



# Town of Fort Macleod

## Strategic Plan 2018-2022



## VISION

Fort Macleod is a welcoming, safe, family friendly, entrepreneurial, and socially responsible community with a multitude of opportunities for all.

## MISSION

To manage Fort Macleod's municipal affairs in a responsible, efficient, and effective manner to the general satisfaction of the residents of Fort Macleod.

## CORE VALUES

Our core values anchor and guide our decision-making processes, influencing everything we do. They dictate how we are perceived from the outside world, how we communicate, and ultimately, how we behave. These values keep us on track, providing us with an internal scorecard to judge our daily performance.

By enshrining our core values, we aim to ensure that any decision we make is appropriate for the people we represent, and is something that we – as the leaders of our community -- can be proud of.

Our core values are the heart and soul of our town.

**Integrity** – We walk our talk. We are honest and open in our communications, our relationships and our actions, and are guided by strong moral principles. We are trustworthy, loyal and respectful to the community we work for and with.

**Responsible** – We are accountable to the residents and businesses of our community, to our staff, each other and ourselves. We remain focused on what is best for the community as a whole, and are dedicated to efficient and effective service.

**Collaborative** – Achieving our goals, and our ability to succeed requires teamwork and creative thinking. We foster engagement, participation and partnerships.

**Flexible** – We are adaptable. We seize opportunities to grow in new directions, and approach change with creative solutions to overcome challenges.

**Compassionate** – We care for the wellbeing of our families and neighbours. We are compassionate, culturally aware and inclusive in all our decisions.

## **BACKGROUND**

The Town of Fort Macleod has undertaken the establishment of this Strategic Plan to guide the development of the Town through 2022. This plan builds on the 2014-2017 plan.

This process was undertaken with the guidance of an external facilitator and involved Town Council, the Town's Chief Administrative Officer, the Town's staff and members of the community that participated in two community engagement sessions.

The purpose of the plan is to guide the Town in its growth, development, and livability. The plan strives to include all aspects of sustainable community growth, covering aspects such as: social, economic, cultural, environmental and governance. The Council has set the vision and the plan will help Administration turn it into reality in a fiscally responsible manner, making efficient use of resources.

The plan is a living document and sets forth the priorities for five years based on the financial realities of the day. The plan should be reviewed twice annually and revised once annually in order to ensure current and projected realities, which may change, are considered and reflected. While priorities, action items and goals are identified, Town Administration is responsible for identifying specific means, timeframes and budgets.

## 2019-2022 Strategic Priorities & Objectives

### STRATEGIC PRIORITY: Business and Residential Growth

#### STRATEGIC OBJECTIVES:

1. **Solidify development readiness of municipal property.**
2. **Increase residential development.**
3. **Support expansion and sustainability of existing business.**
4. **Improve investment readiness to attract new businesses.**
5. **Consider Incentives for business attraction.**
6. **Engage a developer in the area to promote and develop a business and industrial park on the 320 acres south of Fort Macleod**
7. **Encourage thriving Provincial Historic Area**

1. *Solidify development readiness of municipal property.*

#### 2018

- Complete the review of the development processes internally.
- Review existing area structure plans. (\*Macleod Meadows)
- Improve residential and business experiences, which include public education and managing expectations of the development process.
- Review and make necessary changes to the Municipal Development Plan.
- Prepare and Prioritize Municipal Property's for Sale.
- Review the existing land inventory and identify what is in fact available.
- Ensure all available lands have the required utility right of ways and have documented details and estimated costs for servicing requirements.

#### 2019

- Review function of the Municipal Planning Commission.
- Develop journey maps for the development process that illustrate and detail key requirements and events.
- Review existing area structure plans. (\*Macleod Meadows)
- Review and make necessary changes to the Municipal Development Plan.
- Develop Intermunicipal Development Plan
- Improve customer service, which includes educating residents and managing expectations of the development process.
- Prepare and Prioritize Municipal Property for Sale.
- Review the existing land inventory and identify what is in fact available.

- Ensure all available lands have the required utility right of ways and have documented details and estimated costs for servicing requirements.

## **2019**

- Prioritize area structure plans in consultation with Oldman River Regional Services Commission.
- Develop a new Area Structure Plan for the South area of Fort Macleod.

## **2020**

- Develop Intermunicipal Development Plan.
- Improve customer service, which includes educating residents and managing expectations of the development process.
- Prepare and Prioritize Municipal Property for Sale.
- Review the existing land inventory and identify what is in fact available.
- Ensure all available lands have the required utility right of ways and have documented details and estimated costs for servicing requirements.
- Prioritize area structure plans in consultation with Oldman River Regional Services Commission.

## **2021**

- Improve customer service, which includes educating residents and managing expectations of the development process.
- Prepare and Prioritize Municipal Property for Sale.
- Review the existing land inventory and identify what is in fact available.
- Ensure all available lands have the required utility right of ways and have documented details and estimated costs for servicing requirements.
- Prioritize area structure plans in consultation with Oldman River Regional Services Commission.

## **2022**

- Prepare and Prioritize Municipal Property for Sale.
- Review the existing land inventory and identify what is in fact available.
- Ensure all available lands have the required utility right of ways and have documented details and estimated costs for servicing requirements.

## **2. *Increase residential development***

### **2019**

- Establish a development sequence and potential timeline for all lands available for residential development and carry out development process as determined.

- Establish a promotional strategy to encourage moving to Fort Macleod.
- Incorporate the Healthy Neighborhood Design initiative in to all new residential developments. (AHS)
- Establish a promotional strategy to encourage business establishment in Fort Macleod.

#### **2020**

- Consider the need for, and establish if necessary, incentives for new housing within developed or undeveloped residential areas.
- Consider the need for and establish if necessary an incentive plan to encourage moving to Fort Macleod.
- Incentives for new or infill housing within developed residential areas.

### **3. *Support expansion and sustainability of existing business.***

#### **2018**

- Establish effective two-way communication with new and existing business.
- Identify the role of the Chamber of Commerce in economic development.
- Create a Business License packages and incorporate Chamber of Commerce information into it annually. (Chamber to partner)
- Continue to utilize the Main Street Office for a shared and visible Town & Chamber of Commerce presence.

#### **2019**

- Establish and maintain effective two-way communication with new and existing business.
- Identify the role and utilize the Chamber of Commerce to assist in economic development.
- Collaborate with CHTA and its member organizations (Fort Museum, Chamber, Head Smashed In, Empress, and Town) to promote visitation to Fort Macleod.
- Produce a community video highlighting our business sector, local testimonials, fibre town status and the entire community.
- Continue to utilize the Main Street Office for a shared and visible Town & Chamber of Commerce presence.

#### **2020**

- Establish and maintain effective two-way communication with new and existing business.
- Develop and execute strategy for business retention, attraction and expansion initiatives.

- Continue to utilize the Main Street Office for a shared and visible Town & Chamber of Commerce presence.

#### **2021 & 2022**

- Establish and maintain effective two-way communication with new and existing business.
- Continue to utilize the Main Street Office for a shared and visible Town & Chamber of Commerce presence.

#### **4. *Improve investment readiness to attract new businesses.***

#### **2018-2022**

- Establish a development sequence and potential timeline for all lands available for business development and carry out development process as determined.

#### **2019**

- Establish a promotional strategy to encourage business establishment in Fort Macleod.

#### **5. *Consider incentives for business attraction.***

#### **2019**

- Investigate what is permissible under the Municipal Government Act.
- Investigate what the Business community feels might be required for business attraction.
- Investigate what neighbouring municipalities are doing in the area of business attraction incentives.
- Investigate best practices across the province.

#### **6. *Engage a developer in the area to promote and develop a Business and Industrial Park on the 320 acres south of Fort Macleod.***

#### **2018-2022**

- Meet with interested land developers.
- Track and detail all potential buyers of industrial property.

#### **7. *Encourage thriving Provincial Historic Area***

#### **2019**

- Promote our Main Street in a marketing video.



**2019-2022**

- Identify resources and ideas to maintain a solid business sector in the downtown core.

**2020**

- Consider allocation of a portion of all land sales revenues to Historic Main Street rehabilitation fund. Explore a partnership with Alberta Culture.

# STRATEGIC PRIORITY: Beautification and Promotion of the Town of Fort Macleod.

## STRATEGIC OBJECTIVES:

1. Enhance the beauty and appeal of the Town to foster community pride and outside interest.
2. Utilizing a collaborative approach, develop and implement a new marketing plan with emphasis on effective promotion.

1. *Enhance the beauty and appeal of the town to foster community pride and outside interest.*

### 2018-2022

- Operating within budgetary constraints, repair and replace deteriorating visible public infrastructure.
  - Explore tax levy fees and initiatives to build new infrastructure such as sidewalks, curbing, etc.
  - sidewalk leveling

### 2019

- Encourage bylaw compliance relating to Town appearance.
  - Address issues of bylaw non-compliance with a progressive disciplinary process. (*Ongoing*)
  - Develop an educational plan for citizens regarding applicable bylaws. (2020)

### 2019-2022

- Preserve and enhance the historical character of the Town with a special emphasis on the Provincial Historic Area and other historic buildings.
  - Identify, assign, and define role of Town staff to oversee maintenance and preservation of buildings in the Provincial Historic Area.
  - Foster exceptional working relationship with Alberta Culture and Tourism.
  - Solidify role of Built Heritage Committee in preservation and enhancement of historical character of the Town.
  - Explore and establish a workable funding model to assist owners to rehabilitate and preserve buildings within the designated Provincial Historic

### 2020

- Review and amend as necessary the regulatory framework (bylaws and policy) to ensure proper standards exist to maintain desired appearance of Town.

- Develop policies including:
  - Landscaping policy
  - Art in Public Places policy

**2020-2022**

- Conduct a green space audit to determine appropriateness of current space and if necessary work to achieve desired level.
  - Identify funding to purchase additional land for green space.
  - Conduct a tree audit on Town-owned land, and then formulate new planting and replacement program. Tree planting incentive for private land owners?
  
- Consider and adopt worthy new initiatives to add beauty and ambience to the Town.
  - Assess the need for and viability of a tree planting incentive for private land owners.
  - Create opportunities for Sunday street closures and festivals on Main Street with necessary Bylaw amendments.
  - Involve local and neighbouring Indigenous populations, within the framework of this initiative.
  - Maintain the Community clean-up initiative.
  - Create a communications ‘green agenda’.

**2. Utilizing a collaborative approach, develop and implement a new marketing plan with emphasis on effective promotion.**

**2018**

- Determine best usage of existing billboard signage available to the Town.
- Establish adequate funding for ongoing promotional needs.
  - Determine funding needed to accomplish promotional goals and budget appropriately.

**2019-2022**

- Identify and define relevant target markets for a marketing plan i.e. type of visitor, potential new businesses, and potential new residents.
- Develop product offerings consistent with defined target markets.
- Implement a promotional strategy to reach each of the defined target markets.
- Explore options for new signage consistent with promotional strategy ie: at Head Smashed In turn off, on the outskirts of Town, redirection to Historic Main Street.
- Explore alternative types of signage ie: LED lighted and location

## STRATEGIC PRIORITY: Town Infrastructure

### STRATEGIC OBJECTIVES:

1. Manage the necessary on-going upgrades and maintenance of the town's physical infrastructure (roads, sidewalks, lighting, parks, recreation facilities, land, buildings, underground services, utility infrastructure and equipment) in an efficient and fiscally responsible manner.
2. Budget for, and act upon the infrastructure maintenance and upgrade priorities arising from the perpetual monitoring system of the town's physical infrastructure.
3. Identify and invest in new infrastructure as needed, or as desired, in a fiscally responsible manner, in order to better serve the needs and wants of the citizens of Fort Macleod.

1. *Manage the necessary on-going upgrades and maintenance of the town's physical infrastructure (roads, sidewalks, lighting, parks, recreation facilities, land, buildings, underground services, utility infrastructure and equipment) in an efficient and fiscally responsible manner.*

### 2019-2020

- Put in place and maintain a perpetual monitoring system of the condition of the Town's physical infrastructure which identifies the timeline for maintenance and upgrades.
  - Modernization of Outdoor Pool.
  - Relying upon relevant and informative source material, create a detailed Infrastructure Maintenance and Improvement Plan which also includes a timeframe for regular review and revision.
  - Work with engineering firm to update the Asset Infrastructure Master Plan to be used to inform the Infrastructure Maintenance and Improvement Plan. Also identify when and what factors will trigger the re-doing of the Asset Infrastructure Master Plan.
  - On a regular basis, and through various means, seek input from the residents and business owners in Fort Macleod to identify needs and wants relative to infrastructure maintenance and upgrades. This too will inform the Infrastructure Maintenance and Improvement Plan.
  - Develop an Asset Management Plan which inventories all Town assets, calculates the life span of each, estimates the Annual Average Life Cycle Investment, then informs budget decisions relative to the Infrastructure Maintenance and Improvement Plan

2. ***Budget for, and act upon the infrastructure maintenance and upgrade priorities arising from the perpetual monitoring system of the town's physical infrastructure.***

**2018-2020**

- Renovate existing Public Works Shop using a phasing approach.
- Initiate the process of determining options for replacing, or major upgrades to the swimming pool complex.
- Complete replacement or major upgrades to the swimming pool complex.

**2018-2022**

- Consider the priorities that have been put forth by the community in the strategic planning community consultation sessions (listed in order of priority according to participants):
  - improve underground infrastructure to reduce and eliminate water loss;
  - improve street lighting;
  - improve curbs and sidewalks;
  - improve streets;
- Environmental Carbon Footprint Reduction – Solar Power and other green initiatives.

**2021**

- Develop a conceptual drawing for bike/walking trail around the perimeter of Fort Macleod;
- Westwinds sports complex.

3. ***Identify and invest in new infrastructure as needed, or as desired, in a fiscally responsible manner, in order to better serve the needs and wants of the citizens of Fort Macleod.***

**2018-2022**

- Going beyond maintenance and minor upgrades, identify and plan for replacement of existing infrastructure, and identify and plan for new infrastructure not related to servicing residential and commercial/industrial land development. This will be accomplished through a long term Asset Management Plan.

**2020**

- Consistent with relevant planning processes, identify a time-line and funding for new infrastructure to service developing residential and commercial/industrial property.

## **STRATEGIC PRIORITY: Public Relations**

### **STRATEGIC OBJECTIVES:**

- 1. Improve upon the experience and satisfaction level of all those who interacts with the town of Fort Macleod council, administration and staff.**
- 2. Develop enhanced communication methods and avenues to ensure there is two way communication and a feedback loop available to all town residents.**
- 3. Facilitate improved communications channels for members of town council to better communicate with residents, and those with whom town council interacts.**
- 4. Seek to foster broader mutually beneficial relationships with neighboring indigenous leadership and communities.**

- 1. *Improve upon the experience and satisfaction level of all those who interact with town of Fort Macleod administration and staff.***

### **2019**

- Develop a functional and timely complaint process and educate residents on effective use.
- Refine Policies, procedures and bylaws affecting all interaction between Town administration and its publics (residents, business owners, prospective residents, prospective business owners and investors, suppliers to the Town and visitors) to enhance efficiency and satisfaction.

### **2018-2022**

- Train Town staff on public service best practices.
- Front office staff interactions and managing both residents and staff expectations.

### **2020**

- Investigate technology to identify options for enhancing service efficiencies.

- 2. *Develop enhanced communication methods and avenues to ensure there are ways communication and a feedback loop available to all town residents.***

### **2018-2022**

- Solicit and encourage feedback via the Public Participation Policy.

- Organize the solicitation of public input on applicable initiatives in a timely and effective manner providing the public with the most relevant information possible upon which to garner feedback.
- Effective utilization of newspapers-local and regional.
- Utilize social media in an appropriate and effective manner.

**3. *Facilitate improved communications channels for members of town council to better communicate with residents, and those with whom town council interacts.***

**2018**

- Invite and encourage all community members to become ambassadors for the Town of Fort Macleod.

**2019**

- Better communication of the financial implications of municipal service levels and projects.

**2018-2022**

- Review all communication tools currently being utilized to ensure current information is being appropriately communicated to residents.

**4. *Seek to foster broader mutually beneficial relationships with neighboring indigenous leadership and communities. Council to determine timelines***

- Seek to establish relationships of trust with neighboring Indigenous communities.
- Explore ways to acknowledge and implement the recommendations of the Truth and Reconciliation Commission when feasible.
- Work towards a formal acknowledgement of traditional Indigenous territory.
- In celebrating and promoting the history of Fort Macleod, expand the inclusion of First Nations culture and history.
  - Working with First Nations, look for additional ways to share First Nation history within Fort Macleod.
  - Collaborate with First Nation planners (Buffalo Runners Society, Head Smashed In Buffalo Jump) in exploring the possibility of hosting an annual run highlighting First Nation tradition.

# STRATEGIC PRIORITY: Safe Community

## STRATEGIC OBJECTIVES:

1. Encourage and provide to the highest degree possible a safe, inviting, and nurturing community for all who live in, work in, and visit the town of Fort Macleod.

### 2018-2022

- **Review and establish an effective regulatory framework, including enforcement, which set standards to foster a safe and inviting community;**
  - Utilize CPO personnel to ensure current Town Bylaw implemented, and enforced. (2018-2022)
  - Increase visible presence of Community Peace Officer and RCMP on Main Street and in residential areas. (2019)
  - Investigate possibility of increasing bike patrol. (2018-2022)
  - Work with the RCMP on their annual performance plan and initiatives. (2018-2022)
  - Enhance Street Lighting. (2019-2022)
  - Investigate need for speed calming areas. (2019)
  - Ensure new residential and commercial development plans incorporate safety (i.e. reduce unsafe empty areas) (2019-2022)

### 2019-2021

- **Develop safe community initiatives.**
  - Investigate the need for speed calming areas and means of implementation if determined to be desirable. (2019)
  - Review and ensure Emergency Preparedness plan is in place and functional. (2019)
- Proper use of street lighting to enhance safety and discourage property crime. (2020)
- Support initiatives encouraging citizens, especially neighbours, to build trusting relationships with each other. (2020)
- Encourage citizens to reports non-compliance to proper authority. (2021)
- Identify all areas of Town that are of concern to the community from a safety perspective. (2021)

### 2020

- **Advocate on behalf of the Town and its residents on issues pertaining to a safe community.**
  - Foster effective communication with Provincial Ministers of Health, Justice, Municipal Affairs, and Solicitor General with the objective to obtain available needed assistance.



- Seek to ensure sufficient external funding for local law enforcement and policing via letters of support for RCMP.
- Collaborate with surrounding communities to find efficiencies in providing acceptable levels of fire protection and CPO services including Emergency Management Services.

# STRATEGIC PRIORITY: Social Responsibility

## STRATEGIC OBJECTIVES:

1. *Preserve and share our historical assets, both tangible and intangible, for the benefit of present and future generations.*
2. *Encourage and support worthy initiatives to safeguard the environment.*
3. *Facilitate the availability of suitable housing for all.*
4. *Facilitate and provide services to enhance the lives of all within our community including the young, families, seniors and special interest groups.*

1. *Preserve and share our historical assets, both tangible and intangible, for the benefit of present and future generations.*

### 2018-2022

- **Establish, define, and support boards, alliances, and other working groups which**
  - Re-evaluate the intended role of the Built Heritage Advisory Board to determine how best to address the functions this Board was to address, specifically the preservation of historical assets. (2019)
  - Actively work with the Cultural Heritage Tourism Alliance in the marketing and sharing of our historical assets with visitors. Work to preserve and share our historical assets. (2018-2022)

### 2019-2022

- **Identify and initiate action plans to preserve and share historical assets**
  - Establish a relationship with all owners of Heritage buildings. (2019)
  - Develop an action plan for historic assets preservation via a life-cycling 5-10 year projection. (2022)
  - Implement action plan for historic asset preservation. (2022)
  - Explore the viability of establishing a Town-sponsored fund, with applicable policy guidelines, designated to assist private owners of historic buildings within the designated Provincial Historic Area of **Main** Street with maintenance, and the preservation of the historical nature of the building. (2020)
  - Identify and support initiatives which broaden the reach to those who can be enriched by our historical assets;

## 2018-2022

### 2. *Encourage and support worthy initiatives to safeguard the environment.*

- **Continue to work with and support the Environment committees' initiatives.**
  - Support strategies that encourage waste minimization (recycle, reuse, reduce) and proper disposal of waste (toxic/e-waste, batteries, oil, etc)
  - Provide ongoing support for initiatives relating to community clean-up, controlling invasive plant species, effective community composting, tree and plant planting and preservation, water conservation, and other worthy initiatives as they are presented
- **Explore, identify, and implement policies and programs which encourage and achieve environmental responsible. (2018-2022)**
  - Evaluate the current rate billing structure with emphasis on reducing consumption through awareness and possible changes to billing structure.
  - Enhance watering bylaw enforcement throughout the summer.
  - Develop watering strategy for town-owned parks and property – lead by example.
  - Work with the environment committee to continue to pursue strategies that encourage recycle, reuse, reduce. E.g. Rain barrels, toilet replacement programs, etc.
  - Encourage the environment committee to lead in river bottom clean up.

## 2019-2021

### 3. *Facilitate the availability of suitable housing for all.*

- **Define the Town's role in facilitating the availability of a variety of housing options in the community.**
  - Ensure appropriate Town representation on Housing Committee and an active participant on the Community Housing Strategy Committee.
  - In reviewing and during development planning, take into account different options available and appropriate for a variety of housing needs.
  - Identify specific steps the Town might take to encourage development of needed housing i.e. sale of land at reduced rate, tax incentive.
  - Welcome and work with third parties interested in the development of new housing options for a variety of needs.

4. **Facilitate and provide services to enhance the lives of all within our community.**

- **Offer services beyond housing which enhance quality of life for a variety of niches including but not limited to; families, seniors, special interest organizations etc..**
  - Develop a communication strategy to determine wants and needs.
  - Identify pertinent and associated items in the Parks and Recreation Master Plan with a focus on implementation.

**2018-2022**

- **Continue to advocate and support community organizations such as: arts & culture, recreation, public library, etc..**
  - Encourage public participation in community organizations, neighborhood and volunteer initiatives.
  - Continue to recognize the efforts of community/volunteer organizations under the leadership of FCSS.
  - Establish policy to enhance the sharing of information with Town Council about social initiatives, and also provides guidelines for formal recognition of exceptional contribution to the community.
  - Ensure the public library is properly funded and is meeting the library needs of our community.
  - Decide on number of diamonds to be maintained at Westwinds complex, and complete upgrades to irrigation system.
  - Work with Livingstone Range School Division to determine shared plan to upgrade watering system and maintenance of rugby/soccer field.

## **STRATEGIC PRIORITY: Government Compliance and Inter-Municipal Relationships**

### **STRATEGIC OBJECTIVES:**

- 1. Ensure that the town of Fort Macleod in its operations, process agreements, bylaws, policies, and all other matters governed by law are executed in compliance with the law.*
- 2. In addition to the legal obligations to do so, look for and explore opportunities for inter-municipal cooperation in the provision of services and mutually beneficial initiatives. To continuously investigate opportunities for shared services and inter-municipal relationships.*

### **2020**

- 1. Strive for best practices leadership in Government compliance as dictated by the Municipal Government Act.**
  - Align Land Use Bylaw and Municipal Development Plan with Municipal Government Act.**
    - Investigate and understand the new legislation on public engagement and develop appropriate policies and procedures to comply with the same.
    - Develop process for Council Performance Review.
    - Develop and pass the necessary Municipal regulatory framework to address the legalization of cannabis possession and use including necessary changes to the Land Use Bylaw.
    - Keep abreast of regulatory requirements and ensure compliance with applicable law.
    - Develop Intermunicipal Development Plan. (2020)

### **2019-2020**

- 2. In addition to the legal obligations to do so, look for and explore opportunities for inter-municipal cooperation in the provision of services and mutually beneficial initiatives. To continuously investigate opportunities for shared services and inter-municipal relationships.**
  - Strive for best practices leadership in building regional relationships resulting in inter-municipal collaborative agreements in the efficient provision of services.**
    - Take steps necessary to comply with the South Saskatchewan Regional Plan (SSRP).

- Monitor and refine terms of existing inter-municipal agreements as needed. These agreements currently are: shared policing, fire protection agreement, parks and recreation services.
- Investigate opportunities for new shared services and other inter-municipal agreements.
- Develop new formal collaborative agreements when advantageous to do so.