, inclusive, and naturally beautiful community.”

Vision Statement

A vision statement presents the City's ambition for the future and outlines the aspirations for the future. It describes what the City strives to be. Its fundamental aim is to ignite inspiration and passion among the broader community, uniting them in the pursuit of this common vision. It should clearly describe the long-term goals, dreams, and aspirations for the City. The following Vision Statement was drafted with input from Members of the Public, Council, and Administration.

Our Vision:

*“A vibrant community cultivating innovation
growth and prosperity”*

Core Values

These principles and beliefs guide the City's behavior and decision-making processes. They reflect the ethos and culture of the municipality and serve as a moral compass for its leaders, employees, and citizens. The following Core Values build on past strategic plans and have been refined to reflect what was expressed by stakeholders:

- **Respect:** We actively listen to our community, our stakeholders and our staff, to understand their position.
- **Collaboration:** We work together with Local, Provincial and Federal Governments, regional partners, stakeholders, private businesses, and the community to achieve common goals.
- **Accountability:** We hold ourselves to the highest ethical standards, ensuring that our actions are transparent, our decisions are made in the public's best interest, and we are answerable to the community for all our deeds and decisions.
- **Active Living:** We provide a vibrant and healthy community, one that is accessible to all. We take pride in our first-rate recreational facilities, green spaces, lake, and campground.
- **Heritage and Culture:** Preserving our storied heritage while embracing the rich cultural landscape of our growing community.
- **Innovation:** We are leaders of change by encouraging creativity and innovative solutions for city challenges.
- **Inclusivity and Diversity:** We welcome and celebrate diverse cultures and perspectives and actively seek input on projects from diverse points of view.
- **Sustainability:** We are dedicated to steering our city's growth in a socially, economically and environmentally sustainable manner.



Strategic Priorities

Strategic Priority Areas

From resident and stakeholder input the following strategic priorities were developed as groups of initiatives on which the City can focus its energy and attention.



Quality of Life

1. Promote initiatives which contribute to a safe and healthy community
2. Sustain, enhance and expand local recreation, community service and active living opportunities
3. Promote existing local amenities through collaboration and investment



Municipal Services and Infrastructure

1. Achieve water security in terms of availability, accessibility, and sustainability of quality freshwater and wastewater resources
2. Sustain, renew and enhance municipal infrastructure
3. Increase resident engagement with municipal services
4. Elevate climate action opportunities



Economic Growth and Development

1. Support the retention and expansion of existing businesses
2. Attract new businesses, with an emphasis on new industrial employers
3. Support access to skilled labour for employers and skills development for employees



Leadership, Partnership, & Collaboration

1. Enhance City communications
2. Renew partnerships with local stakeholders
3. Establish regional cooperation across key areas

City of Morden Action Plan

Morden 



Quality of Life

A dynamic city with an exceptional quality of life

Morden 

1. Promote initiatives that contribute to a vibrant, healthy and safe community:

1. Action Items:

1. Increase the accessibility of local amenities and services.
2. Become an “Age-Friendly Community” by completing the Milestone Recognition Program.
3. Support the continued growth of the health sector by attracting additional medical services, supporting healthcare worker retention and recruitment, and facilitating health sector educational opportunities.
4. Ensure Morden Police and Fire Services have the necessary resources to continue to deliver exceptional services to the community, including support for innovative approaches to safety services.
5. Enable access to suitable housing options for a range of housing needs by collaborating with a range of stakeholders including developers, non-profits and government agencies.

2. Sustain, enhance and expand local recreation, community service and active living opportunities:

1. Action Items:

1. Support existing City recreation programming to serve residents and increase participation.
2. Enhance and expand walking and biking facilities to link the residential areas with places of work, schools, downtown, shopping centers, recreation facilities and green spaces.
3. Offer increased winter active living programming options.
4. Collaborate with local community service providers as well as the provincial and federal government to expand available programming.

3. Promote existing local amenities through collaboration and investment.

1. Action Items:

1. Promote the use of existing amenities through attraction of worldclass events.
2. Collaborate with stakeholders to promote events, attractions and unique opportunities.
3. Identify opportunities for investment to enhance existing amenities.



Municipal Services and Infrastructure

Proactively sustain and enhance municipal infrastructure and amenities, with a focus on longevity, efficiency, and community enrichment.

Morden

1. Achieve water security in terms of availability, accessibility, and sustainability of quality freshwater and wastewater resources

1. Action Items:

1. Increase current wastewater capacity through major infrastructure development.
2. Identify and implement projects to ensure City long term access to drinking water supply to meet current and future needs.
3. Conduct lifecycle analysis of current infrastructure including service lines & lift stations.

2. Sustain, renew and enhance municipal infrastructure

1. Action Items:

1. Complete renewal of key planning documents e.g., Community Improvement Plan, long-term infrastructure planning documents, enhance Asset Management systems.
2. Invest in renewal of existing infrastructure to maintain and improve service levels while extending the life of existing assets.
3. Equitable access and distribution of new and renewed capital infrastructure e.g. parks, playgrounds and greenspace.

3. Increase resident engagement with municipal services

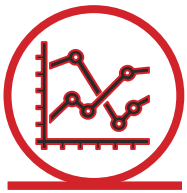
1. Action Items:

1. Introduce new tools for the public to use to share feedback, tracking response times and results.
2. Communication team engagement with residents to share updates on events, projects and programs.

4. Elevate climate action opportunities

1. Action Items:

1. Develop a climate action plan which identifies risks, opportunities, and action items related to climate adaptation and mitigation.
2. Promote initiatives related to climate action such as clean technology, low carbon economy, green and natural infrastructure, active transportation.
3. Determine the feasibility of public transport options.



Economic Growth and Development

Elevate Morden as a driving force for regional economic vitality, creating a fertile ground for investment and nurturing local businesses.

Morden 

1. Support the retention and expansion of existing businesses

1. Action Items:

1. Engage employers to continuously learn about opportunities to support their growth and success.
2. Initiate training and education projects to promote development of a skilled and resilient workforce.
3. Work with existing employers through our Community Driven Immigration Initiative (CDII) to access skilled labour.
4. Ensure there is an ample supply of shovel-ready land to support the growth and expansion of our existing businesses.

2. Attract new businesses, with an emphasis on new industrial employers

1. Action Items:

1. Develop a marketing strategy to promote commercial and industrial development opportunities of City-owned shovel ready property.
2. Initiate Phase 1 of the industrial park expansion and have Phase 2 lots shovel ready by summer of 2027.
3. Secure an “anchor” development for the shovel ready highway commercial lots and sell remaining lots.
4. Ensure there is an ample supply of shovel-ready land to attract new commercial and industrial business.

3. Support access to skilled labour for employers and skill development for employees

1. Action Items

1. Consult with local businesses to match training programs to employer needs.
2. Initiate training and education projects to increase opportunities for skills and talent development, including attraction of post-secondary institutes.
3. Maintain the success of Morden’s Community Driven Immigration Program.



Leadership, Partnership, & Collaboration

Position Morden as an innovative leader and active collaborator to the region that utilizes partnerships to support business and economic growth with a mindset of shared success.

Morden

1. Enhance communication with residents and stakeholders

1. Action Items

1. Establish an enhanced communications plan for events, notices, emergencies and local opportunities.
2. Introduce new tools to receive feedback from residents and send information, such as work management software.
3. Update the City's website to integrate these new tools.

2. Renew Partnerships with Local Stakeholders

1. Action items

1. Identify opportunities to collaborate with local partners on projects which address the goals of the strategic plan through engagement and consultation.
2. Expand City staff roles to work more closely with community stakeholders on specific projects.
3. Celebrate stories of partnership progress and success.

3. Establish regional cooperation across key areas

1. Action Items:

1. Build off the success of the Tri-Council meetings between Morden, Winkler, and Stanley.
2. Identify opportunities to collaborate with regional partners on specific projects and expand partnerships with new regional stakeholders especially in the areas of healthcare, education, infrastructure, and planning.
3. Build relationships with Indigenous communities and organizations in our region.

Potential Key Performance Indicators (KPIs)

The use of core key performance indicators (KPIs) is a leading practice that progresses the City towards achieving its ultimate goals. Administration could recommend KPIs similar to the examples on the following pages to City Council for its consideration. Guidelines for developing the KPIs include:

- Identify a relatively small number of core key performance indicators (KPIs) in each area that the City plans about which to regularly report (e.g., annually).
- KPIs should have alignment with the overall strategy and the four strategic priority areas.
- KPIs should be at a high level, fact-based, data is easily collected, and can be a mix of quantitative measures (e.g., population) and qualitative measures (e.g., survey of citizen satisfaction with municipal services).
- Some of these types of core KPIs are reported in Annual Reports.
- In addition, Administration may continue to maintain a larger set of KPIs for internal operational purposes.

Source: Photo by Firmbee.com on Unsplash



Key Performance Indicators (1/4)



Quality of Life



- Community safety, crime rates, crime reduction initiatives
- Amount of recreation programs initiated and green space enhanced
 - Recreation – e.g., hours of ice time booked versus available, total capacity of gyms and average usage, etc.
 - Green space – e.g., total area of green space, area of green space per capita, etc.
- Active/healthy living participation numbers
- Number of community events or attendance by type.
- Number of community partnerships established and community development projects initiated
- Investment in local amenities, accessibility infrastructure, age-friendly initiatives

Potential Key Performance Indicators (2/4)



Municipal Services & Infrastructure

- Completion of major wastewater and water treatment projects
- Completion of lifecycle analysis of current infrastructure and
- Trend of capital expenditures and operating expenditures year-over-year on roadway repair and maintenance.
- Completion of renewal of key planning documents
- Number of climate action related initiatives, clean technology adopted, studies and practices.



Source: City of Morden

Potential Key Performance Indicators (3/4)



Economic Growth and Development

- Business investment and expansion in the City, measured in development and building permit valuations, square footage, acres developed
- Available shovel ready land to accommodate expansion and attraction of businesses.
- Increase employment
- Increased tax revenue from business
- Number of education and training programs developed in collaboration with local businesses.
- Number of internship/apprenticeship placements offered to students.
- Feedback from service providers in the housing, medical, educational, and childcare sectors on the quality of support they receive from the City.
- Feedback from employers on the degree to which skilled workers from the immigration program are meeting their employment needs



Source: Photo by Spencer Davis on Unsplash

Potential Key Performance Indicators (4/4)



Leadership, Partnership, & Collaboration

- Number joint events, meetings and initiatives with local stakeholders
- Number joint events, meetings and initiatives with regional stakeholders including the City of Winkler and RM of Stanley
- Engagement with Indigenous regional communities to explore partnerships and deepen relationships
- Stories of partnership progress shared
- New grant money sourced and directed to collaborative projects

Developing the Strategic Plan



Explainer

The strategic plan involved step-by-step processes and inputs from multiple stakeholders. The following engagement sessions were conducted:



Public Survey

- 453 individuals and organizations
- 10 questions aimed at evaluating the priorities and pressing issues among the public

City Council Strategic Session

- Insight from City Council on issues of concern and the strategic direction of Morden
- SCOT analysis to explore Morden's Strengths, Challenges, Opportunities, and Threats

January 30, 2024 Public Engagement Session

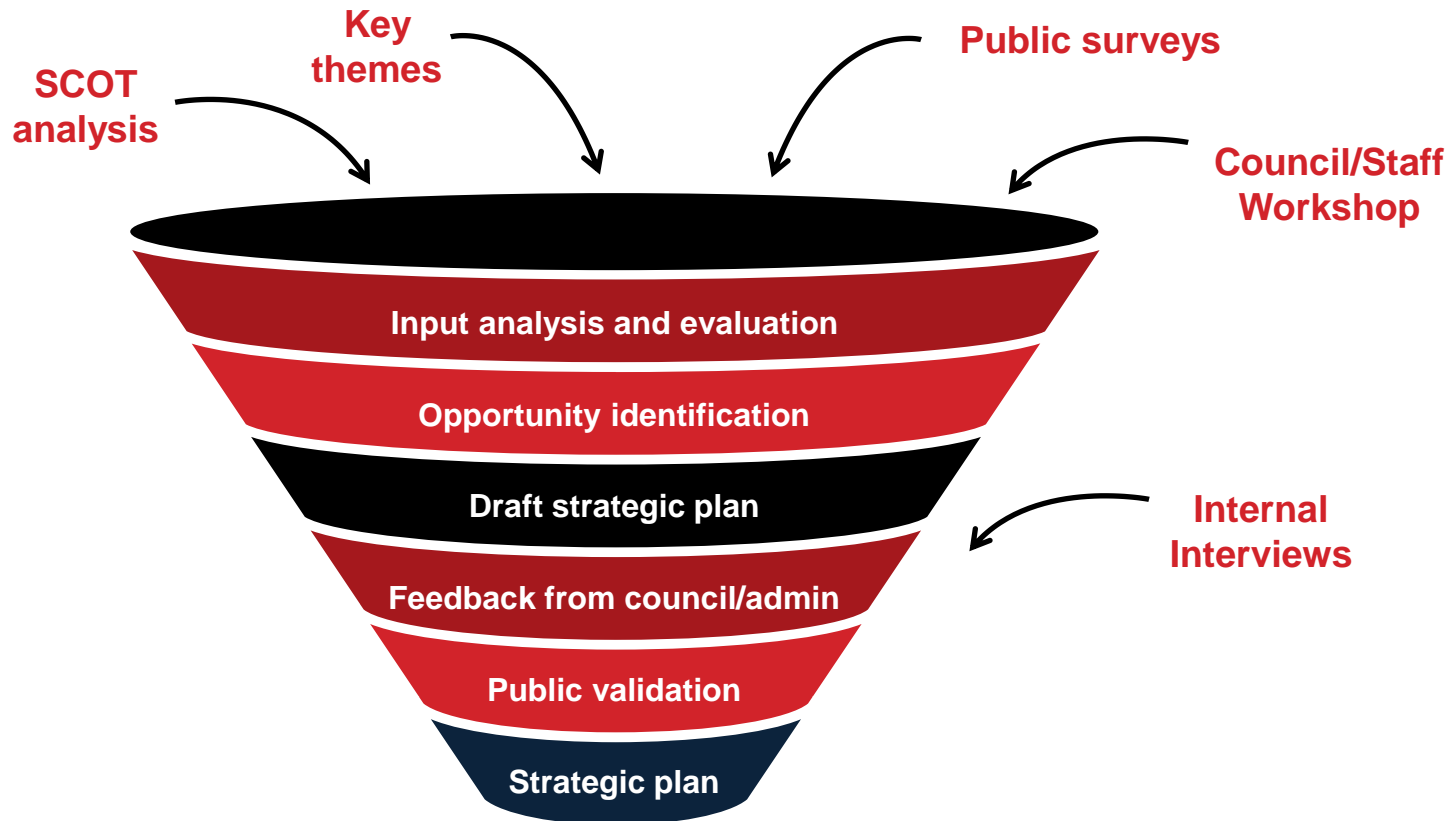
- Provide the public an understanding around the concept and importance of municipal strategic planning
- Collect input the public on a range of economic, social, and municipal trends and challenges

External & Internal Stakeholder Engagement

- Interviews with external stakeholders representing a range of sectors such as Health Care, Education, Local Business, and Regional Partners.
- Interviews with 11 Internal stakeholders

Strategic Plan Development

The strategic plan was constructed and based on multiple stakeholder inputs as shown by the image below. A funneling approach was used whereby inputs were systematically analyzed, opportunities identified, and a draft strategic plan was created. This draft is to be considered and refined by Council feedback. A second public engagement session to validate the draft plan will occur to finalize a well-informed and actionable strategic plan.



Translating Stakeholder Engagement

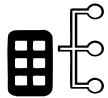
Key Themes



Bold City Vision and Leadership



Improve on Communications and Relationships



Expand Regional Collaboration and Integration



Focus on Economic Development and Growth



Address Critical Infrastructure and Service Delivery



Strengthen Healthcare and Education Resources



Enhance Cultural and Recreational Activities

Feedback gathered by direct stakeholder consultation, public consultation via an online survey and a Public Open House was summarized into common themes, shown here. This consultation was instrumental in the formulation of the Strategic Priorities articulated in this plan.

Developing the Strategic Priorities

The strategic priorities flowed out of the stakeholder engagement process. Specific ideas and suggestions informed the development of themes as top items for Council's consideration. They have been organized by theme under Strategic Priority Areas that form part of the Strategic Plan. In some cases, they may be among the options available to Administration to act on the Strategic Priorities of the City.

Quality of Life	Municipal Services & Infrastructure	Economic Growth & Development	Leadership, Partnership & Collaboration
<ul style="list-style-type: none">• Grow attractions to increase tourism and quality of life.• Promote and enhance amenities such as the lake, parks, campgrounds, golf course, galleries, recreation centre, and cross-country skiing.• Encourage community wellness and engagement• Become a leader in environmental sustainability and implement sustainable practices and policies within City decision making.	<ul style="list-style-type: none">• Prioritize water and wastewater infrastructure system improvements.• Proactively maintain and grow high quality municipal services• Align service delivery with the public's expectations, informed by ongoing community feedback and council directives.	<ul style="list-style-type: none">• Position the City to attract investment from target sectors (e.g., ag-tech and manufacturing). This may include defining key economic advantages of the City (e.g., airport access) and formulating a targeted industrial strategy.• Consider incentives to attract diverse retail and restaurant entrepreneurs and businesses.• Partner with educational institutions to bring more employment and training opportunities.	<ul style="list-style-type: none">• Develop a public communication strategy to enhance open and transparent communication with residents and stakeholders.• Formalize Tri-council meetings to strengthen regional cooperation (i.e., Morden, Winkler, RM of Stanley) around key areas such as airport expansion, creation of public transportation, maintenance on roads, and more educational offerings.• Renewed focus on partnerships with local and regional stakeholders.



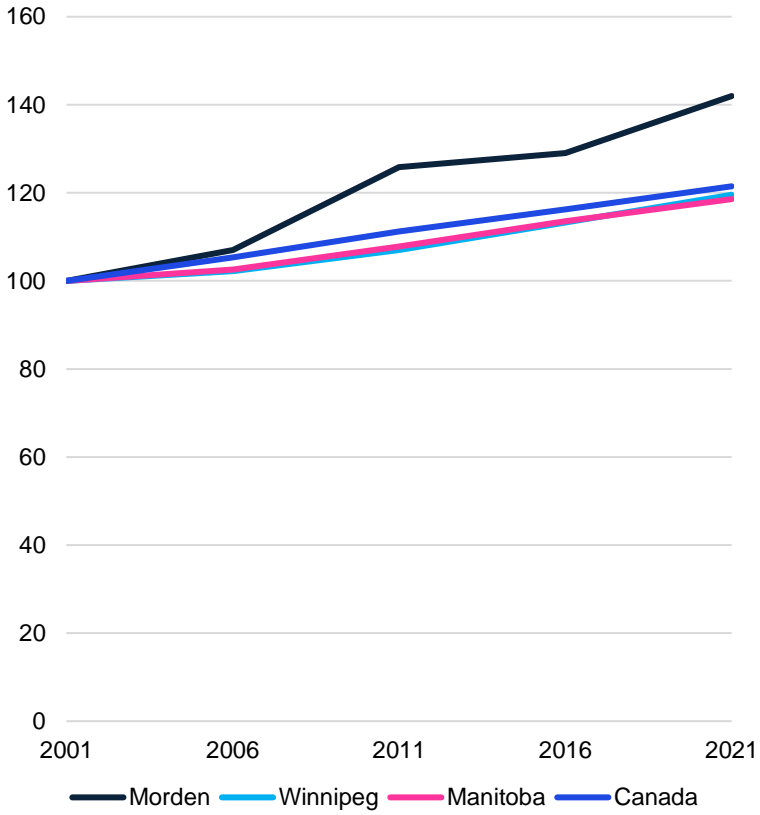
Appendix A

Socio-Economic Analysis

Current State – Population Growth Comparison

The City of Morden is experiencing a population boom, consistently growing at a faster rate than observed in Canada, Manitoba (at large) or the City of Winnipeg.

20-Year Population Comparison

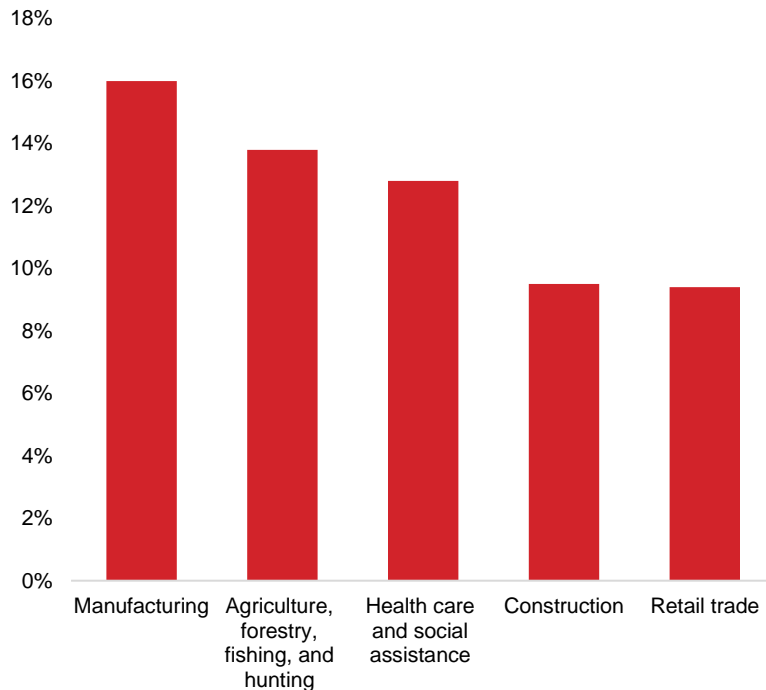


Source: Derived from Statistics Canada census data.

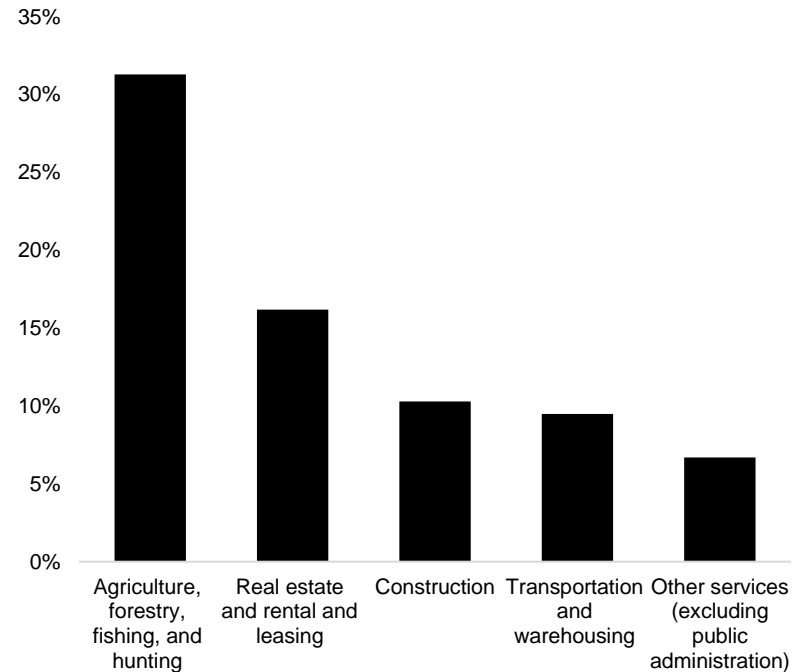
Current State - Economic Profile

Part of Morden's economic composition can be captured through the graphs below which indicate the City's top economic sectors by employment and business registrations in 2023.

Top Five Sectors by Employment, 2023



Top Five Sectors by Business Registration, 2023



Source: 2023 Morden Demographic & Socioeconomic Catchment Area Profile

Demographic Profile

Metric	2016	2021	% Change
Population	8,058	9,103	13.0%
Households (total)	3,255	3,715	14.1%
Private single-detached homes	2,285	2,495	9.2%
Median age of population	37.8	38.0	0.5%
Male/Female	48.7/51.3	49.2/50.8	N/A
% population 15 years+ with post-secondary education	44.0%	44.9%	+0.9%
Labour force participation rate	68.6%	64.8%	-3.8%
Unemployment rate	4.5%	5.1%	+0.6%
Median total household income (\$)	33,280	38,400	15.4%

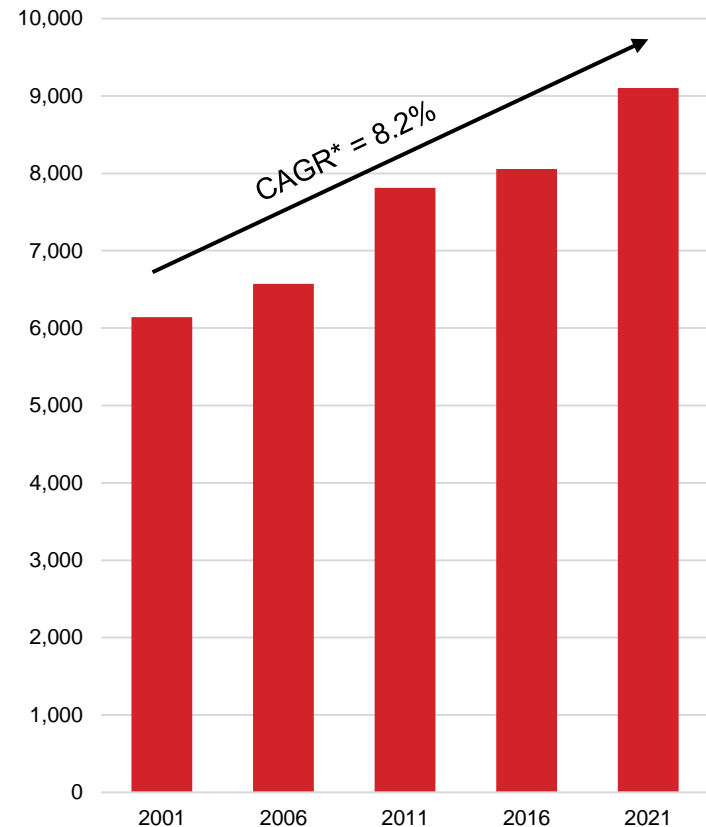
Source: Derived from Statistics Canada census data.

Population Growth

The graph to the right illustrates population trends in Morden from 2001 to 2021.

The City experienced a population growth of 48.2% between 2001 to 2021, and a compound annual growth rate (CAGR) of approximately 8.2% in every five years over the 20 year period.

Population of Morden over 20 years
(2001 to 2021)

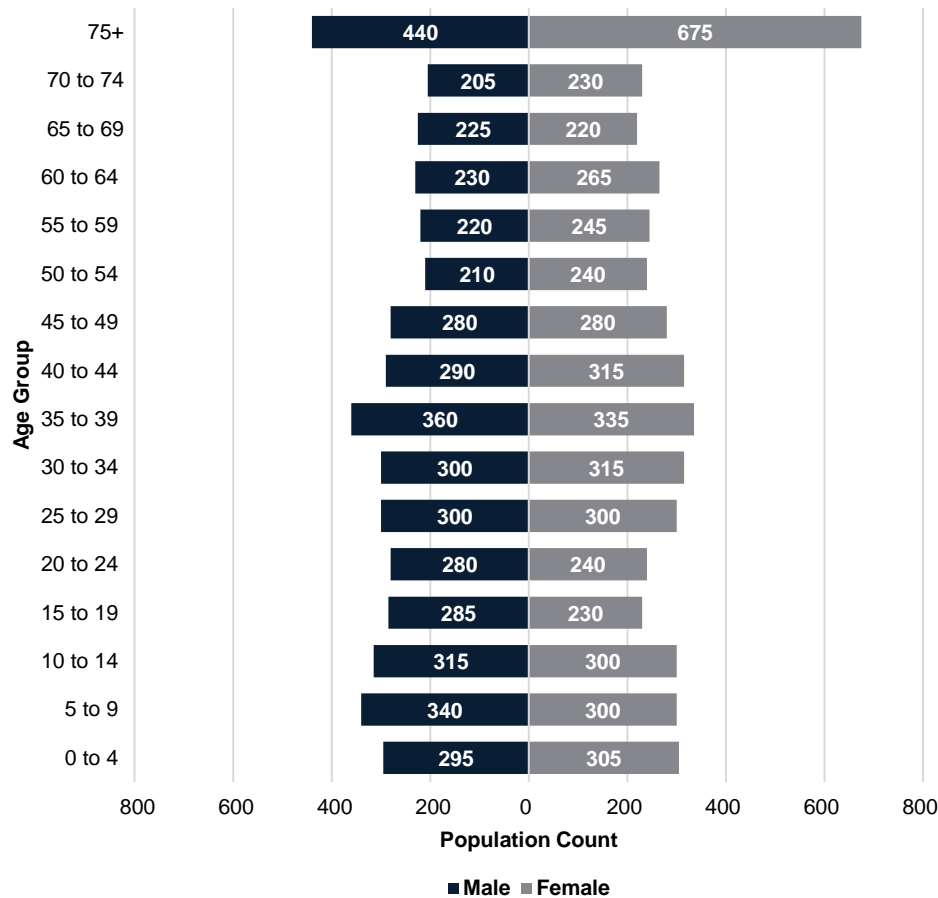


*CAGR = Cumulative Annual Growth Rate

Source: Derived from Statistics Canada census data.

Population and Demographics

Age and Gender Pyramid for the City of Morden, 2021
Census



Morden's age and gender pyramid structure reveals a demographic profile with a notable aging population, particularly evident in the substantial representation in the 65+ age bracket. This skew towards older age groups, alongside a balanced gender distribution among adults, indicates a potential trend of continued aging.

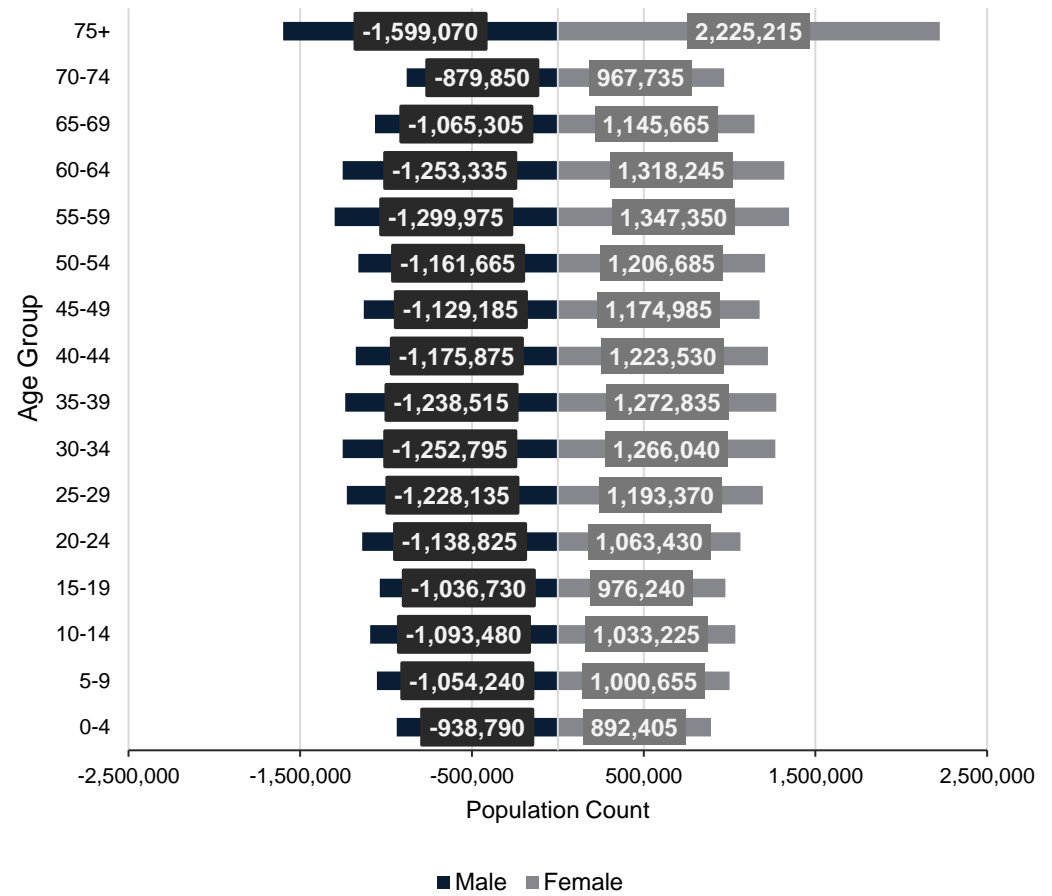
Morden has a similar population and gender pyramid structure to Canada as a whole (check next page).

Source: Derived from Statistics Canada census data.

Population and Demographics

Morden has a similar population and gender pyramid structure to Canada as a whole.

Age and Gender Pyramid for Canada, 2021 Census



Source: Derived from Statistics Canada census data.

Appendix B



Interview & Survey Questions

Survey Questions (1/3)

Q1: Answering as an individual or organization?

Q2: What is your age group?

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

Q3: How long have you lived in Morden / the region?

- Less than a year
- 1-5 years
- 6-10 years
- More than 10 years

Survey Questions (2/3)

Q4: Thinking about the current state of the City, please rank the following themes in order of most to least of concern.

- Water supply and wastewater
- Housing availability
- Childcare
- Public transportation
- Regional cooperation
- Economic development and tourism
- Employment opportunities and labour
- Public infrastructure state of repair
- Improving recreation options
- Healthcare

Q5: Do you have any specific comments on these issues or on any other issue that was not listed?

Survey Questions (3/3)

Q6: What could the City and other stakeholders do to make the City more attractive to:

- Tourists
- New Residents
- Businesses

Q7: What do you feel are the City's most attractive qualities?

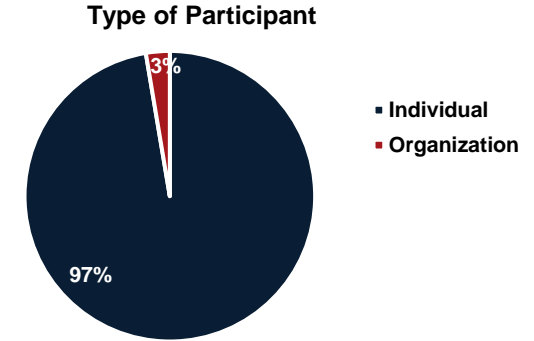
Q8: Thinking of City services, what should Council prioritize in the next twenty years?

Q9: What opportunities do you see for the City to partner with other communities or agencies to grow regional prosperity and cooperation?

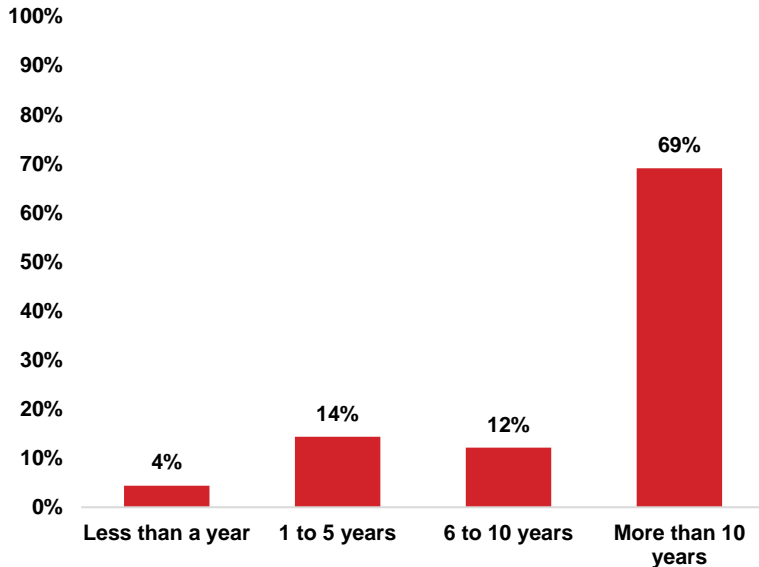
Q10: Are there any final thoughts or comments you would like to share?

Overview of the Public Survey

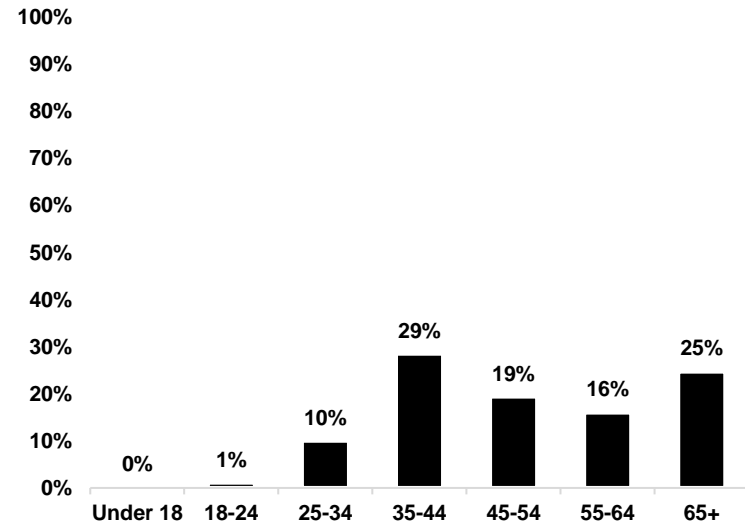
A public web-based survey was carried out from January 26th to February 16th, 2024, comprising of 10 questions aimed at evaluating the priorities and pressing issues among the public. This survey incorporated a diverse array of question types, including multiple-choice, ranking, and open-ended written responses. A total of 453 individuals and organizations from Morden participated in this survey. Detailed information on the specific questions posed in the survey is available in Appendix A.



Years Lived in Morden Participant

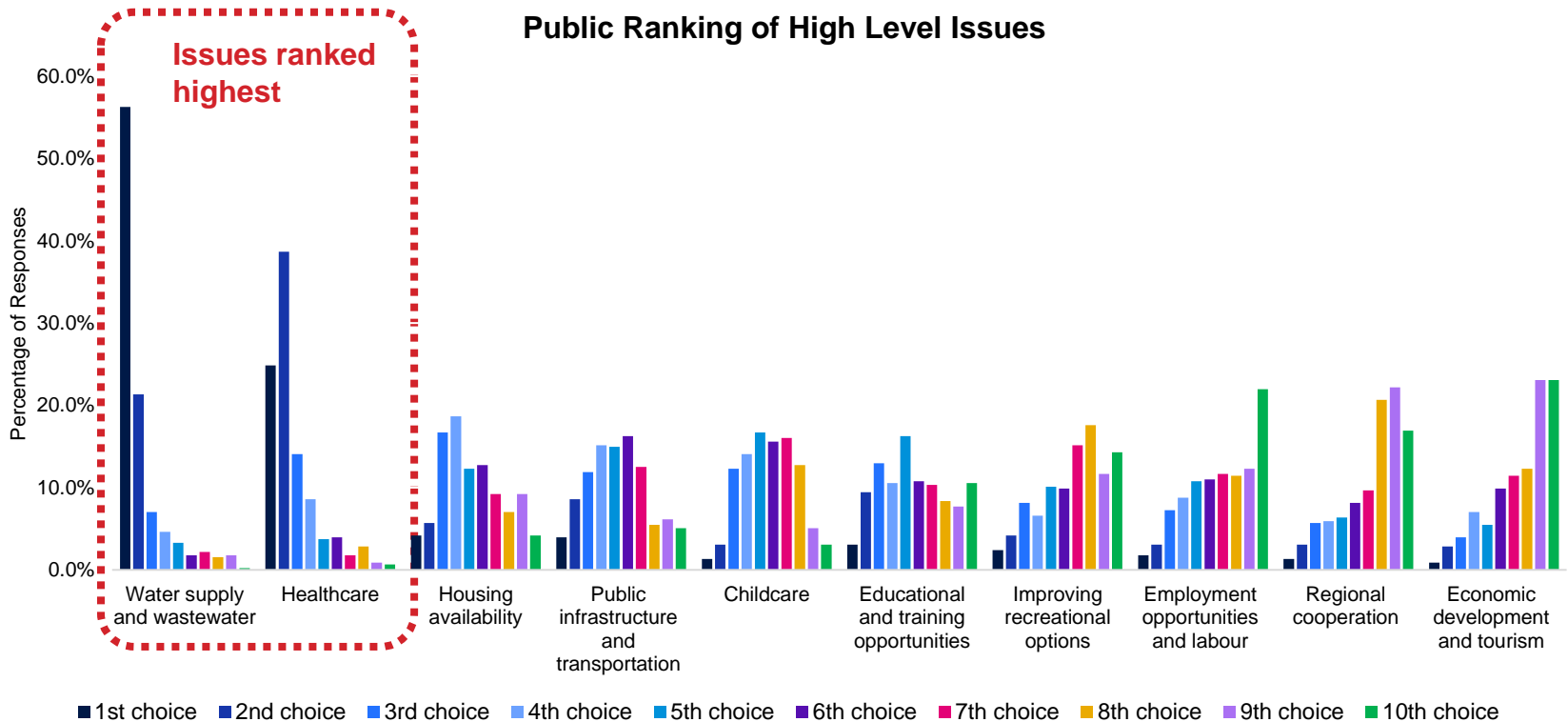


Age Range of Participant



Key Observations of Public Survey (1/5)

One question from the survey asked for participants to prioritize a list of issues pertinent to the City. Note that the issues with the highest priority have the most bars on the left and issues with the lowest priority have the most bars on the right. The findings highlight water supply and wastewater and healthcare as the highest priority issues for the City.



Key Observations of Public Survey (2/5)

Overall Insights

- The survey revealed significant concern over water supply and wastewater management in Morden. Respondents expressed urgent needs for sustainable solutions to water scarcity and wastewater treatment issues. There is a strong community sentiment for exploring alternatives to the current lagoon system, which is associated with unpleasant odors and sustainability questions. The drought conditions and missed opportunities for silt dredging during dry periods have heightened the sense of urgency around this issue.
- Healthcare availability has emerged as a pressing issue, with respondents commenting on experiencing long waits for doctor appointments and insufficient access to general practitioners. The community has a strong desire for improved healthcare services and the retention of medical professionals. Furthermore, there is a call for enhanced educational opportunities within Morden, including the establishment of local post-secondary institutions to serve the needs of Morden and surrounding communities.
- Housing and childcare availability are critical issues, with respondents highlighting a shortage of affordable housing options and a lack of adequate childcare facilities, leading to prolonged waitlists. The need for diverse housing to accommodate varying socioeconomic backgrounds and the urgency to expand childcare services to support working families are emphasized as priorities.
- Respondents voiced the necessity for improved public infrastructure, including better roads and traffic management. The economic development of Morden was linked to the need for more employment opportunities, with suggestions for attracting businesses and industries that could benefit from regional cooperation. There is a desire for strategic, fact-based planning to enhance Morden's economic landscape.

Key Observations of Public Survey (3/5)

Overall Insights (continued)

- The demand for more and varied recreational options, including indoor facilities such as a swimming pool, was a recurrent theme. The importance of regional cooperation was underscored, with the potential for shared solutions to common challenges, particularly in water management and economic initiatives. Regional cooperation is seen as critical to unlocking Morden's growth potential and addressing shared concerns.
- Additional feedback pointed to environmental sustainability, mental health resources, the maintenance of green spaces, and the need for more transparent communication from city leaders as important areas for attention. There is a palpable call for a balanced approach to growth that prioritizes both the environment and community well-being. The respondents also brought up concerns about the need for more grocery stores.

Key Observations of Public Survey (4/5)

Insights from Question #7: “What do you feel are the City’s most attractive qualities?”



Public Survey – Key Findings

Insights from Question #6: “What could the City and other stakeholders do to make the City more attractive to: Tourists, New Residents, and Businesses?”

Group	Summarized Commentary
For Tourists	<ul style="list-style-type: none">• Improve and promote outdoor activities and events, particularly during winter.• Create tourism packages and better advertise attractions like the beach, campgrounds, and golf courses.• Enhance the overall aesthetic appeal of the city, including better signage and maintenance of public spaces.• Expand and promote attractions like the dinosaur museum, walking/biking trails, and historical tours.
For New Residents	<ul style="list-style-type: none">• Focus on developing more affordable housing and single-family residences.• Improve healthcare services, including attracting more doctors and healthcare professionals.• Enhance recreational facilities, including the potential addition of a YMCA or an indoor swimming pool.• Create a more welcoming community atmosphere, possibly through programs like Welcome Wagon or newcomer orientation sessions.
For Businesses	<ul style="list-style-type: none">• Offer incentives for businesses, such as tax relief, grants, or incubator programs.• Reduce bureaucratic red tape and create a more business-friendly environment.• Improve infrastructure, including water, sewer systems, and transportation.• Support the development of new commercial spaces and encourage diverse types of businesses, including retail and dining options.
General Suggestions	<ul style="list-style-type: none">• Address the city's water and wastewater management issues as a priority.• Enhance public transportation options.• Foster a cleaner and greener city with more green spaces, parks, and tree planting.• Focus on improving the city's infrastructure and traffic flow.• Encourage community engagement and support local businesses.• Improve public amenities, such as walking and biking paths, and ensure accessibility.• Address issues like the lagoon smell and lake water quality.

Public Survey – Key Findings

Insights from Question #7: “What do you feel are the City’s most attractive qualities?”

Group	Summarized Commentary
Natural Beauty and Green Spaces	<ul style="list-style-type: none">• The presence of trees and well-maintained parks is frequently mentioned.• Lake Minnewasta and its surrounding area, including the beach, are highlighted as key attractions.• The general cleanliness and beauty of the city, along with its green spaces, are valued.
Recreational and Cultural Amenities	<ul style="list-style-type: none">• The golf course and various outdoor activities available at the lake, such as hiking and biking trails, are noted as attractive features.• The Corn and Apple Festival is recognized as a significant and well-appreciated event.• The Canadian Fossil Discovery Centre and other museums are mentioned as points of interest.
Community and Lifestyle	<ul style="list-style-type: none">• The small-town feel and the sense of a close-knit, friendly community are highly valued.• The safety and peacefulness of the city contribute to its attractiveness.• The diversity of residents and their welcoming nature are appreciated.
Historical & Architectural Charm	<ul style="list-style-type: none">• The historical buildings and the general layout of the city are seen as attractive.• Stephen Street and the downtown area, with its unique shops and cafes, are highlighted for their charm.
Accessibility & Services	<ul style="list-style-type: none">• Proximity to healthcare facilities like Boundary Trails Health Centre is considered an advantage.• The city's moderate size and its affordability are seen as positives.• The city's overall cleanliness and well-maintained infrastructure are noted.
Quality of Life	<ul style="list-style-type: none">• The city's environment is described as comfortable and supportive of a good quality of life.• The presence of good schools and educational opportunities is appreciated.• The city's efforts in preserving its history and cultural heritage are recognized.



Appendix C

**Public Stakeholder
Engagement**

Key Themes

Through the stakeholder engagement process which encompassed interviews with external and internal stakeholders, a public engagement session, and a public survey, eight key themes were identified that reflect the City's vision for our city's future. These key themes are aligned with insights gathered from City Council through the SCOT analysis.

Key Themes



Bold City Vision and Leadership



Address Infrastructure and Service Delivery



Improve on Communications and Relationships



Strengthen Healthcare and Education Resources



Enhance Cultural and Recreational Activities



Expand Regional Collaboration and Integration



Support Environmental Sustainability



Focus on Economic Development and Growth

Bold City Vision & Leadership



Definition:

- Stakeholders call for clear and bold visionary leadership from city council and administration, including proactive decision-making and strategic priority setting.

Specific Examples from Stakeholders:

- Rebranding the City with an updated identity.
- Addressing long-term financial sustainability through balanced taxation of residential and corporate entities.
- Addressing major infrastructure improvements to allow for sustainable growth.

Improve on Communications & Relationships



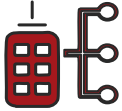
Definition:

- Stakeholders call for improved formal communication and stronger working relationships within the city's administrative and political frameworks.

Specific Examples from Stakeholders:

- Informal meetings and discussions tend to work well, but there is room for a more structured and strategic communication and partnership efforts.
- Regular contact with regional entities and the public to effectively get information out to residents.

Expand on Regional Collaboration & Integration



Definition:

- Stakeholders emphasized the importance of committing to regional collaboration towards critical issues and economic prosperity.

Specific Examples from Stakeholders:

- Better for the region if there is more cooperation towards healthcare, roads, water supply and wastewater to find efficiencies, avoid duplication and present the region as a united front.
- Pursuing more integration on areas where it makes sense such as past successes like the Boundary Trails Health Centre.
- Find opportunities to collaborate with regional partners on economic development

Focus on Economic Development & Growth



Definition:

- Stakeholders call on the city to find further ways to expand economic sectors that increase employment opportunities as well as quality of life.

Specific Examples from Stakeholders:

- Need for more diverse entertainment, grocery and dining options to attract and retain residents and visitors.
- More support for local businesses by leveraging tourism opportunities through the museum and other attractions/events (e.g., Morden Corn and Apple Festival).
- Build on the success of Morden's immigration programs.

Address Infrastructure & Service Delivery



Definition:

- Stakeholders call on the city to proactively address infrastructure issues to support economic growth and accommodate city service delivery.

Specific Examples from Stakeholders:

- Concerns regarding future water supply and wastewater treatment and the ways it may impact city growth and development.
- More consideration around future transportation needs and potential service options for residents and workers.

Strengthen Healthcare & Education Resources



Definition:

- Stakeholders call on the city to partner with the province to support healthcare facilities and services, and educational programming for city growth and quality of life.

Specific Examples from Stakeholders:

- More strategic focus on doctor and nurse recruitment and retainment.
- Expansion of healthcare service options within the region.
- More diverse post-secondary educational programming to support industrial development and employment.

ENHANCE CULTURAL & RECREATIONAL ACTIVITIES



Definition:

- Stakeholders call on the City to develop more cultural and recreational amenities while managing a growing diverse population to maintain a high quality of life.

Specific Examples from Stakeholders:

- Enhance pathways and recreation activities around Lake Minnewaska.
- Desire for more recreational facilities, such as wellness centers or YMCA-type establishments.
- Take on a more active role in identifying and promoting local cultural institutions.

Appendix D



**Strength, Challenges,
Opportunities, and Threat
(SCOT) Analysis**

SCOT Analysis

Council identified the following strengths as context for creating its Strategic Plan.

Strengths

- **Community:** Offers strong community spirit with positive relationships among stakeholders and high city engagement.
- **Cost of Living:** The city has low land costs and no local business taxes.
- **Recreation:** Offers abundance of amenities such as the recreation centre, lake, beach, camping, golf course with new clubhouse, museum, art galleries, and more.
- **Current Workforce:** There is a skilled labour pool through manufacturing sector labour demand, local welding training opportunities, and a local nursing program.
- **Retention:** A high retention rate, especially of skilled professionals and immigrants.
- **Safety:** Family-friendly environment known for its safety and low-crime rates.
- **Green Spaces:** Strong presence of parks and robust tree canopy.
- **Expansion Possibilities:** There is land available for business and residential expansion
- **Connectivity:** Morden has easy access to provincial highways, its own airport, and close proximity to the USA, enhancing its overall connectivity.
- **Fiscal/Economic Assets:** City has a strong financial position and the presence of a federal Research and Development Centre are significant assets.
- **Surrounding Agriculture:** Strong agricultural activity in and around Morden boosts economic potential and possibilities.
- **Senior Services:** There are services for seniors like the Morden Friendship & Activity Centre, food/resource delivery services and accessible housing options.

Council identified the following challenges as context for creating its Strategic Plan.

Challenges

- **Action-Orientation:** There's a lack of formal, regular action-oriented collaboration among Council and stakeholders.
- **Water Infrastructure:** Lack of wastewater treatment facilities and fresh water limiting growth opportunities.
- **Transportation:** Lack of public transportation, especially for skilled labour.
- **Retail Outlets:** Lack of food service options as well as grocery chains.
- **Investment:** There is a perception of inadequate investment from big investors, and the cost of expanding industrial land has been a concern.
- **Technology and Infrastructure:** Issues with cellphone tower collaboration and lacks a master plan for grants and infrastructure, including water and sewer systems. Lack of road quality and parking infrastructure.
- **Recreational Facilities:** There's a need for more recreational facilities (e.g., existing pool has closed).
- **Taxation:** The tax levy ratio for commercial/industrial properties relative to total assessment is currently 21:79 and could pose a challenge.
- **Engagement and Communication:** Community support is lacking in comparison to business retention, and there is a gap in communication back to the public/stakeholder.
- **Event Planning:** Reliance on one-time events like the Corn & Apple Fest for community engagement rather than ongoing initiatives.
- **Utilities Management:** No reserves for water/wastewater (setup last year), and the infrastructure for such utilities needs planning and investment.
- **Public Works Accessibility:** Issues with accessibility to public works.

Council identified the following opportunities as context for creating its Strategic Plan.

Opportunities

- **Economic Growth:** Capitalize on regional economic opportunities via funding applications for collective projects.
- **Tourism Enhancement:** Leverage cultural institutions and annual events like the Corn and Apple Festival, to enhance tourism and support local businesses.
- **Tourism Expansion:** Develop untapped tourism resources and address existing funding constraints.
- **Investing in Infrastructure:**
 - Utilize CP Rail for grain transport and explore new transport options for agricultural products.
 - Explore active transportation options and regional transit collaboration possibilities.
 - Address Morden Airport's growth due to hospital expansion.
 - Indoor pool to enhance recreation options for the region
- **Effective Communication:** Employ diverse methods for council-public interactions.
- **Water Infrastructure:** Prioritize water and wastewater system improvements.
- **Sports and Recreation:** Enhance facilities like field tracks, outdoor rinks, and sports medicine services.
- **Cultural and Recreational Facilities:** Improve and possibly expand parks, galleries, and recreational areas.
- **Community Development:** Experiment with street closures for events and develop a city square.
- **Education and Talent:** Continue educational initiatives for better living standards and talent retention.
- **Inter-Council Cooperation:** Strengthen communication and collaboration among local councils.
- **Senior Support:** More senior housing options as population ages.

Council identified the following threats as context for creating its Strategic Plan.

Threats

- **Environmental & Resource Management:** Increasing potential of droughts pose risks to water supply and economic productivity.
- **Regional Competition & Development:** Neighbouring entities have certain economic strengths which are complemented by entertainment infrastructure and competitive tax strategies, present challenges for Morden in drawing businesses and residents.
- **Healthcare & Infrastructure:** Meeting high citizen expectations is compounded by healthcare service gaps, with, and the impact of past infrastructure decisions.
- **Resource Utilization:** Potential underutilization of community and cultural resources.
- **Expectations:** High citizen expectations for future development and services.
- **Infrastructure Development:** There's a sense that Morden is falling behind in infrastructure, with entities nearby having more advanced developments.
- **Urban Planning:** Loss of parking spaces and the need for better urban design are concerns.
- **Regional Collaboration:** Previous attempts at regional collaboration on transit have failed, and there is a need to reestablish and build upon inter-entity communication, such as between Chief Administrative Officers (CAOs) of the region.
- **Healthcare Deficit:** Notably many citizens are lacking access to healthcare providers. There are 1,000 people without healthcare providers and 12,000 in the region lacking a family doctor, indicating a significant gap in healthcare services.
- **Economic Disparity:** The city is impacted by decisions made by the Winkler/RM of Stanley, which can influence residential rates and economic growth.