

# Town of Westlock

## Vision and Goals

February 9, 2015 (Updated September 7, 2017)

### Vision

***A Community with SPIRIT!***

### Goals

#### **Westlock is a Community that People are Proud of.**

This goal speaks to achieving a feeling of community connectivity and spirit with an emphasis on the livability, quality of life and the look and feel of the community. Through the programs and services offered by the Town, there will be a focus on continual improvements to the amenities and aesthetics, such as parks, benches, trails, sidewalks, traffic lights, etc., and a focus on enhancing and increasing the use of recreational facilities provided by the Town.

#### **Westlock is Ready for the Future.**

This goal is about achieving financial sustainability for the Town by undertaking planning and implementation work that positions the Town to take advantage of economic opportunities that may be available.

#### **Westlock has Increased the Assessment Base and Achieved its Growth Targets.**

This goal speaks to the Town's pursuit of sustainable, balanced growth, with an emphasis on industrial and commercial development. A key driver is the pursuit of economic development and growth for the Town.

#### **Westlock is a Leader in Building Relationships.**

The achievement of this goal means that the Town will have a good reputation, being recognized as a leader in the work that it does and how it does it. There is a particular emphasis on building strong relationships with a variety of partners (provincial, municipal, educational, community groups) to improve the broader regional community and efficiency in delivering services. The ultimate aim is for the Town to be both a community of choice and employer of choice through its expertise and desire to innovate.

## Success Indicators

### Westlock is a community that people are proud of

**Success Indicator: Community enhancement Projects are in the budget.**

This annual indicator provides the measure to ensure we are advancing the Town in aesthetics and facilities to enhance our community.

**Success Indicator: Measured increase in facility use.**

The Town's facilities are for people to enjoy and utilize. Increased usage indicates the proper programming is in place and our citizens are fully utilizing their investment in the facilities.

**Success Indicator: Develop a program to celebrate community pride.**

Citizens/teams/businesses/organizations that achieve something significant needs to be recognized. A program that formally recognizes and informs our citizens strengthens this goal.

**Success Indicator: 2 Major community events where attendance increases annually**

Pride in the community is also shown through our events and celebrations. This success indicator will recognize the achievement of establishing two major events that are enjoyed by the residents.

### Westlock is ready for the future

**Success Indicator: Asset Management Plan is completed.**

To ensure the Town can is prepared for the future; a comprehensive asset management plan is needed to identify future infrastructure projects and their costs.

**Success Indicator: Town Census is complete.**

To plan for the future we need to know where we are today. A census provides the Town an accurate growth rate to plan for future costs, grant amounts and land requirements.

**Success Indicator: Financial plan is complete.**

With an asset management plan complete and an accurate census, the Town can develop a long term financial plan to ensure our long term viability.

### Westlock has increased the assessment base and achieved its growth targets

**Success Indicator: Increase in assessment base of 2-5% annually for new development, emphasis on commercial/industrial.**

The achievement of this indicator will show our growth has surpassed historic levels and that the Economic Development Strategy is working.

**Success Indicator: Population increase (1%) based on census data.**

As with assessment growth, this indicator will verify that the growth plans are working.

**Success Indicator: Land Development: The Town has an inventory of serviced land for development.**

To achieve this goal, land must be available for growth. This indicator represents that need.

## Westlock is a Leader in Building Relationships

**Success Indicator: Council/Community engagement presentations.**

It is important to establish a strong relationship with citizens and businesses. Achieving this success indicator will be by having established engagements plans and events.

**Success Indicator: Develop and implement Policy on Town's relationship with non-profits – include agreements, accountability, and reporting mechanisms.**

Non-profit groups are vital to the community and the Town's relationship with them will be improved by a formal policy.

**Success Indicator: Agreements with Regional partners.**

Regional collaboration is important for effective and efficient operations. Achieving formal agreements with regional partners will verify that the Town is achieving this.

**Success Indicator: Provincial Relationships are strong.**

The Town's operations are greatly influenced by the Province by grants, legislative requirements and partnerships such as highway development. Achieving strong Provincial relationships will help the Town grow and allow greater opportunities.

## Goal: Westlock is a community that people are proud of

What this goal means: This goal speaks to achieving a feeling of community connectivity and spirit with an emphasis on the livability, quality of life and the look and feel of the community. Through the programs and services offered by the Town, there will be a focus on continual improvements to the amenities and aesthetics, such as parks, benches, trails, sidewalks, traffic lights, etc., and a focus on enhancing and increasing the use of recreational facilities provided by the Town.

Success Indicator	Actions	Who	By When	Resources	Status	Council supporting role
<b>Success Indicator: Community enhancement Projects are in the budget.</b>	<ul style="list-style-type: none"> <li>Review existing plans (Retooling Downtown Westlock, MDP, Municipal Standards)</li> </ul>	DO, DDS,DCS	March 2015		Completed	<ul style="list-style-type: none"> <li>Council review and adopt</li> <li>Council participation</li> <li>Budget</li> </ul>
	<ul style="list-style-type: none"> <li>Identify improvement items and areas (street furniture, trees, banners, Christmas lights, signage etc.) – discuss at Committee of the Whole</li> </ul>	Council/ SMT	May 2015, Committee of the Whole		Completed	
	<ul style="list-style-type: none"> <li>Draft Improvement Plan for 10 year period – plan to consist of:                             <ul style="list-style-type: none"> <li>Identifying improvement items</li> <li>Stages or Phases</li> <li>Anticipated annual cost</li> </ul> </li> </ul>	DDS	September 2015		Completed	
	<ul style="list-style-type: none"> <li>Review Draft Improvement Plan with Council</li> </ul>	Council/SMT	October 2015		Completed	
	<ul style="list-style-type: none"> <li>Adopt Improvement Plan</li> </ul>	Council	November 2015		Completed	

	• Draft RFP for Master Recreation Plan (MRP)	DCS/DLCS	March 16, 2015		Completed	<ul style="list-style-type: none"> <li>• Council review and adopt</li> <li>• Council participation</li> <li>• Council communication to public</li> </ul>
	• Review RFP with Recreation Committee	DCS	March 19, 2015		Completed	
	• Release RFP	DCS	May 2015		Recreation Services part of Regional Study	
	• Award RFP	DCS	June 2015		Deferred until Regional Study complete.	
	• MRP development process	Consultant and DCS	June – November 2015	Consultant	Deferred until Regional Study complete.	
	• Review Draft MRP with Recreation Committee for recommendation to Council	Recreation Committee	November 2015		Deferred until Regional Study complete.	
	• Adoption of MRP by Council	Council	December 2015		Deferred until Regional Study complete.	

<b>Success Indicator: Measured increase in facility use</b>	• ActiveNet software functional	DCS	December 31, 2014		Completed	• Council communication to public
	• Establish baseline for attendance and what is to be measured	DCS	Monthly Stats – Ongoing Full year stats – December 2015		Completed	
	• Track Facility Use. Provide monthly and yearly reports.	DCS	Monthly Yearly – Jan. 2016		Completed - Ongoing	
	• Define marketing definition and scope	Council, DCS	March 2015		Completed	• Council review and adopt • Council participation • Council communication to public
	• Define the user market to promote greater usage	DCS	Ongoing		Completed	
	• Review user fees with Recreation Committee	DCS	February 2015		Completed	
	• Provide recommendation to Council for user fees	DCS	March 2015		Completed	
	• Comprehensive User Fee Bylaw drafted and adopted by Council	DLCS	December 2015		Completed	
	• Develop Advertising/Sponsorship Marketing Strategy	DCS	March 2016		Complete	
• Review Marketing Strategy with Recreation Committee	DCS	May 2016		X		
• Present Marketing Plan to Council for adoption	DCS	June 2016		Completed March 2016		

	<ul style="list-style-type: none"> <li>Implement Marketing Plan</li> </ul>	DCS	September 2016		Implementation done and plan is progressing.
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<b>Success Indicator: Develop a program to celebrate community pride</b>	<ul style="list-style-type: none"> <li>Identify possible community aspects that could be rewarded and celebrated (volunteerism, curb appeal of homes or businesses, corporate citizen etc.)</li> </ul>	SMT	October 2015		Topic discussed in 2017 budget process. To remain as volunteer appreciation night.	<ul style="list-style-type: none"> <li>Council review and adopt</li> <li>Council participation</li> <li>Council communication to public</li> <li>Budget</li> </ul>
	<ul style="list-style-type: none"> <li>Review ideas with Council and select</li> </ul>	CAO	February 2016		Volunteer appreciation expanded in 2016 to include COP.	
	<ul style="list-style-type: none"> <li>Draft program policy in necessary</li> </ul>	DLCS	May 2016		No longer applicable.	
	<ul style="list-style-type: none"> <li>Adoption of program by Council and include in budget</li> </ul>	Council	June 2016		No longer applicable.	
	<ul style="list-style-type: none"> <li>Implement Program</li> </ul>	DCS	2017		No longer applicable.	

<b>Success Indicator: Major community events where attendance increases annually</b>	<ul style="list-style-type: none"> <li>Expand Canada Day – Sm. Grant - Federal</li> </ul>	DCS	July 2015	Community groups and businesses	Expanded in 2015 and 2016 and 2017.	<ul style="list-style-type: none"> <li>Council review and adopt</li> <li>Council participation</li> <li>Council communication to public</li> <li>Budget</li> </ul>
	<ul style="list-style-type: none"> <li>Explore and identify possible 2<sup>nd</sup> major events with estimated costs</li> </ul>	SMT	January 2016		Review as part of 2017 budget after 100 <sup>th</sup> Anniversary events completed.	
	<ul style="list-style-type: none"> <li>Determine the 2<sup>nd</sup> major event with Council</li> </ul>	Council/SMT	March 2016		Community groups are hosting major events in Town facilities.	
	<ul style="list-style-type: none"> <li>Develop 2<sup>nd</sup> major event plan and cost</li> </ul>	DCS	June 2016	Community groups and businesses	Curling, baseball and conventions held or planned to be held.	
	<ul style="list-style-type: none"> <li>Include events in budget</li> </ul>	Council	September 2016		As needed or requested by community groups.	



	<ul style="list-style-type: none"> <li>Implement the two major events</li> </ul>	DCS	2017		Being done by community groups.
	<ul style="list-style-type: none"> <li>Monitor attendance annually</li> </ul>	DCS	Ongoing		Attendance and cost being monitored for each event.

## Goal: Westlock is ready for the future

What this goal means: This goal is about achieving financial sustainability for the Town by undertaking planning and implementation work that positions the Town to take advantage of economic opportunities that may be available.

Success Indicator	Actions	Who	By When	Resources	Status	Council supporting role
Success Indicator: Asset Management Plan is completed	<ul style="list-style-type: none"> <li>Compile asset inventory</li> </ul>	SMT/GIS Tech	November 2016		In Progress. Major progress in summer 2017.	<ul style="list-style-type: none"> <li>Council review and adopt</li> </ul>
	<ul style="list-style-type: none"> <li>Assign age, current state, value and life expectancy to assets</li> </ul>	SMT	November 2017		In Progress	
	<ul style="list-style-type: none"> <li>Administrative review of Asset Management Plan</li> </ul>	SMT	November 2017		Asset management is behind schedule. Will be complete in 2018.	
	<ul style="list-style-type: none"> <li>Review and adoption of plan by Council</li> </ul>	Council/SMT	December 2017		2018	
	<ul style="list-style-type: none"> <li>Ongoing maintenance of Asset Management Plan</li> </ul>	SMT	Ongoing		2018	

<b>Success Indication: Financial plan is complete</b>	<ul style="list-style-type: none"> <li>Establish task force membership <ul style="list-style-type: none"> <li>Terms of Reference</li> </ul> </li> </ul>	Council	2014		Completed	<ul style="list-style-type: none"> <li>Council Task Force</li> <li>Council review and adopt</li> <li>Council participation</li> <li>Council communication to public</li> </ul>
	<ul style="list-style-type: none"> <li>Determine best approach to complete plan</li> </ul>	Task Force	April 2015		Completed	
	<ul style="list-style-type: none"> <li>Create Budget Guiding Principles</li> </ul>	Task Force	June 2015		Completed	
	<ul style="list-style-type: none"> <li>Task Force provides recommendations on the Guiding Principles</li> </ul>	Council	July 2015		Completed Adopted by Council	
	<ul style="list-style-type: none"> <li>Review Asset Management Plan and future operational costs in conjunction with financial policy</li> </ul>	Task Force	November 2017		2018	
	<ul style="list-style-type: none"> <li>Develop long-term budget/financial plan (as Asset Plan developed)</li> </ul>	Task Force CAO/DFS	December 2017		On Going Budget Policy Complete Reserve Policy Complete	
	<ul style="list-style-type: none"> <li>Review and adoption of plan by Council</li> </ul>	Council	December 2017		2018	

<b>Success Indicator: Town Census is complete</b>	• Determine census questions	DLCS	March 2015		Completed	<ul style="list-style-type: none"> <li>• Council review and adopt</li> <li>• Council communication to public</li> </ul>
	• Prepare for census (enumerators, forms, advertising)	DLCS	April 2015		Completed	
	• Conduct census	DLCS	May 2015	Enumerators	Completed	
	• Prepare census report for Council	DLCS	June 2015		Completed	
	• Consider census frequency (annually, every two year etc.)	Council	September 2015		Completed	

**Goal: Westlock has increased the assessment base and achieved its growth targets**

What this goal means: This goal speaks to the Town’s pursuit of sustainable, balanced growth, with an emphasis on industrial and commercial development. A key driver is the pursuit of economic development and growth for the Town.

Success Indicator	Actions	Who	By When	Resources	Status	Council supporting role
Success Indicator: Increase in assessment base of 2-5% annually for new development, emphasis on commercial/industrial	• Review of Draft Economic Development Strategy (EDS)	Council	November 2014		Complete	<ul style="list-style-type: none"> <li>• Council Committee</li> <li>• Council review and adopt</li> <li>• Council participation</li> <li>• Council communication to public</li> <li>• Fulfill assigned roles in EDS</li> </ul>
	• Establish Baseline	DFS	February 28, 2015	Assessor	Complete	
	• Advise Economic Development Committee (EDC) of Council approved initiatives	Council Committee Members	March 2015		Completed	
	• Develop action items for EDS initiatives	EDC with facilitator	June 2015	Facilitator	Completed	
	• Final EDS to Council for approval	EDC	July 2015		Completed	
	• Implement EDS initiatives and budget accordingly	DDS	January 2016		Revised to work with business group quarterly.  Part of Regional Study	
	• Monthly reports to Council on EDS status	DDS	Monthly		Postponed for regional Collaboration Study	

	• Annual assessment report	DFS	Annually		Postponed for regional Collaboration Study	
	• EDS – review and update	EDC	Annually		Postponed for regional Collaboration Study	

<b>Success Indicator: Population increase (1%) based on census data</b>	• Create a census baseline	DLCS	June 2015		Completed	<ul style="list-style-type: none"> <li>• Council review and adopt</li> <li>• Council communication to public</li> </ul>
	• Annual census or population estimate	DLCS	Annually in January		2016 -5,147 Federal Census is 5,101	

<b>Success Indicator: Land Development: The Town has an inventory of serviced land for development</b>	• Inventory of industrial, commercial and residential. Establish baseline	DDS	June 2015	Realtors and Landowners	Complete	<ul style="list-style-type: none"> <li>• Council participation</li> <li>• Council communication to public</li> </ul>
	• Identify land equivalent to 2% of developed lots as target for available land (# of lots in each category) and monitor.	DDS	July 2015		Complete	
	• Attract Developers (see EDS)	DDS	See EDS		Negotiations with developers occurring.	

	• Build relationships with landowners to entice development	Council/SMT	Ongoing		Ongoing			
	• Communication with landowners and developers for opportunities	Council/DDS	Ongoing		Ongoing			
	• Inventory of existing Town of Westlock lands for sale	DDS	March 2015		Completed	<ul style="list-style-type: none"> <li>• Council review and adopt</li> <li>• Budget</li> <li>• Council participation</li> <li>• Council communication to public</li> </ul>		
	• Establish finance limitations or tolerance	Council	May 2015		Deferred			
	• Complete service planning of Town of Westlock East Business Lands	DO/DDS	June 2015	Consultant	Preliminary Complete. Task Force created.			
	• Service East Business Lands	DO	June 2016	Consultant	Options being explored.			
	• Market and sell East Business Lands	DDS	October 2016	Task force	Options being explored.			
	• Develop Concept Plan for Aspendale III	DDS	August 2015	Consultant	Complete		<ul style="list-style-type: none"> <li>• Council review and adopt</li> <li>• Budget</li> <li>• Council participation</li> </ul>	
	• Prepare detailed servicing plan for Aspendale III	DO	March 2016	Consultant	Deferred			
	• Service Aspendale III	DO	September 2016	Consultant	Deferred			
	• Market and sell lots in Aspendale III	DDS	October 2016		Deferred			

	<ul style="list-style-type: none"> <li>Complete surface works</li> </ul>	DO	June 2017	Consultant	Deferred	<ul style="list-style-type: none"> <li>Council communication to public</li> </ul>
	<ul style="list-style-type: none"> <li>Land Acquisition Commercial and Residential if required for future development</li> </ul>	DDS	To be determined		No Action to date	
	<ul style="list-style-type: none"> <li>Verify master infrastructure plans of 2007/2009 and servicing plan</li> </ul>	DO	September 2015		Complete	<ul style="list-style-type: none"> <li>Council review and adopt</li> </ul>
	<ul style="list-style-type: none"> <li>Obtain costing for required off-site levy supporting study</li> </ul>	DO/DDS	September 2015		Completed	
	<ul style="list-style-type: none"> <li>Hire consultant for Off-site levy study</li> </ul>	DO/DDS	February 2016	Consultant	Complete	
	<ul style="list-style-type: none"> <li>Off-site levy study complete</li> </ul>	DO/DDS	September 2016		Complete	
	<ul style="list-style-type: none"> <li>Off-site levy bylaw drafted and adopted by Council</li> </ul>	DLCS	December 2016	Legal	Completed. Adopted February 2017.	



## Goal: Westlock is a Leader in Building Relationships

What this goal means: The achievement of this goal means that the Town will have a good reputation, being recognized as a leader in the work that it does and how it does it. There is a particular emphasis on building strong relationships with a variety of partners (provincial, municipal, educational, community groups) to improve the broader regional community and efficiency in delivering services. The ultimate aim is for the Town to be both a community of choice and employer of choice through it's expertise and desire to innovate.

Success Indicator	Actions	Who	By When	Resources	Status	Council supporting role
Success Indicator: Council/Community engagement presentations	<ul style="list-style-type: none"> <li>Have annual Budget Open House – all citizens</li> </ul>	Council	Annually (February)		2015 2016 Complete	Council is lead
	<ul style="list-style-type: none"> <li>Have a Mayors Breakfast – business sector</li> </ul>	Council	October		2015, 2016 Complete	
	<ul style="list-style-type: none"> <li>Mayor six public presentations</li> </ul>	Mayor	Annually		2015 InterAgency Mayor's Breakfast Rotary	
	<ul style="list-style-type: none"> <li>Open House BBQ annually in September</li> </ul>	Council	September 2016		Not Proceeding	

	<ul style="list-style-type: none"> <li>Increase community communications on municipal plans, initiatives, changes etc.</li> </ul>	CAO	Ongoing		Town Newspaper Page revised / Facebook notifications increased	<ul style="list-style-type: none"> <li>Council participation</li> <li>Council communication to public</li> <li>Budget</li> </ul>
	<ul style="list-style-type: none"> <li>Town quarterly updates in Newspaper (Council update) ads/radio</li> </ul>	Mayor	March, June, September, December Annually		Not Proceeding	
	<ul style="list-style-type: none"> <li>Hire a Communications Officer</li> </ul>	CAO	April 2016		Not proceeding within strategic plan timeframe	
	<ul style="list-style-type: none"> <li>Utilize social media</li> </ul>	SMT	Ongoing		Ongoing New website developed	
<ul style="list-style-type: none"> <li>Establish a Mayor's Minute – Radio/YouTube</li> </ul>	Mayor	March 2016	School CTS	Not proceeding in 2017		

<b>Success Indicator: Develop and implement Policy on Town's relationship with non-profits – include agreements, accountability, and reporting mechanisms</b>	• Create inventory of non-profit organizations	EA	February 2015		Completed	<ul style="list-style-type: none"> <li>• Council review and adopt</li> <li>• Council participation</li> <li>• Council communication to public</li> </ul>
	• Identify town supported non-profit organizations (land/\$)	EA	February 2015		Completed	
	• Draft policy for non-profits in respect to funding and support	DLCS	March 2015		Completed	
	• Policy adopted by Council	DLCS	March 2015		Completed	
	• Policy communicated to non-profits	DLCS	April 2015		Completed	

<b>Success Indicator: Agreements with Regional partners</b>	• Baseline/inventory established of existing agreements and recommendations brought forward for future opportunities	DLCS	April 2015		Inventory Complete	Council is lead
	• Meet with partner municipalities to renegotiate existing agreements prior to expiry	Council/CAO	As per agreements		Water Operational Joint Services Clyde Fire Mutual Aid Interim Airport	

					Complete	
	<ul style="list-style-type: none"> <li>Develop Growth Plan vision as a catalyst for collaboration</li> </ul>	Council	May 2015		Complete	
	<ul style="list-style-type: none"> <li>Participate in the regional collaboration process to advance the region</li> </ul>	Council	As per collaboration process dates		In Progress Study Complete	
	<ul style="list-style-type: none"> <li>Host/reciprocate non-partner municipalities</li> </ul>	Council	Ongoing		Stony Plain	<ul style="list-style-type: none"> <li>Council lead and participation</li> <li>Council communication to public</li> </ul>
	<ul style="list-style-type: none"> <li>Explore opportunities with surrounding municipalities</li> </ul>	Council/CAO	Ongoing		Regional Collaboration Study	
	<ul style="list-style-type: none"> <li>Develop administrative relations to support council's regional partnerships</li> </ul>	SMT	Ongoing		In Progress	

<b>Success Indicator: Provincial Relationships are strong</b>	Host MLA and MP on semi-annual basis for mutual discussions. Set scheduled dates	Council	March 2015		MLA/Mayor (May 26) MLA Mtg. (Aug. 17) MLA (Oct. 7)	Council is lead
	<ul style="list-style-type: none"> <li>Network with provincial and federal leaders at events</li> </ul>	Council	Ongoing		Ongoing	

	<ul style="list-style-type: none"> <li>Federal and Provincial leaders invited to Town events</li> </ul>	Council	Ongoing		Invite to Firefighter's Ball, 100 <sup>th</sup> Anniversary Ag. Fair
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