

2016 STRATEGIC DIRECTIVES PLAN



Mayerthorpe, Alberta, Canada
www.mayerthorpe.ca

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VISION AND MISSION

Organizations have a Vision and Mission.

Statements to guide them in what it is to be achieved (the Vision) and how they are to do it day by day (the Mission). The following statements currently guide the organization of the Town of Mayerthorpe:



VISION STATEMENT:

Mayerthorpe is moving forward as:

- o A positive, sustainable, progressive, and inclusive community.
- o A safe, affordable place to live, learn, and play.

MISSION STATEMENT:

- o The on-going development of a safer, healthier, and more successful community.

In this Strategic Directives Plan, Council has provided a number of Strategic Statements which represent a long term target of the organization. Each Strategic Statement is supported by Goals which represent a course of action to be undertaken over the next 4 years. This Plan will be implemented in conjunction with statutory plans such as the Municipal Development Plan, and the annual operating and capital budgets.

WHO WE ARE

Mayerthorpe, a thriving rural community of 1398, is located 130 km. Northwest of Edmonton at the junction of Highways #43 and #22. The Town of Mayerthorpe is the northern link on Alberta's 700 km Cowboy Trail.

Mayerthorpe serves a surrounding agriculture district of 2000-4000 people. Oil and gas exploration is increasing in our area, and we have major lumber mills west of town.

This bustling little town boasts various recreation and cultural facilities in Mayerthorpe and surrounding area: public library, arena, curling rink, outdoor swimming pool, sports grounds, golf course with grass greens, Diamond Centre (accommodation up to 400 people), ball diamond, parks, skateboard park and Senior's Friendship Center. Within easy access are several good recreation areas, including the Paddle River Dam, Lessard Lake, Rangeton Park, Dolberg Lake etc. which offer excellent fishing, boating, water skiing, swimming, sail boarding and sailing.

People have chosen Mayerthorpe as a place to live because it is a friendly, quiet, rural community. You will enjoy the personal touch offered by the many local businesses and the sense of friendliness displayed by the numerous community organizations and clubs.



LEADERSHIP

Strong focused leadership by Council on important or difficult issues that impact the organization is integral to move the organization ahead. This Strategic Plan forms part of this leadership by setting long-term strategies and goals for Mayerthorpe.



Council leadership is structured through processes defined by the Municipal Government Act; however, is also supported by effective meeting procedures, bylaws, and policy systems, ensuring that quality decisions are made enabling them to be carried out through the Chief Administrative Officer and their staff.

STRATEGIC DIRECTIVES

STRATEGY (A): RESIDENTIAL DEVELOPMENT

Residential development is a primary element of any economic initiatives by the Town of Mayerthorpe. Council sees the need to plan ongoing residential development, bring infill lots to market each year, ensure population growth, keep facilities dependent on population such as schools and hospitals viable, support business growth through providing accommodation for employees, and ensure increased property values. To support these needs the following strategic statement was approved:

Strategic Statement:

To encourage residential growth on both new and existing lots supporting and sustaining a safe, viable, prosperous community.

Goals:

- (A)1. Develop more residential lots through both infill and development of new lots. (Satisfaction to Date: 6.6 and Degree of Importance: 9.1)
- (A)2. To resolve the problems of derelict housing through encouraging maintenance and upgrading, or, where necessary removal. (Satisfaction to Date: 7.06 and Degree of Importance: 8.6)
- (A)3. To increase residential units by 3 percent per year. (Satisfaction to Date: 5.8 and Degree of Importance: 8.6)



STRATEGY (B): COMMERCIAL and INDUSTRIAL DEVELOPMENT

Commercial and industrial development and the resulting jobs and services are the economic drivers of communities. The Town of Mayerthorpe seeks to achieve an attractive downtown and main street with no gaps, a commercial sector that can provide services locally, and growth of the commercial sector to achieve this. Council will also work hard to ensure that critical health and educational infrastructure is retained To support this, the following strategic statement was approved:

Strategic Statement:

Mayerthorpe has the services enabling prosperity for individuals, businesses and investors.

Goals:

- (B)1. To support the development of OASIS along Highway commercial corridor. (Satisfaction to Date: 5.6 and Degree of Importance: 9.0)
- (B)2. To proactively pursue and support new business opportunities in Mayerthorpe, (motel/hotel, car wash, grocery store, hardware store, dining experience.) Target is one of these targeted business opportunities is established every 2-3 years. (Satisfaction to Date: 5.4 and Degree of Importance: 9.0)
- (B)3. To encourage the reuse of existing commercial and industrial zoned lots (brownfield, etc.). (Satisfaction to Date: 6.2 and Degree of Importance: 8.1)

STRATEGY (C): COMMUNICATIONS AND MARKETING

Informed, committed citizens are key to the overall continued success of Mayerthorpe. A positive, coordinated direction and attitude in the community is seen as essential to the future viability of the Town, and that the Council will promote the Town as a place for successful and prosperous businesses and quality of life for residents. This fosters joint commitment to our collective future and enables prosperity for individuals, families, business people, and investors.

To support the need to communicate well with residents in Mayerthorpe, the following strategic statement was approved.

Strategic Statement:

Mayerthorpe has open, progressive communication and involvement with citizens to advance collective success in our community.

Goals:

- (C)1. Communicate key initiatives for the future and progress broadly. (including having one focal communication initiative per quarter).
(Satisfaction to Date: 6.0 and Degree of Importance: 8.1)
- (C) 2. To find better ways to communicate with our citizens. Was previously goal (D) 1. (Satisfaction to Date: 6.4 and Degree of Importance: 7.7)

STRATEGY (D): COLLABORATION

Collaboration will allow the Town of Mayerthorpe to achieve more than it can on its own. Regional support of projects provides projects at a lower cost per user; provides for leverage grant revenue to allow projects that could not happen otherwise, and access greater resources by addressing everyone's needs. In order to achieve this it is essential that the Town has positive relationships with governments at the federal, provincial, and local levels, particularly with its rural and urban neighbours; as well as with the non-profit organizations that serve Mayerthorpe. To support the need to collaborate the following strategic statement was approved:

Strategic Statement:

To provide more services by accessing greater resources, allowing new projects, and addressing stakeholder needs at a shared/competitive cost.

Goals:

- (D)1. See (C) 2. Above.
- (D)2. To form collaborative alliances with other small urbans in the region.
(Satisfaction to Date: 6.7 and Degree of Importance: 8.6)

STRATEGY (E): INFRASTRUCTURE

The ability to provide infrastructure to support existing development and the infrastructure for future development is foundational for our community. In today's world that infrastructure extends beyond the traditional water, wastewater, storm water, roads, protective services, and recreation and cultural facilities to include services like cable television and internet services. There are many demands on maintaining and expanding infrastructure including ensuring essential services are provided, extending current internet access, maintaining existing investment in the most economical way, improving the current standard of infrastructure, and having the capacity for growth. To support this, the following strategic statement was approved:

Strategic Statement:

To provide/maintain/improve essential service infrastructure, thus allowing for future growth and a sustainable future.

Goals:

- (E)1. To bring into operation the new water supply well for the community.
(Satisfaction to Date: 8.3 and Degree of Importance: 9.4)
- (E)2-5. To advance our infrastructure program by doing projects as funds allow to improve drainage, pave roads and replace sidewalks and underground infrastructure.
 - (E)2. (Satisfaction to Date: 7.7 and Degree of Importance: 8.7)
 - (E)3. (Satisfaction to Date: 6.9 and Degree of Importance: 8.0)
 - (E)4. (Satisfaction to Date: 7.0 and Degree of Importance: 8.0)
 - (E)5. (Satisfaction to Date: 7.7 and Degree of Importance: 7.6)

STRATEGY (F): RECREATION

Council recognizes that the need to provide for current and future recreation needs creates an attractive community for young families and brings people in to the community. Additionally, it also provides necessary activities for youth. To support this the following strategic statement was approved:

Strategic Statement:

To provide and enhance activities promoting an active enjoyable lifestyle year-round.

Goals:

- (F)1. To support societies that are affiliated with Town owned buildings. (Satisfaction to Date: 7.6 and Degree of Importance: 8.3)
- (F)2. To develop a skate board park and a larger library when grants and other funding are secured. (Satisfaction to Date: 7.0 and Degree of Importance: 5.3)
- (F)3. To enhance some existing parks within the community. (Satisfaction to Date: 6.6 and Degree of Importance: 7.6)

2015 SCORE CARD

YEAR TWO OF FOUR

(SCORES ARE OUT OF 10)

GOALS REFERRED TO ARE FROM 2015 STRATEGIC DIRECTIVES PLAN AND HAVE CHANGED FOR 2016.

	Satisfaction	Degree of
	to Date	Importance
<hr/> <u>Strategy (A): Residential Development Statement</u> <hr/>		
Goal (A1)	6.6	9.1
Goal (A2)	7.0	8.6
Goal (A3)	5.8	8.6
<hr/> <u>Strategy (B): Commercial and Industrial Development</u> <hr/>		
Goal (B1)	5.6	9.0
Goal (B2)	5.4	9.0
Goal (B3)	6.2	8.1
<hr/> <u>Strategy (C): Communications and Marketing</u> <hr/>		
Goal (C1)	6.0	8.1
<hr/> <u>Strategy (D): Collaboration</u> <hr/>		
Goal (D1)	6.4	7.7
Goal (D2)	6.7	8.6
<hr/> <u>Strategy (E): Infrastructure</u> <hr/>		
Goal (E1)	8.3	9.4
Goal (E2)	7.7	8.7
Goal (E3)	6.9	8.0
Goal (E4)	7.0	8.0
Goal (E5)	7.7	7.6
<hr/> <u>Strategy (F): Recreation</u> <hr/>		
Goal (F1)	7.6	8.3
Goal (F2)	7.0	5.3
Goal (F3)	6.6	7.6

WHAT HAS COUNCIL HEARD?

Develop new lots for housing (4)
Continue cleaning up derelict property (3)
Lack of good restaurants
Population growth
Potential sale of Ellis Granley Park
No hotel rooms makes it difficult for hockey
Keep taxes stable
Lack of activities (2)
Updating trails & playgrounds (2)
RV park
Outdoor stage amphitheatre
Paddle River day use area
New library
Changes to highway intersection (5)
Difficulty hiring equipment operators
Pave 49th Ave
Drainage
More control of contractor inspecting work
Sidewalks 49th Ave
Need for reliable water source (2)
Speed of waterline repair

Highway development (3)
Bring in more industries
Not enough rental properties
Development of green space
Contaminated commercial lots
High taxes (5)
Keep taxes low
Skate board park (2)
More recreation
Sports grounds campground
Pool cover
Re-do fountain
Poor road conditions (3)
Alley grading
Pave more new roads
Paving to business
Street Sweeping
More sidewalks
Poor water pressure/color (6)
Need RV sewer dump (2)
Lower water rates

WHAT ABOUT MAYERTHORPE IN 2030?

MAYERTHORPE TOWN COUNCIL, as the elected community leaders and using input and plans developed to date, discusses and works with others to advance the vision of our community into the future. As such, a parking lot of ideas to be considered for future strategic planning was developed based on visions of what Mayerthorpe can become in the year 2030. Sometimes, an opportunity comes along which allows for the timing to be advanced... and these should be captured while acknowledging the impact on Town management time and resources given the many other, currently approved goals/initiatives in the Strategic Directives Plan.

- Inter-municipal development plan and possible annexation
- Seniors facilities expansions
- Railway land development
- New Curling Rink
- Storm Pond Walkway (linked to other Town trails)
- Community “branding”
- Organizational resources update to address needs for services and issue leadership