



# Town of Mayerthorpe

## **Strategic Planning Session**

**January 8, 2012**



**Government of Alberta** ■  
Culture and Community Spirit

# Town of Mayerthorpe Strategic Planning Session

January 8, 2012

## **Background:**

Mayerthorpe Town Council scheduled a Strategic Planning Session for January 8, 2012, to allow the Council to review the past year's accomplishments, and create new multi-year goals for the town.

## **Delivery**

The Strategic Planning Session took place as planned January 8, 2012, at the Town Office in Mayerthorpe.

Who attended: 6 Council Members, the Mayor, and the Chief Administrative Officer, and Finance Officer.

Rick Moyses of Alberta Culture and Community Spirit facilitated the session.

## **Results**

Participants reflected on the past and current activities of the Town and Council, identified obstacles, and created goals and potential actions which will provide direction to Town Administration over the next few years.

## Reflecting on our Past, and Current Work of the Town of Mayerthorpe Council

### What have been the key events of the past couple of years?

- The arena opening
- The Lodge opening
- The pool is under construction
- New water treatment plant
- Water / sewage lines upgrade
- The raw waterline break, and our response
- The new sidewalks on 53'd street
- The lift station opening
- New Coop card lock
- Residential infilling
- Master drainage plan master drainage plan completion
- Two anaerobic cells cleaned
- Phase 2 of the walking trails
- Road acquisition to the west
- Successful fair, light-up, and Canada Day
- Formation of the aquatic society
- 42<sup>nd</sup> Avenue road improvement
- Arena operating society
- Positive feedback about main street benches
- We aren't up to our necks in debt
- Completed draft communication plan
- Tourism / external grant policy

**What have been the most difficult / frustrating parts of the past year for you?**

- Lac Ste Anne County withdrawing from FCSS
- The Lodge not listening to developers
- Losing businesses
- Getting quality engineering advice
- Falling behind on infrastructure improvements and replacements
- Empty houses
- Assessment base isn't growing like it should be
- Our housing market isn't keeping up with provincial trends

**What do you personally feel the most proud of?**

- Providing above average recreation facilities, without debt load
- Disaster services
- Exceptional volunteers
- Town administration staff
- There is no penalty for businesses which return
- Policy improvements

**What would you have liked to have done that you didn't get a chance to do?**

- Gotten more competitive bids on projects
- Start new developments
- Attract a hotel, restaurant, etc.
- Paving repairs and new paving
- Getting the community to be more aware of what is happening

### **What are the major issues we need to deal with?**

- Sources of funding
- Development
- Resource revenue sharing
- Population growth
- More families / kids
- Developers not understanding development processes
- Competition from the County for people

### **What are the next steps we need to take to move ourselves forward?**

- Need a more permanent water source
- Finding ways to get the County to be more focused on economic development
- Finding ways to attract Whitecourt residents to Mayerthorpe
- Consider new seniors housing
- More street infrastructure improvements
- Completion of current projects

### **What is the timing right for now?**

- Need to slow down and consolidate (regroup)
- Costs for construction are through the roof right now
- Start accumulating grants etc. (building up reserves) during 2012 and 2013
- Hold a public input session around priorities
- Report to the public what has been done (and celebrate)
- Prepare for when the economy slows down
- Planning for development

### **What is the timing not right for now?**

- More debt
- Big public projects
- Unforeseen expenses
- A disaster

## **New Mission**

- ◆ The ongoing development of a safer, healthier and more successful community.

## **New Vision**

- ◆ Mayerthorpe is proud to be:
  - a positive, sustainable, progressive, inclusive community
  - a safe, affordable place to work, live, learn and play
  - receptive to challenges while moving forward

## Obstacles

- capital funding shortages
- tighter budget restraints
- labor shortages = higher costs
- development rules hinder growth
- the present town appearance hinders growth
- engineering costs substantially increase development costs
- lack of secure water supply hinders industrial growth
- resource revenues not being aligned across Alberta
- we don't know who will be tomorrow's important businesses
- concerns that a stable labor force is not available to new industry
- local community acceptance of new labor
- still being considered as "new" to the community, even if a person has been in town for years
- competition with Whitecourt and the surrounding county
- declining school population
- not having enough nursing home spaces
- lack of motel / hotel / restaurants impedes economic activity
- lower quality of developments
- lack of wiliness to invest in / upgrade buildings
- poor cooperation from surrounding rural municipalities
- not being able to attract active developers
- high construction costs reduce new housing development

# Goals

## **Goal 1**

Develop initiatives that support growth, reinvestment, and retention

## **Goal 2**

Secure sustainable funding, and establish adequate reserves

## **Goal 3**

Encourage economic development collaboration

## **Goal 4**

Complete outstanding priorities to finalize previous goals

## **Goal 5**

Improve community engagement for better interaction

## **Goal 6**

Encourage seniors housing and care facilities

## **Goal 7**

Implement best practices through professional development



## Strategic Plan 2012

**Focus Question:** What do we need to do in the next 3 years to overcome our obstacles, fulfill our mission, and work toward our vision?

**Note:** bracketed number in bold red following the Goal is the goal prioritization score

**Note:** bracketed number in black following the Idea Generating the Goal is the potential action prioritization score

GOAL 1	IDEAS GENERATING THE GOAL	POTENTIAL STRATEGIES			
		Action	By Whom	When	Resources
<b>Develop initiatives that support growth, reinvestment and retention (10)</b>	Keep families (kids) in the area and encourage future growth (4)	OD Swimming Pool	CAO/Rec Cord.	May/12	Human
	Attract more workers / families from Blue Ridge expansion (4)	Mtg w/Mill Manager	Mayor & CAO	Feb/12	Human
	Develop policies to encourage growth of resident / new business(2)	Review Infill Policy Research Policies Implementation of Policie(s)	Council/CAO	Mar/12	Human
	Develop initiatives that support expansion / reinvestment (2)	Mtg w/Paddle Plastics, Integra Tire, Extendicare, B & D Co-op	Mayor & CAO	Mar – Dec/12	Human
	Promote / market advantages of living / investing in Mayerthorpe (2)	Investment Study/CD	EDB/GAER	Apr – Dec/12	Human

GOAL 2	IDEAS GENERATING THE GOAL	STRATEGIES			
		Action	By Whom	When	Resources
<b>Secure sustainable funding, and establish adequate reserves (4)</b>	Conserve, replenish and build town reserves (6)	Establish Reserves	Finance	2012 Budget	Operating Budget
	Look at small, visible projects (2):				
	• Pot holes (get proper equipment)	Obtain quotes	PW Manager	For Budget preparation	Operating/Capital Budget
	• Cement outdoor rink	Obtain quotes	PW Manager	For Budget preparation	Operating/Capital Budget
	• Splash park	Delayed (due to lack of funding)			
	• Phase 3 walking trails	Obtain quotes	Rec Co-ordinator	For Budget preparation	Operating/Capital Budget
Ensure stable provincial and federal funding agreements (1)	Applications to be submitted	Finance	Early 2012	MSI, AB Transportation	
Ensure town has adequate reserves to match grants	Ongoing	Finance	Budget Preparation	Operating Budget	

GOAL 3	IDEAS GENERATING THE GOAL	STRATEGIES			
		Action	By Whom	When	Resources
<b>Encourage economic development collaboration (4)</b>	Partner and cooperate with rural municipalities to brainstorm economic development (4)	Highway 43 Tourism Committee	EDB	Jan/2012	Human
	Better relations with surrounding municipalities	Jt. Mtgs	Council/CAO	Feb & Sept/12	Human
	Extend tourist visits to increase economic growth	Branding	EDB/Council	June to Dec/12	Human/Financial
		Business Coupon Booklet	EDB	Apr/2012	Human/Financial

GOAL 4	IDEAS GENERATING THE GOAL	STRATEGIES			
		Action	By Whom	When	Resources
<b>Complete outstanding priorities to finalize previous goals (4)</b>	Complete outstanding projects, regroup and revitalize (3)	Completion of grant reporting	Finance	Upon project completion	Human/Financial
	Focus on goals in existing plans (1)	¼ Update and Review	Finance	Mar, Jun, Sept, Dec	Human

GOAL 5	IDEAS GENERATING THE GOAL	STRATEGIES			
		Action	By Whom	When	Resources
<b>Improve community engagement for better interaction (2)</b>	Obtain citizen feedback to ensure proper vision direction (4)	Publish Goals & Objectives Incorporate G & O into 25 Yr Plan Incorporate G & O in budget	Council/CAO	Feb/2012	Human
	Focus on enhancing communication with the public (3)	Electronic Newsletter Consultation Session Website Upgrade	EDB/Council	Dec/2012	Human/Financial
	Respect and acknowledge citizen concerns and input (1)	Review Survey Results	Council	June/2012	Human
	Greater recognition of volunteer contribution to the community	Status Quo			

GOAL 6	IDEAS GENERATING THE GOAL	STRATEGIES			
		Action	By Whom	When	Resources
<b>Encourage seniors housing and care facilities (2)</b>	Encourage / promote retention and building of seniors housing and care (Extendicare) (4)	Lobby MLA Mtg with Exec. Dir.	Council Mayor/CAO	Mar/12 May/12	Human
	Encourage P.P.P for seniors facilities etc.	Status Quo			

GOAL 7	IDEAS GENERATING THE GOAL	STRATEGIES			
		Action	By Whom	When	Resources
<b>Implement best practices through professional development (1)</b>	Focus on continued development of council skills (2)	Retreat	Council/CAO	Mar/12	Human

## 2012 Actions

### Council

- Purchase tablets for council and administration (2) – 2012
- Hold Council Public Information Session / Consultation – 2012
- Hold Council Retreat (Training, Team Building) 2012
- Develop Policy on Council Training 2012

### Administration

- Window Replacement – 2012
- Repainting of Town Office – 2012

### Fire

- Hire a Fire Services Manager – 2012

### Emergency Response Centre

- Entrance Paving – 2012

### Bylaw Enforcement

- 2012 Priorities – Traffic Enforcement  
Truck route Issues  
Property Maintenance
- Lower Priority Issues 2012 – Unsightly Properties

### Public Works

- Part-time Administrator Person – Not Done, On-going
- Waterline Replacement - 2012
- Water Meters - 2012
- Road Grading Issues - 2012
- Potholes – Look at Getting Small Packer or Tamper - 2012

### Public Transit

- West End Bus Recreation Program – Deferred to 2012
- Cost sharing for WEB Coordinator - Deferred to 2012
- Build Bus Shelter – Not Done, Need a Decision in 2012

### Water

- Domestic Waterline Replacement – 2012
- Domestic User Well Issue - 2012
- Replace Water Meters - 2012

### Sewer

### Waste Disposal

### Recycle

### Compost



#### Family and Community Support Services (FCSS)

- 40 Developmental Assets – Was commenced
- Community Services Building Transition - 2012
- Seniors Outreach Centre – Apply to County for Cost Sharing – 2012
- Party Program Continuance is Based on Receiving Funding – 2012
- ECD Mapping – Underway in 2012
- Relook at External Grant Policy - 2012

#### Cemetery

- Tree Planting along New Road – Partially Complete – Deferred to 2012

#### Planning & Development

- Area Restructure Plan - Almost Complete

#### Economic Development

- 12 more Poles and Hanging Flower Baskets – 2012
- Truck Parking Lot Berm – 2012
- Hospitality Video, Training – 2012
- Murals and Streetscaping - 2012

#### Subdivision

#### Swimming Pool

- Apply for federal grant NO GRANTS AVAILABLE – Done, pool opens 2012

#### Recreation

- Unplugged Initiative Funding Grant Application – Submitted
- Outdoor Pool – To be Completed 2012
- Earmark Outdoor Pool Operating Grant - 2012
- Walking Trails Phase 3 – 2012
- Lions Park Reconfiguration – 2012
- Beautification Projects – 2012
- Diamond Centre Roof – Long Term
- Diamond Centre Insulation – Long Term
- Commercial Kitchen Retrofit – 2012
- Explore Cement Outdoor Rink (Multi-use) or Other Options - 2012

#### Library

- Window Issues - 2012

#### Disaster Services

- Consider Succession Planning – On-going

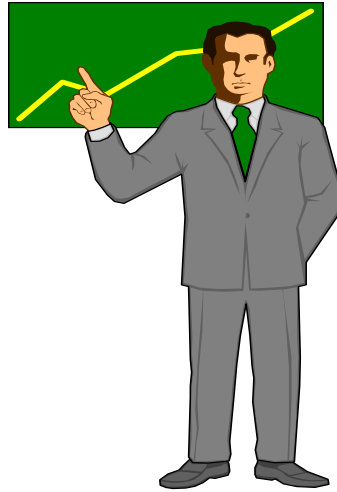
#### Airport

- Upgrade/Install Runway Lights – Not Done, On-going
- Secure Caretaker – Done
- Consider Transition to County – 2012

# Keeping Your Strategic Plan Alive

## Implementation

- Adopt The Plan Formally
- Assign A Plan Coordinator
- Establish A Plan Calendar



## Monitoring

- Have your monthly report linked to your goals
- Review the Plan every 2- 3 months, status report of where things are
- Assign tasks to people
- Have Council review the Plan each year, and identify priorities for the year

## Evaluation

**Evaluation Is Done To Improve a System, Process To Make It Better In The Future**



**or Plan and**

Evaluation has two purposes:

- To determine our progress towards the goals
- To make any changes necessary for the upcoming period

We Evaluate:

- THE PAST - compares what we did with what we said we were going to do
- THE PRESENT - reassess the plan in light of today's situation
- THE FUTURE - are we still headed the same way?