

# TOWN OF MAYERTHORPE

## MUNICIPAL STRATEGIC PLAN

### 2017-2021



January 22, 2018 (Approved)

# LEADERSHIP

Your elected Council is listening and has identified community issues essential to moving Mayerthorpe forward. This Strategic Plan sets our priority long-term outcomes and goals for Mayerthorpe. They are supported by strategies, targets and a system of regular reporting on actions and results. This is strong, focused elected leadership.



Mayor Patrick

Councillor Arseneault Councillor Burns

Councillor Hagman Councillor Jabush Councillor Jogola

Councillor Morton

# VISION AND MISSION

Many organizations have a Vision and Mission. Our statements guide Mayerthorpe Council and staff. Our vision statement defines where we are going (our future state). Town of Mayerthorpe's mission statement sets out our key overall role as an organization.

## VISION STATEMENT

Mayerthorpe will adapt and evolve to celebrate its history while growing its future.

## MISSION STATEMENT

Mayerthorpe will serve its residents, businesses, and visitors through leadership and partnership while embracing opportunities for current and future generations.

## OUR VALUES

In advancing our Strategic Plan, Mayerthorpe Town Council and Administration believe:

THE heart of Mayerthorpe is **its people**.

We work **cooperatively** to build and preserve our community.

We embrace and encourage unity, dedication and **progress**.

# PRIORITY AREAS, GOALS, TARGETS AND ACTION PLANS

In this Strategic Plan, Mayerthorpe Town Council has decided to focus on a number of priority areas. Town Council recognizes that the community expects more or is not fully satisfied currently in these areas. These areas are:

- ❖ Economic development;
- ❖ Communications and marketing;
- ❖ Municipal services;
- ❖ Infrastructure maintenance/renewal.

These areas of primary attention were decided because of their overall importance to our future. We believe these areas need a high degree of attention and effort to build a sustainable future for Mayerthorpe.

Each area has an Outcome Statement which describes the targeted result for the community in 10-15 years. It's important to measure progress towards these outcomes. Each area has goals and measurable targets to help everyone focus their efforts and track progress towards the outcome.

In a supporting document, Mayerthorpe's Administration has developed action plans for each outcome area to report on progress quarterly to Town Council and annually to the community, using the format below:

GOAL #	ACTIONS	LEAD PERSON	INVOLVE WHO?	PRIORITY TIMING S M L**	STATUS

\*\*S - Short Term (within 1 year) M - Medium Term (within 3 years) L - Later/Long-Term (within 5 years).

# PRIORITY AREAS

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## (A): ECONOMIC DEVELOPMENT

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### Outcome Statement in 2030:

Our community is growing (in population) together by attracting long-term, quality employment in our region through/by fostering and encouraging investment and business start-up.

### Goals:

- (A.) Encourage local spending and economic benefits to foster small business (existing and growth).
- [Why Shop Local post on My Mayerthorpe Oct 26/17](#)
  - [Became member of Whitecourt & District Chamber of Commerce Jan 1/18](#)
  - [Why not pick up fresh flowers post on My Mayerthorpe Jan 4/18](#)
  - [Small Business Start Up Ideas post on My Mayerthorpe Jan 4/18](#)
  - [Why not start a Local Micro Craft Brewery post on My Mayerthorpe Jan 5/18](#)
  - [Canada Summer Jobs Grant for business post on My Mayerthorpe Jan 7/18](#)
  - [Canada Small Business Financing post on My Mayerthorpe Jan 8/18](#)
  - [Community Futures – Morning Mindset for Businesses Jan 15/18](#)
  - [New support to start tourism business in Alberta post on My Mayerthorpe Jan 22/18](#)
  - [Air B & B Small Business Venture idea post on My Mayerthorpe Jan 23/18](#)
  - [Gov't of Canada – Federal Funding – Innovators and Entrepreneurs post on My Mayerthorpe Jan 24/18](#)
  - [Community Futures – Morning Mindset for Businesses Jan 26/18](#)
  - [Coffee & Commerce Business Workshop sponsored by Community Futures Yellowhead East & Town of Mayerthorpe Feb 1/18](#)

- Small Business Workshop – Finding Your Marketing Sweet Spot May 20/19

(B.) Attract primary employee businesses.

- Industry #1 discussions commenced (10 +/- employees) Feb 2/18
- Crockett House Café (5 +/- employees) March/18
- Industry #1 conference call held Feb 26/18
- Invest Alberta Magazine launch featuring Mayerthorpe & Gasoline Alley North opportunity Feb 28/18
- Industry #1 meeting with Mayor & CAO held Mar 7/18
- Commercial #1 (banking) discussions ( 5 +/- employees) held Mar 12/18
- Policy I-023 Development Tax Incentive approved by Council Mar 26/18
- Industry#1 Letter of Support Mar 28/18
- Commercial #2 (podiatry) discussions (2 +/- employees) held Mar 29/18
- Urban Services #1 discussions (25+/- employees) with MLA held Apr 6/18
- Urban Services #1 Level 4 Care facility presentation to Council May 22/18
- Commercial #1 (banking) survey results sent to stakeholder on May 30/18
- Crockett House Café Official Opening Jul 9/18
- Industry #1 Development Permit Application received for Phase I and II combined Jul 19/18.

(C.) Re-establish a business network like the Chamber of Commerce (to improve communication and support the interests of the business community).

- Whitecourt & District Chamber of Commerce Membership Jan 1/18
- RFD on Business Support Network Feb 26/18
- Council approved establishment of Business Support Network Feb 26/18
- Workforce Recruitment & Retention Study – Workforce Summit Feb 27/18
- Community & Regional Economic Supports (CARES) Grant Program – Intake 3 for the Local Business Support Series Project approved Mar 27/18
- Kristy Tuts, Workforce Consultant, Ministry of Labour to present Business Support Network model to Lac Ste. Anne County in Apr/18
- Business Support Network Start up meeting May 3 or 4/18



- Business Support Network survey results sent to Kristy Tuts on Jul 9/18
- Business Support Network Steering Committee meeting schedule for Aug 28/18 from 2 to 4 p.m.

(D.) Ensure adequate available housing for workers arriving for growth.

- Manufacturer Home site visit Jan 19/18 (Park Avenue Subdivision)
- Commercial Brokerage Agreement Amendments approved by Council Mar 12/18
- Policy I-023 Development Tax Incentive approved Mar 26/18
- Temporary/transitional/extended accommodation need discussed with Gasoline Alley North Project Manager Mar 28/18

### **Targets:**

OVERALL: Population – grow 3% by 2021.

- 1) Two (2) new businesses per year, based on total business licenses.
- 2) Gasoline Alley North 25% occupied by 2021.
- 3) At least one (1) new primary employers that employ ten (10) or more staff by 2021.
- 4) Annual small business meeting to network and share, re-establish Chamber of Commerce by 2021.
- 5) Park Avenue Subdivision 50% sold by 2021.

### **Strategies (How):**

- Align and incorporate goals and activities/objectives with Economic Development Strategic Plan.
- Have Council oversee economic development for now.
- Celebrate improved services that support businesses.
- Collaborate and maintain partnerships.
- Encourage customers to come into downtown from Gasoline Alley North.

- Put more staff time and resources into economic development (in-house, partnerships, etc.).
- Encourage bringing new housing lots to market (Park Avenue and Mills Acres).
- Sites for major primary employers—Railway lands, Gasoline Alley North, south of Gasoline Alley North, and east of Mayerthorpe.
- Support Gasoline Alley North owners to attract site developers and downtown vacant building owners to attract tenants.

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## (B): COMMUNICATIONS AND MARKETING

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### Outcome Statement in 2030:

Citizens of Mayerthorpe and area are strongly connected to community emotionally. With information, they:

- Are enthusiastic and informed about municipal operations;
- Engaged more in community;
- Have mutual trust with municipal leaders.

### Goals:

(A.) Continue to market the positive to those citizens that are receptive to change, and change negative to positive for those resistant to change.

- Administration responded to incident reported on My Mayerthorpe2 regarding Public Works Jan 16/18
- Administration met with citizen regarding post regarding Dog Control on My Mayerthorpe2 Jan
- Accolade to Public Works for snow removal on My Mayerthorpe2 Feb 5/18



- Administration responded to Complaint regarding snow windrow on 46<sup>th</sup> Ave on My Mayerthorpe2 Feb 13/18
- Mayor attended Mayerthorpe Exhibition Centre on Feb 23/18
- Provided detailed response to Citizen explaining increases to the budget outside of the Town's ability to control pertaining to 2% increase to municipal budget. No further response Mar 5/18
- Accolades to Public Works regarding snow removal on My Mayerthorpe2 Mar 5/18
- Accolades to GFL Environmental Inc. regarding garbage pickup on My Mayerthorpe2 Mar 9/18
- Posted presentation of Recreation External Grant cheque presentation to Elmer Elson Elementary School on My Mayerthorpe2 Mar 13/18
- Posted presentation of FCSS External Grant cheque presentation to Mayerthorpe Jr. Sr. High School on My Mayerthorpe 2 Mar 13/18
- Posted presentation of Recreation External Grant cheque presentation to Mayerthorpe Curling Club on social media Mar 13/18
- Posted Town's approval under FCM Asset Management grant on social media.
- Provided detailed response to Citizen regarding FCM Asset Management grant usage. Positive response received Mar 14/18
- Administration provided information on My Mayerthorpe 2 regarding the Community Garden at the Water Treatment Plant property on Mar 23/18
- Administration received accolade via phone from Citizen regarding storm water drainage on Mar 28/18

- Accolade from two citizens regarding 1<sup>st</sup> Quarter Newsletter Apr 6/18
- Thank you and donation to Cemetery regarding upkeep Jul 3/18
- Thank you received regarding the 53<sup>rd</sup> Street sidewalk project Jul 5/18
- Accolade from individual regarding Town's response being open and transparent on Splash Pad comments on My Mayerthorpe Jul 11/18
- Accolade from Alberta Transportation regarding grant reporting Jul 23/18

(B.) Increase trust relationship between Council and citizenry thru visibility and win-win approaches.

- Muni 101 post on My Mayerthorpe highlighting all the topics covered on Jan 12/18
- Councillors met with citizens at Mayerthorpe Exhibition Centre Jan 30/18
- Council representative responded to Photo Radar post on My Mayerthorpe2 providing clarification Feb 21/18
- Council representatives attended 2018 Fireman's Ball on Mar 10/18
- Council Representative and Staff provided clarification to complaint regarding snow removal signs on My Mayerthorpe2 Mar 4/18
- Mayor responded to citizen complaint regarding Volunteer Appreciation Apr 9/18
- Council approved attendance of Town officials who volunteer at Volunteer Appreciation
- Council attended April 19/18 Volunteer Appreciation
- Council citizen engagement booth at Alberta Market Place.

(C.) Expanded citizen engagement in community and municipal matters.

- Budget Public Consultation Survey Nov 29/17
- Budget Public Consultation Survey Dec 4/17
- No Place Like Home Survey (Workforce) Jan 4/18
- Summer Temporary Employment Program (STEP) grant information posted to My Mayerthorpe Jan 7/18
- Alberta Small Brewers Development Program grant information posted to My Mayerthorpe Jan 8/18
- Town of Mayerthorpe/Lac Ste. Anne County Workforce Employee Survey Jan 19/8
- Traffic Bylaw Open House held Jan 10/18
- Town of Mayerthorpe/Lac Ste. Anne County Workforce Employee Survey Feb 6/18
- Town of Mayerthorpe/Lac Ste. Anne County Workforce No Place Like Home Survey Feb 6/18
- Town of Mayerthorpe/Lac Ste. Anne County Workforce Summit on Mar 1/18
- CPO engagement with heavy vehicles operators providing information on changes to Traffic Bylaw Mar 16/18
- CAO engaged citizen regarding grassroots initiative in partnership with Mayerthorpe Kin Club regarding skateboard park Mar 27/18
- Banking Need Survey May 30/18
- Cheque presentation to Mayerthorpe Rodeo Club for 2018 Rodeo (sand) Jun 1/18
- Splash Pad Ribbon cutting with Mayerthorpe & Area Aquatic & Recreation Society Jul 6/18
- Splash Pad Sponsorship recognition with Western Community Foundation Jul 11/18
- Cannabis Survey Jul 15/18

- Fallen Four Memorial cheque presentation on Jul 24/18
  - Athabasca Mineral Inc. Open House Jul/18
- (D.) Address rebranding, including logo, website and signage.
- CAO drafted Request for Proposal on Apr 6/18
  - I City Citizen Budget Interactive Tool and Survey deposit issued for implementation this fall.
  - Request for Proposal drafted and posted on Alberta Purchasing Connection May 3/18
  - Request for Proposal closed May 24/18
  - Request for Decision to Council on Jun 25/18
  - Independent Contractor Agreement entered into for website and branding Jul/18

### **Targets:**

- 1) More positive and informed comments by citizens on social media and in community.
- 2) Voter and forum turnout, quantity of feedback on municipal proposals, etc.
- 3) More volunteers and volunteer group cooperation.
- 4) Improving community engagement survey ratings from a regular citizen survey that measures citizen information awareness and engagement.
- 5) A broadly supported, rallying message and image as Mayerthorpe approaches its 100<sup>th</sup> Anniversary in 2027.

### **Strategies (How)**

- Survey citizens generally and also as volunteers.
- Be bold and emotive.
- Promote attractions and successes, including behind the scenes victories.
- Transition the negative into something positive (learn).
- Use MY MAYERTHORPE as a primary municipal communication method.
- Educate citizens on municipal service levels and opportunities for participation on community boards and public consultation initiatives.

- Partner with businesses on community image marketing.
- Municipal leaders to role model and foster inclusive approaches.
- Value diversity of views, cultures...no right and wrong, just differences to be reconciled or optimized.
- Municipal government (Councillors and Administration) “go to” citizens with major issues/proposals seeking feedback before decision.
- All councillors become aware of Facebook activities on My Mayerthorpe, available to comment and be reached electronically by citizens.

## (C): MUNICIPAL SERVICES

### Outcome Statement in 2030:

People are passionate and positively, emotionally attached to our communities municipal services.

### Goals:

(A.) Citizens are satisfied with level of municipal services.

- Complaints: Jan/17 = 5 versus Jan/18 = 5      No Change
- Complaints: Feb/17 = 8 versus Feb/18 = 2      Reduction by 6
- Complaints: Mar/17 = 6 versus Mar/18 = 8      Increased by 2
- Complaints: Apr/17 = 17 versus Apr/18 = 13      Reduction by 4
- Complaints: May/17 = 11 versus May/18 = 3      Reduction by 8
- Complaints: Jun/17 = 12 versus Jun/18 = 5      Reduction by 7
- Complaints: Jul/17 = 14 versus Jul/18 = 6      Reduction by 8

(B.) New infrastructure to provide additional services is invested in on a prioritized, strategic basis. When possible, municipal services (and infrastructure) are enhanced to address citizens wants and support long-term sustainability.

- Water Main Substantial Completion issued Nov 28/17

- Operating & Capital Budgets approved Dec 13/17
- 2018 Projects:
  - GIS & Asset Management Project
  - Town Office Furnaces
  - Town Office Computers
  - Town Office Phone System
  - FRIAA Vegetation/Fuel Management
  - Fire Department Breathing Air Compressor
  - ERC Parking Pad Repair
  - Transfer Switch at Elementary School
  - FRIAA Regional Emergency Training
  - Emergency Portable Light Standards
  - RV Sani Dump
  - Sidewalks
    - 52 St (48 to 49 Ave) East
    - Park Avenue North - Curb and Gutter
  - Boulevard Redevelopment
    - 53 St (48 to 50th Ave) East (Boulevard Redevelopment)
    - 53 St (48 to 50th Ave) West (Boulevard Redevelopment)
  - Used Self Propelled Packer
  - Use Man Lift
  - Street Light Christmas Lights
  - Used Backhoe
  - Diamond Centre Mural Rehabilitation
  - Agricultural Sector Study
  - Town Branding & Marketing Slogan
  - Local Business Training Series
  - Main Street Re-development Plan
- 25 Year Project Plan Project approved Dec 13/17
- Production Well start up on Feb 1/18
- Production Well final report to Council July 23/18

(C.) Municipal regulations are reviewed and updated to address current and future needs of overall community.

- Policy I-002 Council Remuneration Nov 27/17 & Jan 8/18
- Policy X-003 Subdivision Tax Refund Nov 27/17
- Policy II-024 Recognition Nov 27/17
- Policy I-004 Gifts in Kind Jan 8/18
- Policy I-020 Public Participation Jan 8/18
- Policy II-004 Financial Controls Jan 22/18
- Traffic Bylaw approved Jan 22/18
- Disclosure Bylaw approved Feb 12/18
- Policy V-008 Public Tree Feb 26/18
- Policy VIII-004 Highway Signage Grant Program Feb 26/18
- Policy II-002 Expense Reimbursement Policy Mar 26/18
- Policy I-023 Development Tax Incentive Mar 26/18
- Bylaw No. 1085 Assessment Review Board updated to comply with legislative changes Apr 23/18
- Application to Coop Community Investment program for Fitness Facility Project
- Grassroots citizen engagement rallying citizens to meet with Kinettes on Skateboard Park Mar 27/18 My Mayerthorpe 2
- Sponsorship Package sent to Eastlink for Park Avenue Playground and Fitness Facility Apr 9/18
- Policy V-014 Compost updated to open up for pumpkins and Christmas trees May 22/18
- Policy II-004 Financial Controls to outline the process for disposal of public lands.
- Policy VII-006 Mayerthorpe Exhibition Centre Operations updated to accommodate Minor Hockey Jun 25/18
- Policy II-001 Reserves to provide for Utility Reserve and remove Traffic Light Reserve Jun 25/18



- Policy II-002 Expense Reimbursement to ensure volunteers and members at large can submit expenses while on Town related business.
- RFD to Council on RV Sani Dump location Jul 23/18

### Targets:

- 1) Surveys, outcome measurements (% of complaints), increase in public participation, and including increased community board members.
- 2) Support the development of the following infrastructure priorities this electoral term (2017-2021):
  - i. Park Avenue Playground rebuild.
  - ii. Recreational vehicle sani-dump.
  - iii. Fitness Facility (outdoor/indoor) —if community group led.
  - iv. Skateboard Park—if community group led.

(Additional infrastructure not prioritized for this electoral term were a larger library, more sidewalks, fountain/welcome sign/site, trestle lookout/day use area, and covered pool. Council felt they could be supported if opportunities arise.)

### Strategies (How)

- Toot our own horn on existing municipal services provided and condition of supporting municipal infrastructure.
- Celebrate improved services and initiatives that support businesses.
- Support community led initiatives that will construct infrastructure priorities.
- Consider private sector partnerships to build and possibly operate some infrastructure priorities.
- Promote financial efficiency in service costs, use regional service models where most efficient and effective.
- Complete inter-municipal cooperation frameworks, which would include encouraging shared services and financial contributions from municipal partners where services benefit residents or industry past Mayerthorpe's municipal boundary.

- Ensure overall community is well served with any municipal by-law and regulation updates.

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## (D): INFRASTRUCTURE MAINTENANCE AND RENEWAL

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### Outcome Statement in 2030:

All infrastructure is revitalized and upgraded to preserve existing services and accommodate growth.

### Goals:

(A). Adequate funding to preserve infrastructure is planned for.

### Targets:

- 1) Financial indicator of Mayerthorpe's infrastructure assets net book value is strong.
  - 2017 Financial Statements provide for an increase in Tangible Capital Assets of \$2,012,407.00.
  - Gasoline Alley North completion will provide assumption of infrastructure by the Town providing for an increase in infrastructure assets estimated at \$4,000,000.
  - Athabasca Minerals Inc. development to provide an estimated \$30,000,000 investment increasing industrial and machinery and equipment tax base.
- 2) Municipal infrastructure renewal is timely and well financed.
  - GIS and Asset Management will provide for a new real time data tool to monitor existing infrastructure, plan for replacement and renewal, and update the Town's Infrastructure Plan dated December 15, 2015.
  - Advanced Warning Signals and Traffic Lights payment to Province held in abeyance until lots sell.
  - Federation of Canadian Municipalities – Asset Management grant approved in the amount of \$50,000 (80%) for a \$67,000 project.

- Alberta Community Partnership – GIS & Asset Management grant approved in the amount of \$161,000 (100%) in partnership with Town of Onoway and Alberta Beach.

3) New infrastructure is in place and well used.

- New production well commissioned in 2018 and calibrated to be the primary source of raw water to the Town.
- New water main winterized and ready for operation in 2018.
- Municipal Sustainability Initiative – Additional Funding announcement Mar 16/18
- New Municipal Sustainability Initiative capital funding to enable additional infrastructure projects in 2018 enabling Council to undertake additional capital projects.

**Strategies (How)**

- Have a sound municipal infrastructure plan and take action on the priority items.
- Ensure adequate core municipal infrastructure funding is available from municipal reserve funds, grant applications, and development agreements/contributions.
- Undertake paving and sidewalk enhancements when priority storm sewer pipe and drain upgrades are done.

