Town of Grand Coulee

Community Strategic Plan

2026 - 2031



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Introduction

Background

The Town of Grand Coulee is approaching the conclusion of its current Strategic Plan. Following the 2024 municipal elections, the Town is experiencing new changes in leadership, priorities, and community direction. As Grand Coulee continues to grow, there is a recognized need to develop a refreshed, comprehensive long-term plan that will guide the community over the next decade.

In response, the Town has undertaken the development of a new Strategic Plan through an open and transparent process to help shape its future direction and vision. As a forward-looking municipality, Grand Coulee recognizes the importance of proactive planning to ensure it remains a strong, healthy, vibrant, and sustainable community for current and future residents.

This Strategic Plan is intended to serve as a practical and collaborative tool for Council, Administration, and residents, supporting informed decision-making and aligning efforts toward shared priorities. Through this process, the Town seeks to build on its existing strengths while identifying opportunities to enhance social, environmental, economic, and fiscal sustainability.

Grounded in the belief that locally driven actions can achieve a unified vision, the Plan outlines key priorities and actionable initiatives that reflect the needs and aspirations of the community. It also identifies opportunities to improve municipal effectiveness and efficiency, while fostering continued growth and vitality.

Ultimately, this Strategic Plan provides a clear roadmap for advancing Grand Coulee's vision—ensuring the community continues to thrive by leveraging its assets, encouraging innovation, and planning thoughtfully for the future.

Guiding Context of the Strategic Plan

Stakeholder engagement played a pivotal role in shaping the Town of Grand Coulee's Strategic Plan. A broad range of key stakeholders—including the Mayor, Town Council, and administrative staff—were engaged through interviews and collaborative discussions. In addition, a community-wide survey was conducted to ensure the voices of residents were heard, providing an opportunity for community members to share their perspectives, priorities, and ideas for the Town's future.

In June 2026, Town Council and Chief Administrative Officer of the Town of Grand Coulee participated in a strategic planning session facilitated by Upfront Consulting. This session focused on clarifying the Town's mandate, identifying key priorities, and establishing a clear strategic direction to guide decision-making over the coming years. Through collaborative dialogue and reflection, Town leadership worked closely with Upfront Consulting to develop and refine the Strategic Plan.

The resulting Town of Grand Coulee Strategic Plan outlines the key initiatives and priorities identified throughout the process. It articulates the community's shared vision, mission, core values, and strategic priorities, serving as a roadmap to support continued growth, effective governance, and long-term community development.



Community Engagement

To ensure a comprehensive understanding of Grand Coulee's current conditions and future aspirations, Upfront Consulting conducted a series of engagement activities involving both municipal leadership and community members. These efforts included interviews and collaborative discussions with the Mayor, Town Council, and administrative staff, along with a community-wide survey open to all residents.

By engaging a broad range of stakeholders, the process captured diverse perspectives that helped inform and shape the Town's strategic vision and priorities. This inclusive approach ensured that the voices of both decision-makers and residents were reflected in the development of the Town of Grand Coulee's Strategic Plan, creating a well-rounded and community-driven roadmap for the future.

Common Themes

The following common themes consistently emerged throughout our consultations with Grand Coulee leadership and community stakeholders:

Key Community Insights	

Infrastructure Priorities	• Aging infrastructure identified as the **top challenge** facing Grand Coulee.
	• Strong demand for upgrades to:
	  ◦ Roads
	  ◦ Drainage systems
	  ◦ Utilities
	• Infrastructure improvements seen as the highest priority investment over the next five years.
	• Critical to supporting growth and maintaining overall quality of life.

Strong Community Identity	• Residents take pride in:
	  ◦ Community safety
	  ◦ Close-knit, small-town atmosphere
	  ◦ Friendly and welcoming environment
	• At the same time, residents noted:
	  ◦ Reduced community engagement
	  ◦ Fewer opportunities for connection
	  ◦ Declining participation in events and activities
	• Opportunity to strengthen community connections and engagement.

Key Community Insights	

Volunteer Capacity and Engagement	• Many residents are willing to volunteer, but face barriers such as:
	  ◦ Busy schedules and family commitments
	  ◦ Lack of awareness of opportunities
	  ◦ Unclear roles and expectations
	  ◦ Limited follow-up or coordination
	• Concern about burnout among a small group of recurring volunteers
	  ◦ Residents identified the need for:
	  ◦ Clearer communication
	  ◦ Better organization of opportunities
	  ◦ Flexible, short-term volunteer options
	• Improving volunteer engagement seen as key to supporting community initiatives and participation.

Recreation, Programs, and Events	• Residents expressed a desire for expanded recreational opportunities, including:
	  ◦ Fitness and wellness programs
	  ◦ Family-friendly activities and events
	  ◦ Seasonal celebrations and community gatherings
	  ◦ Skill-building workshops and programs
	• Participation is currently concentrated in a limited number of events, indicating:
	  ◦ An opportunity to diversify programming
	  ◦ A need to better distribute activities throughout the year
	• Increasing variety and accessibility of programs is seen as key to boosting overall participation and community engagement.

Growth and Development	• Residents support thoughtful and sustainable growth, including:
	  ◦ Attracting more families and children to the community
	  ◦ Encouraging the development of local businesses and services
	  ◦ Supporting well-planned residential and commercial development
	• At the same time, there is a strong desire to:
	  ◦ Preserve the Town's small-town character and charm
	  ◦ Avoid overdevelopment or rapid, unmanaged growth
	  ◦ Protect and maintain Grand Coulee's unique community identity
	• Balancing growth with preservation is viewed as a key priority for future planning.

Communication and Engagement	• Residents identified the need for stronger and more consistent communication from Council, including:
	  ◦ Clear and timely updates on decisions and initiatives
	  ◦ Greater transparency in municipal decision-making processes
	• There is also a desire for:
	  ◦ More opportunities for residents to provide input
	  ◦ Improved access to information about Town plans and activities
	• Enhancing communication and engagement is seen as essential to:
	  ◦ Building trust
	  ◦ Strengthening relationships between residents and leadership
	  ◦ Encouraging greater community involvement

Survey Key Findings

1. **Infrastructure is the Top Priority**
   - Aging infrastructure is the most significant concern:
     - 49% identified it as the biggest obstacle
     - 73.86% want infrastructure upgrades as a new priority
     - 80% say maintaining existing infrastructure is the most important aspiration

2. **Strong Community Identity with Declining Engagement**
   - Residents value core strengths:
     - Safety (63.33%)
     - Small-town feel (56.67%)
     - Welcoming environment (23.33%)

3. **Recreation and Events Need Expansion**
   - Participation is concentrated in a few key events:
     - 67.78% attend the Hoedown
     - 41.11% participate in spring clean-up
   - Residents want more:
     - Fitness and wellness programs (39%)
     - Family-oriented events (38%)
     - Seasonal celebrations (34%)
     - Skills and workshop-based activities (33%)

4. **Volunteer Capacity is Limited but Has Potential**
   - Interest in volunteering is mixed:
     - 26.76% willing to volunteer
     - 43.81% “maybe” interested
   - Preferred commitment is occasional or flexible involvement, residents want:
     - Clear roles and expectations (45.74%)
     - Better promotion of opportunities (44.68%)
     - Flexible options (35.11%)
   - Barriers include:
     - Time constraints and family responsibilities
     - Lack of awareness and communication
     - Volunteer burnout among a small group

5. **Growth is Supported—But Must Be Balanced**
   - Residents want:
     - More families and children (38%)
     - Local businesses and services
     - Thoughtful development and long-term planning

6. **Need for Improved Communication and Transparency**
   - Residents are seeking:
     - Clearer and more proactive communication
     - Greater transparency in decisions and planning
     - More opportunities for input (e.g., surveys, town halls)

See **Appendix B** for the full survey summary report and findings.

Vision, Mission, and Core Values

Based on the engagement and planning process, the following Vision and Mission Statements have been developed:

Vision Statement

The Town of Grand Coulee is dedicated to creating a prosperous and sustainable future by actively involving residents, enhancing inclusive community programs and recreation, supporting affordable living, and delivering reliable infrastructure.

Mission Statement

The Town of Grand Coulee strives to create a welcoming and safe community through collaboration, regional partnerships, and responsible growth to enhance the quality of life for residents today and in the future.





Core Values



Safety and Well-Being
We provide a safe, secure, and family-friendly community where all residents can thrive.



Collaboration and Engagement
We promote open communication and work together with residents and partners to shape our future.



Responsible Growth
We support sustainable growth that enhances quality of life while preserving our small-town character.



Stewardship and Accountability
We make responsible decisions, maintain infrastructure, and use resources wisely for long-term community needs.



Vibrant Community Life
We strengthen community and foster a sense of belonging through recreation, events, and inclusive opportunities that create a vibrant, welcoming, and pride-filled town.

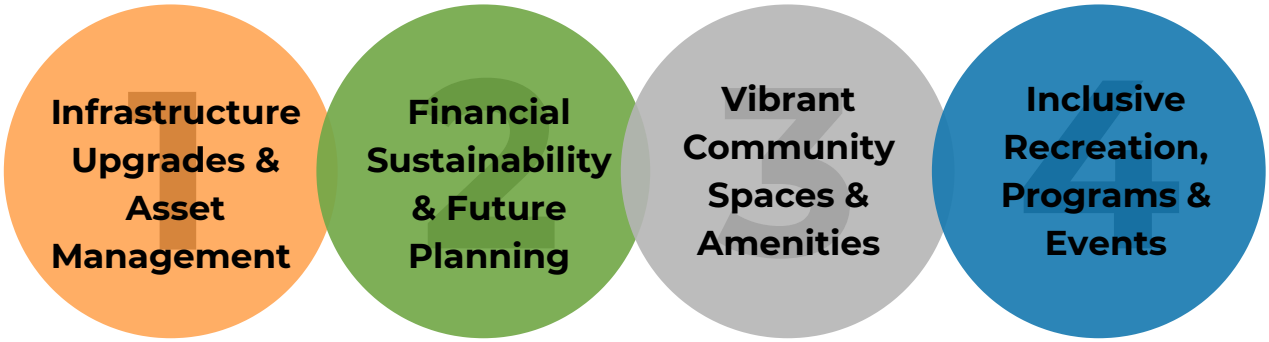
Strategic Pillars

The Town of Grand Coulee is committed to advancing its strategic priorities over the next five years, building on existing strengths and leveraging emerging opportunities to support long-term community success. These priorities reflect the Town's mission, vision, and values and are intended to enhance the quality of life for residents, families, and businesses.

The strategic direction outlined in this Plan was informed by community engagement activities, stakeholder interviews, survey results, and background research. Together, these findings helped identify the key opportunities and challenges facing Grand Coulee and shaped the goals, objectives, and actions needed to achieve the community's vision for the future.

By 2031, the Town of Grand Coulee will work toward achieving the goals and performance measures identified within each priority area, ensuring meaningful progress, responsible growth, and tangible benefits for the community.

The four priority areas identified in the Town of Grand Coulee's five-year Strategic Plan are:



Priority #1 - Infrastructure Upgrades & Asset Management

Investing in and maintaining essential infrastructure will support Grand Coulee's long-term growth, improve service reliability, and create opportunities for future residential and commercial development.

Objectives 1.1 - Upgrade Core Infrastructure

Rationale

Maintaining and upgrading roads, drainage, water, and wastewater systems is essential to providing reliable services, enhancing community safety, and meeting resident expectations.

Strategic Initiatives

1. Conduct an infrastructure assessment to identify and prioritize required upgrades.
2. Implement a phased plan for road improvements, including evaluating paving and curbing options.
3. Prioritize drainage improvements to address stormwater management and support future road upgrades.

Council Support

- Prioritize infrastructure projects through annual budget and capital planning processes.
- Communicate infrastructure needs, costs, and timelines with residents.

Objectives 1.2 - Strengthen Asset Management

Rationale

A proactive asset management approach will help the Town make informed investment decisions, extend the life of municipal assets, and ensure long-term financial sustainability.

Strategic Initiatives

1. Improve and enhance the comprehensive Asset Management Plan.
2. Continue to maintain and update the municipal infrastructure asset inventory and lifecycle assessments to identify maintenance and replacement needs.
3. Implement an asset management software solution to improve asset tracking, data accuracy, lifecycle planning, and decision-making for maintenance, and replacement activities.
4. Establish dedicated infrastructure reserve funds to support future maintenance, replacement, and upgrades.

Council Support

- Support regular asset condition reviews and reporting.
- Align capital investment decisions with asset management principles.

Objectives 1.3 - Address Infrastructure Capacity

Rationale

Addressing infrastructure constraints will position Grand Coulee to accommodate future residential, commercial, and economic development opportunities.

Strategic Initiatives

1. Assess and address lagoon and wastewater capacity requirements.
2. Complete engineering studies and designs to support future growth and infrastructure expansion.
3. Identify infrastructure improvements required to support development opportunities, including lands adjacent to the community.

Council Support

- Advocate for infrastructure solutions that support growth and development.
- Prioritize infrastructure projects that remove barriers to new investment.

Priority #2 - Financial Sustainability & Future Planning

Strengthening the Town's financial foundation through responsible budgeting, long-term planning, and strategic investments will ensure Grand Coulee can maintain services, manage future infrastructure needs, and support sustainable growth.

Objectives 2.1 - Develop a Long-Term Financial Plan

Rationale

A long-term financial plan provides a roadmap for managing future costs, maintaining service levels, planning for infrastructure investments, and ensuring financial sustainability for future generations.

Strategic Initiatives

1. Develop a multi-year financial plan that aligns community priorities, infrastructure needs, and available resources.
2. Identify long-term funding requirements and establish financial targets for reserve contributions.
3. Regularly review and update financial projections to address emerging opportunities and risks.

Council Support

- Support evidence-based budgeting and long-term financial decision-making.
- Align annual budgets with strategic priorities and long-term financial goals.

Objectives 2.2 - Strengthen Asset and Capital Planning

Rationale

Understanding the condition and lifecycle of municipal assets enables the Town to proactively plan for maintenance, replacement, and future capital investments.

Strategic Initiatives

- Integrate asset management and capital planning to identify future infrastructure replacement and renewal needs.
- Establish a capital investment plan that prioritizes infrastructure projects based on risk, service levels, and community needs.
- Define desired service levels and associated costs to support informed investment decisions.

Council Support

- Support proactive asset management practices and capital planning efforts.
- Maintain reserve funds to address future infrastructure replacement and renewal.

Objectives 2.3 - Foster Partnerships to Support Growth

Rationale

Strategic partnerships can help advance housing, business development, and infrastructure investments while reducing costs and creating opportunities for shared success.

Strategic Initiatives

1. Actively pursue provincial and federal infrastructure funding opportunities.
2. Explore partnerships with Zagime Anishinabek, neighbouring municipalities, developers, and regional stakeholders to support growth and shared opportunities.
3. Evaluate innovative revenue-generating opportunities, including sponsorships and naming rights for municipal infrastructure and amenities.
4. Explore development incentives and collaborative approaches that encourage residential and commercial investment.
5. Establish a partnership-focused approach to identifying shared funding and development opportunities.

Council Support

- Advocate for infrastructure funding from senior levels of government.
- Advocate for partnerships that support community growth and investment.
- Encourage collaboration that advances housing, economic development, and municipal priorities.

Objectives 2.4 - Explore Cost-Saving and Revenue Opportunities

Rationale

Identifying efficiencies, alternative funding sources, and innovative revenue opportunities will help maintain affordability while supporting municipal services and infrastructure needs.

Strategic Initiatives

1. Explore cost-sharing opportunities, operational efficiencies, and alternative funding models for municipal projects and services.
2. Pursue grants, sponsorships, naming-right opportunities, and other revenue-generating initiatives.
3. Communicate the rationale for financial decisions and reserve contributions to improve public understanding and support

Council Support

- Support initiatives that enhance financial sustainability and reduce long-term costs.
- Promote transparent communication regarding municipal finances and future investment needs.

Priority #3 - Vibrant Community Spaces & Amenities

Investing in and enhancing community spaces, recreation opportunities, and public amenities will foster a vibrant, welcoming, and connected community, encouraging residents of all ages to gather, participate, and take pride in Grand Coulee.

Objectives 3.1 - Enhance Community Spaces and Amenities

Rationale

High-quality parks, trails, gathering spaces, and recreational amenities contribute to resident well-being, community pride, and long-term community attractiveness for families, visitors, and prospective residents.

Strategic Initiatives

1. Complete Phase 2 of the community park development.
2. Develop and enhance parks, trails, green spaces, and gathering areas throughout the community.
3. Implement beautification initiatives, including tree planting, landscaping, and community clean-up activities.
4. Explore future amenities that support recreation, community gathering, and active living opportunities.

Council Support

- Prioritize investments in community amenities that support resident needs.
- Advocate for grant funding and partnerships to advance community projects.
- Ensure community input is considered when planning future amenities and public spaces.

Objectives 3.2 - Pursue Partnerships to Expand Community Amenities

Rationale

Partnerships and collaborative initiatives can help the Town leverage resources, secure funding, and advance community facility and amenity projects that may not otherwise be achievable independently.

Strategic Initiatives

1. Collaborate with neighbouring municipalities, organizations, and stakeholders on shared recreation and amenity opportunities.
2. Explore partnerships to support future community facilities, parks, and recreational infrastructure.
3. Pursue grant funding, sponsorships, and fundraising opportunities for community enhancement projects.
4. Build relationships with regional partners to support long-term community growth and development.

Council Support

- Advocate for regional collaboration and shared initiatives.
- Support partnership development and grant applications.
- Identify opportunities to leverage external resources for community projects.

Objectives 3.3 - Plan for a Future Community Centre and Multiplex

Rationale

A modern, multi-purpose community facility would provide year-round recreation, event, and gathering opportunities while enhancing quality of life, attracting families, and supporting long-term community growth. Strategic planning today will position the Town to pursue future facility development as resources become available.

Strategic Initiatives

1. Conduct a community needs assessment to identify desired facility features and priorities.
2. Develop a long-term concept plan for a community centre, multiplex, or multi-use recreation facility.
3. Evaluate potential locations, operating models, partnerships, and funding requirements.
4. Integrate future facility development into the Town's long-term capital and growth plans.

Council Support

- Facilitate community engagement to determine facility needs and priorities.
- Support feasibility studies and concept planning initiatives.
- Advocate for regional partnerships and funding opportunities to advance the project.

Objectives 3.4 - Build Community Support and Funding for Major Community Projects

Rationale

Achieving major community amenity projects will require community support, external funding, and local fundraising efforts. Building awareness, partnerships, and financial resources will help turn long-term community aspirations into reality.

Strategic Initiatives

1. Develop a fundraising strategy in support of future community amenities and facilities.
2. Pursue grants, sponsorships, donations, and naming-right opportunities.
3. Establish partnerships with businesses, community organizations, developers, and regional stakeholders.
4. Create opportunities for residents to contribute through fundraising campaigns, volunteer initiatives, and community-led projects.

Council Support

- Champion fundraising and community investment initiatives.
- Support grant applications and sponsorship opportunities.
- Communicate the benefits, costs, and long-term value of major community projects to residents.
- Encourage community ownership and participation in fundraising efforts.

Priority #4 - Inclusive Recreation, Programs & Events

Providing inclusive recreation opportunities, community programs, and local events will foster connection, enhance well-being, and create opportunities for residents of all ages and backgrounds to participate, belong, and thrive in Grand Coulee.

Objectives 4.1 - Expand Recreation Programs and Community Events

Rationale

A diverse range of recreation programs and community events helps strengthen community connections, promote active lifestyles, and create opportunities for residents of all ages to participate and engage in community life.

Strategic Initiatives

1. Develop and maintain an annual community events and recreation calendar.
2. Explore opportunities through budget and policy to support the Program Manager position.
3. Increase awareness and participation in existing recreation programs and activities.
4. Expand family, youth, wellness, and community-focused programming.

Council Support

- Provide policy and budget direction for recreation programming.
- Support partnerships with community organizations and volunteers.
- Promote participation and community awareness of local events and programs.

Objectives 4.2 - Strengthen Volunteerism and Community Leadership

Rationale

Volunteers play a critical role in delivering programs, events, and community initiatives. Strengthening volunteerism will build local capacity, increase resident ownership, and support a more vibrant and engaged community.

Strategic Initiatives

1. Create a centralized volunteer recruitment and sign-up system.
2. Improve communication and promotion of volunteer opportunities.
3. Establish flexible volunteer roles that accommodate varying availability and interests.
4. Explore opportunities to engage youth through a youth committee or youth council representation.

Council Support

- Recognize and celebrate volunteer contributions.
- Support volunteer recruitment and retention initiatives.

Objectives 4.3 - Attract and Retain Residents

Rationale

A vibrant recreation system, welcoming community atmosphere, and quality amenities help make Grand Coulee an attractive place to live, work, and raise a family. Supporting growth through community-building initiatives will help attract new residents while encouraging current residents to remain in the community.

Strategic Initiatives

1. Promote Grand Coulee as a family-friendly and active community.
2. Support housing development opportunities that meet the needs of current and future residents.
3. Attract young families and workforce residents through quality recreation, amenities, and community events.
4. Showcase the community's strengths, including safety, affordability, recreation opportunities, and quality of life.

Council Support

- Support initiatives that enhance Grand Coulee's appeal to new and existing residents.
- Advocate for housing and community development opportunities.
- Promote the community through communications, partnerships, and regional marketing efforts.

Objectives 4.4 - Support Local Business

Rationale

Encouraging business development and commercial growth will help strengthen Grand Coulee's local economy while enhancing convenience and quality of life.

Strategic Initiatives

1. Explore partnerships with developers, businesses, and economic development stakeholders.
2. Identify and support opportunities for future commercial development and local services.
3. Encourage the development of businesses and amenities that meet the needs of residents and visitors.
4. Review land use and zoning opportunities to support appropriate commercial growth.

Council Support

- Advocate for commercial business attraction and investment opportunities.
- Support development-friendly policies and planning initiatives.
- Build relationships with developers and regional partners.
- Promote Grand Coulee as a desirable location for future commercial investment.

Risk and Mitigation

The following outlines the key risks associated with the strategic priorities and presents mitigation strategies to proactively address challenges, ensure organizational resilience, and support the long-term sustainability of our goals.

Likelihood Score Description
1: Rare. Extremely unlikely or virtually impossible.
2: Possible. Low but not impossible.
3: Likely. Fairly likely to occur.
4: Very likely. More likely to occur than not.
5: Almost certain. Almost certainly will occur.

Impact Score Description
1: Very Low Impact
2: Low Impact
3: Moderate Impact
4: High Impact
5: Very High Impact

Risk Identification	Likelihood	Impact	Mitigation
Aging Infrastructure	5	5	• Develop and maintain a comprehensive Asset Management Plan. • Prioritize infrastructure projects based on risk and condition. • Establish reserve funds for future repairs and replacements. • Pursue grant funding and phased infrastructure upgrades.
Financial Restraints	5	3	• Implement long-term financial and capital planning. • Continue building reserves for future infrastructure needs. • Seek grants, partnerships, and alternative funding sources. • Review operations regularly to identify efficiencies and cost savings.
Economic Stagnation	4	4	• Encourage residential and commercial development where feasible. • Strengthen regional partnerships to support shared growth opportunities. • Invest in infrastructure that supports future development. • Promote Grand Coulee's affordability, safety, and quality of life to attract new residents and businesses.
Low Volunteerism and Community	3	5	• Improve communication and promotion of volunteer opportunities. • Create flexible volunteer roles that accommodate varying schedules and commitments. • Recognize and celebrate volunteer contributions to improve retention. • Expand community events, programs, and engagement opportunities to foster participation and community pride.

Appendices

Appendix A – Strategy Map

Appendix B – Engagement Survey

The Town of Grand Coulee

Strategic Plan 2026 - 2031

Prepared By:

Upfront CONSULTING