

Town of Fort Macleod 2016 Action Plan Final Draft: 27.06.16

Background

The Town of Fort Macleod has undertaken the establishment of a Strategic Plan to guide the development of the town through 2017 and beyond. The 2014 plan replaces the 2002 Town of Fort Macleod Strategic Plan and all other previous versions.

This process was undertaken with the guidance of strategic planning professionals from the Government of Alberta, and involved all of the 2013/17 Town Council, the Town's CAO, as well as Management Staff, and took place over the course of 2014.

The purpose of this plan is to determine the direction the town would like to take in future growth and development. The plan includes all dimensions of sustainable community growth, covering aspects such as: social, economic, cultural, environmental, and governance.

The plan is meant to help Town Administration to turn the vision of Council into reality. By providing a clear mandate for Town Administration, Council has set the stage for more efficient use of resources and more effective management of the town.

The Strategic Plan is Town Administration's guiding document and scorecard. It is Town Administration's job to turn that strategic vision into actionable items by setting realistic goals, timeframes and budgets, taking measurable steps to manage the action plan through the remainder of Council's four year term.

2016 Strategic Priorities & Objectives

(Bolded items: Identify action completed)

Strategic Priority 1: Stimulate Business Growth

Strategic Objective: Support and assist in the expansion of existing businesses through improved relationships and communication, and improve investment readiness to attract new businesses.

Key Measures/Performance Indicators:

Year One Action Plan

1. Improve relationship with Fort Macleod and District Chamber of Commerce
 - a. **Presently engaged in monthly meetings-one Councillor**
 - b. Initiate annual meeting between Chamber and Town, at the beginning of March, after Chamber's AGM
 - c. Include Chamber of Commerce information package in Business Licence information package.
2. Develop and execute strategy for existing business retention and expansion initiatives
 - a. **Innovisions and Alberta Southwest BRE initiative via 2014 RABC funding, ending in March 2015. Strategy and program to be developed through this agreement.**
 - b. Plan to be presented to Council in **June 2016 - TBD**
3. Update Land Use Bylaw and Municipal Development Plan
 - a. **New LUB to be completed in January 2015.**
 - b. **ORRSC to host a community Open House in January/February 2015**
4. Begin to streamline development processes
 - a. **Review and update application processes, and forms**
 - b. **New Development Officer in place as of December 2014**
5. Catalogue all available land, including services available and pricing – **WIP 2016**
 - a. Create a list of all industrial, commercial and multifamily zoned town-owned land, complete with services and pricing information, to be placed online, in investment package, and as a print piece at Town Office *in collaboration with the Development Officer.*
 - b. Work with local realtors to keep an up-to-date list of all industrial and commercial lands and buildings for sale or lease in Fort Macleod. Information to be placed online.
6. Research and implement economic and community development incentives
 - a. **Launch Business Incentives in December 2014**
 - b. Launch Residential Incentives in January 2017
7. **Improve investment readiness score from benchmark of 52%**
 - a. **We are currently sitting at 32/62, or 52%. According to the score sheet, a score of 31 – 50 indicates: "You're READY and can still improve."**
 - b. **Create an investment package (print and digital)**
 - c. **Develop investment focused website targeted at businesses**

Year Two Strategic Priorities

1. Improve relationship with Fort Macleod and District Chamber of Commerce
 - a. **Continue to attend monthly meetings, one Councillor**
 - b. **Chamber using Economic Development Office for storage for free**
 - c. **Initiate annual meeting between Chamber and Town, at the beginning of March, after Chamber's AGM**
 - d. **Include Chamber of Commerce information package in Business Licence information package.**
 - e. *Meet with all local business owners at least once per year to enhance communications and engagement. September 28, 2016*
2. Develop and execute strategy for existing business retention and expansion initiatives
 - a. Plan to be presented to Council in **June 2016 - TBD**
 - b. **Update Business License Bylaw to be more business friendly and welcoming to new start-ups of any size.**
 - c. Review Business Licensing processes, procedures, and data capture to allow for accurate reporting and business incubation monitoring.
3. Catalogue all available land, including services available and pricing – **WIP 2016**
 - a. Create a list of all industrial, commercial and multifamily zoned town-owned land, complete with services and pricing information, to be placed online, in investment package, and as a print piece at Town Office
 - b. **Establish an administrative team to develop and identify land available, propose priorities and present a report to Council for direction in June 2016**
4. Ensure residential, commercial and industrial land is readily available
 - a. Develop overall, long-term (25 years?) Area Structure Plan for entire town.
 - b. Subdivide larger land parcels in the Airport Industrial area (west side) into smaller lots **ASAP**
 - c. Subdivide 9 acres south of 12th St into 6 smaller lots **ASAP**
 - d. Create Area Structure Plan for 8th Street infrastructure upgrades
5. Engage a private land developer for the Fort Macleod Business and Industrial Park
 - a. Determine whether or not the Town of Fort Macleod should develop the 320, or wait for a developer to purchase and develop it.
6. Workforce Development Issues - Address Affordable Housing issues, determine needs and present to potential developers
 - a. Investigate and apply for new federal affordable housing grants **ASAP**
 - b. Determine possible affordable housing strategy (new, existing, integrated?)
 - c. Determine and allocate land for future affordable/multi-family housing project(s)
7. Review Land Use Bylaw to continue to streamline development processes, evaluate and adjust accordingly
8. Evaluate development incentives and adjust accordingly:
 - a. Create Greenhouse development incentives for land adjacent to Bouvry
 - b. Create Waste to Energy plant development incentives for old dump site
 - c. Create Hotel / Motel Village development incentives.
9. Continue to improve investment readiness score:

- a. Spring 2015 Score = 52%
- b. Spring 2016 Score = 84% - a 32% increase

Year Three Strategic Priorities

- 1. Continue to execute and monitor strategy for existing business retention and expansion
 - 2. Review Land Use Bylaw to continue to streamline development processes, evaluate and adjust accordingly
 - 3. Evaluate development incentives and adjust accordingly
 - 4. Develop and execute marketing strategy to attract new businesses, based on gaps analysis
 - 5. Continue to improve investment readiness score
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Strategic Priority 2: Improve Town Appearance

Strategic Objective: To create a unique town that will attract and retain residents, businesses and visitors with a unique and exceptional first impression and maintained appearance.

Key Measures/Performance Indicators

Year One Action Plan

1. Create a town that will attract and retain residents, businesses and visitors with a unique and exceptional first impression and maintained appearance by:
 - a. Develop timelines and benchmark initial expectations as part of action planning process.
 - b. Create External Beautification Committee
 - i. Develop Committee, Purpose and Terms of Reference
 - ii. Committee should consist of Ec Dev, Public Works, Facilities + two Community members
 - c. Create public opinion survey regarding town beautification, survey to be sent out early September so results can be followed up on in 2017 budgets.
2. Engage the citizens of Fort Macleod to co-create an image of an ideal town appearance
 - a. Refer to 1 B & C
3. Engage the town staff in identifying and acting on improvements needed
 - a. **Set timeframes and expectations in Jan to develop outdoor maintenance schedules with Public Works and Parks, that includes weeding, mowing, spraying, painting and other maintenance items**
 - b. **Plan in place by March 1, 2015**
 - c. **Determine staff requirements and start dates**
4. Develop effective policies to ensure business owners and residents in the Provincial Historic Area are able to maintain the external appearance of their property
 - a. **As identified in the new LUB**
 - b. **DO, Ec Dev and CAO to meet with Larry, Fraser and Spencer to discuss issues and develop policies (Dec/Jan)**
 - c. Have open house meeting to gain feedback from business community in Provincial Historic Area on suggested policies (Feb)
5. **Work with Government of Alberta (GoA) and Heritage Canada to investigate re-initiating Main Street Program in Fort Macleod or capitalize on other existing grants.**
 - a. **Investigate reinitiating Historic Area Society**

Year Two Strategic Priorities

1. Create a town that will attract and retain residents, businesses and visitors with a unique and exceptional first impression and maintained appearance by:
 - a. Develop timelines and benchmark initial expectations as part of action planning process.
 - b. Create External Beautification Committee
 - i. Develop Committee, Purpose and Terms of Reference

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- ii. Committee should consist of Ec Dev, Public Works, Facilities + two Community members
 - c. Create public opinion survey regarding town beautification, survey to be sent out early September so results can be followed up on in 2017-2-18 budgets.
2. Engage the citizens of Fort Macleod to co-create an image of an ideal town appearance
- a. Refer to 1 B & C
- 3. Continue to engage the town staff to take an active approach in identifying and acting on improvements needed.**
4. Structure and initiate the Built Heritage Advisory Board to manage all aspects of Built Heritage in the Town of Fort Macleod, (as agreed at the final HAS meeting in fall 2015):
- a. Evaluate and adjust Provincial Historic Area policies for business owners and residents
 - b. Manage the AHRF Research Grant project
 - c. Initiate the Heritage Management Planning process, historical resources inventory, future planning and daily administration of process and plan
 - d. Develop a Municipal Designation Policy and Program for the TOFM
 - e. Continue to develop major grant funding pitch to AB Culture in conjunction with Old Strathcona, the only other PHA in the province
 - f. Assist/advise Development Officer and Parks and Rec on all Built Heritage aspects, Town-owned and otherwise *with all renovations being spearheaded by the facilities department.*
 - g. Work with ORRSC to develop new PHA overlay and development plan, as per MDP, with delivery in 2017
 - h. Develop public art strategy and policy in line with PHA and outside of it
5. Finalize the Landscaping Policy initiated in the fall of 2015 with the Town signs and downtown north side public parking lot.
6. Run another PHA Paint Back Campaign to:
- a. Allow those who were not able to take advantage of the program in 2015 to paint the front of their buildings in 2016
 - b. Focus on the backs of the buildings, facing the east and westbound HWYs, to encourage visitors to TURN on to Main Street
7. Continue to improve town's first impression and maintained appearance by:
- a. Developing realistic timelines and budgets
 - b. External Beautification Committee – Set goals and objectives
 - c. Gauge Impressions via survey and First Impressions Program
8. Continue to engage citizens regarding town appearance and get buy-in regarding the program's value.
9. Look at the downtown core for future outdoor community greenspace development.
10. Continue to develop effective policies to ensure business owners and residents in the Provincial Historic Area are able to maintain the external appearance of their property

11. Have open house meeting to gain feedback from business community in Provincial Historic Area on suggested policies
12. Develop Provincial Historic Design Plan by the end of 2017, as outlined in the 2015 LUB
13. Develop Downtown Design Plan by the end of 2017, as outlined in the 2015 LUB
14. Develop Policy on Art in Public Places and initiate program to cover or paint electrical and phone boxes throughout the town.
15. Develop landscaping and beautification design plans for North and south parking lots, for inclusion in 2017 capital budget.

Year Three Strategic Priorities

1. Continue to improve town's first impression and maintained appearance
 - a. Evaluate and adjust timelines and budgets
 - b. Support External Beautification Committee
 - c. Gauge Impressions via survey
 2. Continue to engage citizens regarding town appearance and get buy-in on the program's value.
 3. To engage the town staff in identifying and acting on improvements needed.
 4. Evaluate and adjust Provincial Historic Area policies for business owners and residents.
 5. Explore the opportunity of providing a tree planting tax credit which would encourage residents to plant trees.
 6. Look at adding LED lighting to the Town entrance signs.
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Strategic Priority 3: Invest in and Maintain Physical Infrastructure

Strategic Objective: To Continuously Upgrade and Maintain Town Infrastructure

Key Measures/Performance Indicators:

Year One Action Plan

1. **Determine fiscal strategy for Infrastructure Master Plan**
 - a. **Council to determine direction**

2. **Infrastructure Master Plan (IMP) completed and communicated to community**
 - a. **Plan completed as of 2014 (MPE Document)**
 - b. **Information to be communicated to community as an item at Council's Open House in January 2015.**

3. Determine benchmarks to judge success of infrastructure upgrades and communicate to citizens
 - a. Devise policy to determine how much money to put toward infrastructure upgrades each year based on Council's fiscal strategy. (1a)
 - b. Once approved, plan to be put on website, and communicate in the paper semi-annually.

4. Improve and utilize the Tangible Capital Assets (TCA) Program to its potential to assist council in long-term planning and budgeting
 - a. Determine initial strategy and staff responsibilities to initiate a long-term Asset Management Plan.
 - b. TCA Program referenced in Infrastructure Master Plan.

5. Install Fibre Optics conduit in all street upgrades and new developments
 - a. Future infrastructure upgrades to include installing Fibre Optic conduit, pending determination and output from Alberta Southwest.

6. Evaluation of Town owned electrical services
 - a. **Hire an independent external consultant to evaluate viability of electrical current distribution system. (2016)**

7. Implement Water for Life strategy to Increase efficiency of water usage to x%
 - a. **New water meters to be in place by June 2015**
 - b. **Evaluation of current water rate billing structure, with emphasis on consumption.**
 - c. **Watering Bylaw Enforcement throughout the summer**
 - d. Initiate Rain Barrel and Toilet Replacement Programs
 - e. 2015 Water for Life Strategy goal is to lower per capita usage by 100 litres per day per capita
 - f. Overhaul compressors in rink - change from water-cooled to air-cooled system
 - g. Develop watering strategy for Town owned parks and buildings

8. Determine gravel strategy
 - a. **Hold gravel strategy Open House to get feedback from community**

- b. Report to be forwarded to Council in December 2014**
- c. Council to make decision based on community feedback and recommendations
- d. Council to determine sale of land vs mining of land

Year Two Strategic Priorities

1. Evaluate and adjust fiscal strategy
2. **Work with AXIA to install fibre optic broadband internet services throughout the town**
3. Continue to install our own fibre optic conduit in all street upgrades and new developments for future use
4. **Planned Infrastructure Construction Projects (MPE):**
 - a. **8th Street**
 - b. **Secondary raw water source**
 - c. **Water Plant upgrades (UV filters)**
5. Evaluate success of infrastructure upgrades / spending and communicate to citizens
 - a. **8th Street Open House – March 2016**
 - b. **Town Open House – May 2016**
6. Implement Water for Life strategy to Increase efficiency of water usage to x%
7. Develop Asset Management Plan

Year Three Strategic Priorities

1. Evaluate and adjust fiscal strategy
 2. Install Fibre Optics conduit in all street upgrades and new developments
 3. Evaluate success of infrastructure upgrades / spending and communicate to citizens
 4. Implement Water for Life strategy to Increase efficiency of water usage to x%
 5. Continue to develop Asset Management Plan
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Strategic Priority 4: Develop Effective Administration Processes and Communication Channels

Strategic Objective: Improve relationship with staff, residents and business owners by developing effective administration processes, communication channels, and exceptional customer service.

Key Measures/Performance Indicators:

Year One Action Plan

- 1. Develop online community portfolio, including website upgrades**
 - a. **Calendar upgrades**
 - b. **Business Directory**
 - c. **Contact Info**
 - d. **Land Sales**

- 2. Develop a clear and effective organizational structure, job descriptions, and Key Performance Indicators (KPIs), including Performance Improvement Programs (PIPs) for all employees**
 - a. **Performance Appraisals for Union staff**
 - b. **Performance Review Plans for Non-Union staff**
 - c. Develop a performance review process for Council to be discussed annually.

- 3. Evaluate and begin to streamline policies, procedures and bylaws to improve clarity**
 - a. **LUB**
 - b. **MDP**
 - c. **Form Updates**

4. Develop and initiate customer service training and KPI evaluation program for staff
 - a. All Summer Staff
 - b. All Front Office and Front Line staff

5. Develop Communications and Public Relations strategy

Year Two Strategic Priorities

1. Initiate effective feedback loops for residents and business owners
2. Develop customer service benchmarks and online survey to gauge resident and business owner satisfaction
3. Develop all-encompassing Employee Handbook
- 4. Develop and initiate 360 Degree performance evaluation process for non-union staff as well as a standard Performance appraisal system for union staff.**
5. Develop audience-specific Key Messages for all communications, PR and marketing initiatives, including internal messaging to staff
6. Develop full-blown, three-pronged, audience specific MarComms strategy. Maintain, evaluate and update community's entire online portfolio from web to social media, SEM, SEO, partner communications, everything.
- 7. Evaluate and adjust organizational structure, job descriptions, and KRAs as needed (In progress)**
8. Review Municipal Inspection report for requirements and recommendations with respect to ongoing communications.

9. Evaluate and adjust policies, procedures and bylaws to improve clarity

10. Maintain and update customer service training and KPI evaluation program for staff
11. Evaluate Communications and Public Relations strategy

Year Three Strategic Priorities

1. Evaluate feedback loops and adjust as needed.
 2. Evaluate and adjust customer service benchmarks to gauge satisfaction
 3. Maintain, evaluate and update online community profile, including website
 4. Evaluate and adjust organizational structure, job descriptions, and KPIs and PIPs as needed
 5. Evaluate and adjust policies, procedures and bylaws to improve clarity
 6. Maintain and update customer service training and KPI evaluation program for staff
 7. Evaluate Communications and Public Relations strategy
 8. Explore the options of inter-municipal agreements for service delivery around marketing, lands sales and economic development initiatives.
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Strategic Priority 5: New Town Facilities

Strategic Objective: New Town Office, and/or Public Works Shop, and/or Multi-Use Facility

Key Measures/Performance Indicators:

Year One Action Plan

1. **Conduct a feasibility study to determine specific needs for a new Town Office, and/or Public Works Shop, and/or Multi-Use Facility to ensure that the building(s) are: All encompassing; Efficient/realistic; Designed with the future in mind; Functional; Set a tone of professionalism; Are appropriately located; In conjunction with MDWC or not.**
 - a. **A Public Works shop is the top priority.**
 - b. **Administrative options to be explored.**
2. Set processes for design and tendering
 - a. In consultation with the Working committee

Year Two Strategic Priorities

1. Put building contracts out to tender Q1
2. Start construction on building(s)
3. Undertake a comprehensive Parks and Recreation Master Planning process.

Year Three Strategic Priorities

1. Celebrate the completion of new facilities with public.
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