

Fox Creek Strategic Plan



2015



Introduction

On January 10-11, 2015 the Town of Fox Creek Council and Senior Staff reviewed their standing Strategic Plan that was developed after the election in 2014. The following report outlines the updates and changes that were made to the report as well indicates the clear direction that they would like to see Fox Creek move in the future.

Fox Creek has built the reputation as the current “Oil Hub” of Alberta. With many things to offer its residents such as quality of life, an abundance of career opportunities and the warmth of a small town, Fox Creek has quickly set itself up to be on track to be a place where new immigrants and families can fulfill their future promise and realize their goals. Fox Creek is experiencing an opportunity to build on the town’s current economic state and develop the community into a rich and prosperous one, providing the desired services to its residents.

The process of building a great town is never finished and neither is the process to create strategic change. With review of the Strategic Plan, they feel that we have cleared their vision for the future and have once again set themselves on a path for success.

They heard loud and clear from their community conversation what they do well and what the community would like them to work on. Moving forward, they identified the need to upgrade the water supply and distribution systems, provide adequate recreation services to the town, upgrade existing services and continue to develop land to set the town up for a successful future.

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Our vision For the future

A citizen focused vibrant sustainable community, embracing diversified partnerships and business and building upon small town family values.

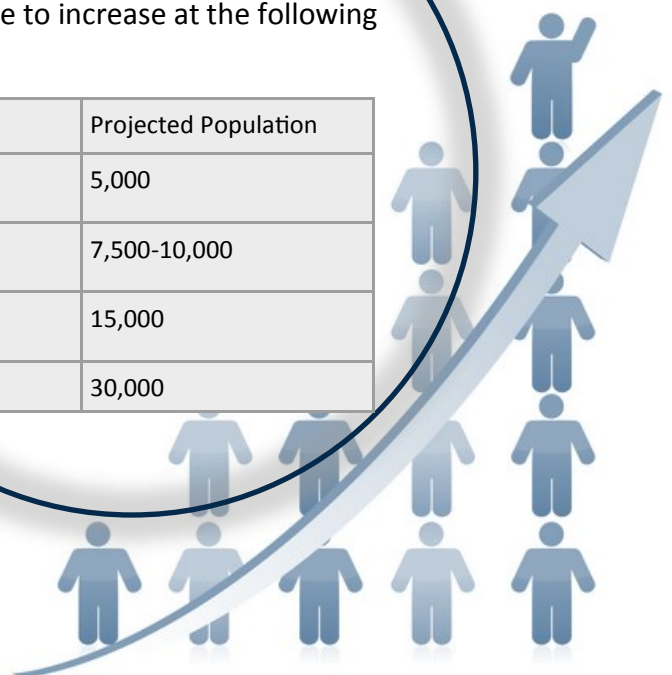
We have energy!

During the 2014 Strategic Planning Session, Council and Senior Staff reflected upon the strengths of the community and define the following as a foundation to build a strong future for Fox Creek:

- ⇒ Diverse demographics
- ⇒ Great outdoors
- ⇒ Small town feel and culture
- ⇒ Safe and secure
- ⇒ Highways
- ⇒ Employment opportunities
- ⇒ Medical services
- ⇒ Economic opportunities
- ⇒ Community identity

The group projected the population in the future to increase at the following rates:

Year	Projected Population
2018	5,000
2023	7,500-10,000
2053	15,000
2123	30,000



informed, calculated risk taking
respectful legal Goal oriented
responsible trustworthy
transparent
ethical
accountable
honest
Community greater good
visionary

Values



It's not hard to make decisions once you know what your values are.

~ Roy E. Disney

Building on our foundation



This process confirmed that we have a firm foundation on which to build an exciting future. For the remainder of Council's term we have identified the need to maintain a steady course and continue to perform.

Beyond building on our strengths, we know from listening to the public that we can also improve in other areas, and seize some key opportunities before us.

Where do we need to focus our resources to shape our town for the future? All of the ideas gathered during our Strategic Planning Session from Council and Senior Staff were distilled into what we refer to as our action items. From there our action items were categorized into "goal" years and prioritized to form our strategic plan desired goals and outcomes.



Short Term (2015) Action Items

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Goal	
Construct a new water distribution system and improve water supply	
Activities	<p>February—March 2015 ⇒ Design a water treatment plant</p> <p>May 2015 ⇒ Design and build water pipeline</p> <p>November 2015 ⇒ Complete construction of the pipeline and an adequate water supply for the Town</p> <p>April 2016 ⇒ Complete the construction of the water treatment plant and have the entire system up and running.</p>
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	15 Million Dollars - Grant Funding / Water Reserve
Performance Indicators	⇒ Water System constructed and operating

Goal	
Develop a plan and start construction of a Multi-Use Facility	
Activities	<p>February 2015 ⇒ Allow for public input by holding a Community Open House and present the Community with 5 different options for the construction of a Recreation Facility.</p> <p>July 2015 ⇒ Develop a funding plan for the chosen Recreation Facility and implement.</p> <p>July 2015 ⇒ Design the Facility and tender for bid for engineering and construction.</p> <p>March 2016 ⇒ Start construction of the facility</p> <p>March 2017 ⇒ Complete the facility and have it operational for community use</p>
Roles / Responsibilities	Council and Administration (recreation)
Estimated cost and source of funding	\$26 Million Dollars—P3 Partnership / MD / Town/ Private Partnership. Town Portion—Reserves / Fundraising / debenture
Performance Indicators	⇒ Plan completed and implemented

Goal	
Acquire Developable Land through purchase and annexation	
Activities	<p>May 2015 ⇒ Complete all outstanding agreements for current land sale applications</p> <p>April 2015 ⇒ Start the Construction of the new 23 Lot Residential Sub division</p> <p>August 2015 ⇒ Complete the 23 Lot Residential Subdivision so it is ready for development of new homes.</p> <p>July 2015 ⇒ Pay for the lands as required. Wait for title to be transferred to the Town of Fox Creek</p> <p>August 2015 ⇒ Start the Construction of the new 22 lot Industrial Sub-division (developer)</p> <p>September 2015 ⇒ Start the Annexation process to expand the Municipal Boundaries of Fox Creek as set out by Council.</p>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	3.75 Million Dollars - Land Reserve
Performance Indicators	⇒ Transfer of title of applied for lands to the Town of Fox Creek.

Goal	
Community Resource Centre Upgrades and Renovations—Parent Link Programming Space and Mental Health Worker Office	
Activities	<p>April 2015 ⇒ Construction on the conversion of the garage to a programming space and office to commence.</p> <p>May 2015 ⇒ Completion of the space—move in</p>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	\$50,000—Rental Income / Building Reserve— Complete
Performance Indicators	⇒ Community Resource Centre Programming occurring in the renovated portion of the building

Goal Acquire Land and Secure Partnership for the Development of a New Fire Hall	
Activities	<div> <div>July 2015</div> <div>⇒ Solidify the location for the development of the new Fire Hall</div> <div>⇒ Develop a plan for any exiting uses the land may have to be replaced or relocated</div> </div> <div> <div>August 2015</div> <div>⇒ Work with the Municipal District of Greenview on an Agreement for partnership for the development of the Fire Hall</div> </div> <div> <div>August 2015</div> <div>⇒ Apply for the purchase of any lands that may be required for the Development from the province</div> </div> <div> <div>October 2015</div> <div>⇒ Begin the design and tender process for the new Hall</div> </div> <div> <div>March 2016</div> <div>⇒ Start Construction of the New Fire Hall</div> </div>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	2 Million Dollars - potential Debenture Project
Performance Indicators	⇒ Land is acquired for new hall and Fire Hall construction has commenced.

Goal Development of a 22 lot Subdivision to allow for additional Single Family Homes	
Activities	<div> <div>February 2015</div> <div>⇒ Develop plan for project and tender out required work</div> </div> <div> <div>March 2015</div> <div>⇒ Start development of lands for project</div> </div> <div> <div>July 2015</div> <div>⇒ Pre-Sell available lots</div> </div> <div> <div>September 2015</div> <div>⇒ Complete the 22 lots and allow for construction to begin</div> </div>
Roles / Responsibilities	Administration
Estimated cost and source of funding	\$1.7 Million—cost to be recovered through the sale of lots
Performance Indicators	⇒ All lots in subdivision are sold and construction has commenced.

Goal	
Administration Building Upgrades—Upgrade Server and Telephone Systems	
Activities	<div> <div>June 2015 ⇒</div> <div>Server upgrade and rewiring of administration building to commence and be completed</div> </div> <div> <div>October 2015 ⇒</div> <div>Upgrade to existing phone system to be installed</div> </div>
Roles / Responsibilities	Administration
Estimated cost and source of funding	\$50,000 - Operating Reserve - Server backup complete
Performance Indicators	⇒ All upgrades to server and phone systems are complete

Goal	
Community Hall – Roof Upgrades, Wheelchair Accessibility	
Activities	<div> <div>July 2015 ⇒</div> <div>Replacement of the Community Hall Roof</div> </div> <div> <div>August 2015 ⇒</div> <div>Start construction projects for wheelchair accessibility</div> </div>
Roles / Responsibilities	Council and Administration (recreation)
Estimated cost and source of funding	\$200,000 - Grant Funding (Shell) / Community Hall Reserve Complete
Performance Indicators	⇒ Community Hall Upgrades Complete

Goal	
Repair or Replace Residential Sidewalks, including a sidewalk to access Marnevic Park	
Activities	<div> <div>August 2015 ⇒</div> <div>Replacement of select residential sidewalks.</div> </div> <div> <div>⇒</div> <div>Addition of Sidewalk access to Marnevic Park</div> </div>
Roles / Responsibilities	Administration
Estimated cost and source of funding	—Operating Budget—\$250,000— Complete
Performance Indicators	⇒ Completion of required sidewalks

Goal	
Complete the Comprehensive Community Plan	
Activities	<div>March 2015 ⇒ Plan awarded to successful company and initial kick off meeting for the plan commences</div> <div>July 2015 ⇒ Strategic engagement with the public and council is underway</div> <div>October 2015 ⇒ Include Area Structure plans for industrial and residential development in plans, redevelopment of the downtown and community enhancement initiatives</div>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	\$240,000—Partnership funded / Chevron—\$150,000 / Shell—\$25,000 / Talisman - \$ 10,000 / Encana—\$25,000 In Progress
Performance Indicators	Completion of the Comprehensive Community Plan

Goal	
Begin the Replacement of Equipment—enhance quality of fleet	
Activities	<div>March 2015 ⇒ Bring forward a proposal on the equipment that requires replacement</div> <div>July 2015 ⇒ Put tenders out or gather pricing for required equipment</div> <div>August 2015 ⇒ Receive Equipment</div> <div>October 2015 ⇒ Develop a plan for the replacement of the remainder of equipment</div>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	2015—\$250,000— \$0.00 Actual spent
Performance Indicators	Required Equipment is replaced

Goal	
Attract Developer for the construction of infrastructure in Plan Area C	
Activities	<div>February 2015 ⇒ Develop attraction strategy for developer for the raw land</div> <div>April 2015 ⇒ Begin infrastructure development</div> <div>⇒ Sell land for residential / commercial development</div> <div>December 2015 ⇒ Complete phase 1 of development of plan area C</div> <div>December 2035 ⇒ Complete development of plan area C</div>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	Costs to be recovered or covered by Developer
Performance Indicators	Development of Plan Area C

Goal	
Install additional Street Lights where required	
Activities	<div> <div>March 2015</div> <div>⇒ Develop a strategic plan with ATCO Electric about where Street Lights are required—industrial and residential subdivisions to be looked at</div> </div> <div> <div>June 2015</div> <div>⇒ Also look at the addition of decorative lighting along walking paths</div> </div> <div> <div></div> <div>⇒ Receive pricing quotes for lighting and begin install</div> </div> <div> <div></div> <div>⇒ Complete project</div> </div>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	\$350,000—Community Enhancement Reserve
Performance Indicators	Installation of additional Street Lights

Goal	
Pave Golf Course Road to end of Residential Housing	
Activities	<div> <div>March 2015</div> <div>⇒ Send project out for tender</div> </div> <div> <div>May 2015</div> <div>⇒ Award Tender and start project</div> </div> <div> <div>August 2015</div> <div>⇒ Complete road paving</div> </div>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	\$2.5 Million—potential debenture project
Performance Indicators	Road paving complete

Medium Term (2016-2017)

Action Items



2016 Priorities

Goal : Development of a Heli-Pad

Activities	⇒ Explore possible locations ⇒ Secure funding
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget—\$800,000

Goal : Development of a Skate Park

Activities	⇒ Explore possible locations ⇒ Secure funding
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget—\$250,000

Goal : Walking Path Loop Development—Phase 2

Activities	⇒ Send project out for pricing ⇒ Secure Funding
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Heart River Housing

Activities	⇒ Continue to maintain a relationship with Heart River Housing on the development of the next phase of affordable housing in Fox Creek ⇒ Secure funding
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget—2 Million

Goal : Paving of Parking Lots	
Activities	⇒ Develop a policy and potential cost saving programs for residents and businesses to have all required paving completed in a 5 year timeline. ⇒ Develop a plan for the paving of all town owned parking lots ⇒ Secure funding
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : 1st Avenue Storm Drainage	
Activities	⇒ Explore possible solutions ⇒ Start project
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget—\$3.2 Million

Goal : Large Truck Parking	
Activities	⇒ Explore possible locations ⇒ Attract Developer / Secure funding and start project
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Street Lights	
Activities	⇒ Continue working on the street light project ⇒ Add street lights where required in Town.
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

2017 Priorities—50th Anniversary

Goal : Walking Path Loop Development—Phase 3	
Activities	⇒ Send project out for pricing ⇒ Secure Funding ⇒ Tender and begin project
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Street Lights	
Activities	⇒ Continue working on the street light project ⇒ Add street lights where required in Town.
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Paving of Parking Lots	
Activities	⇒ Develop a policy and potential cost saving programs for residents and businesses to have all required paving completed in a 5 year timeline. ⇒ Develop a plan for the paving of all town owned parking lots ⇒ Secure funding
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Kaybob / 1st Avenue Development	
Activities	⇒ Develop both roadways as focuses of Down Town ⇒ Work on Beautification initiatives including sidewalks, greenery and decorative lighting ⇒ Design project and tender ⇒ Secure funding
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Community Enhancement Reserve

Goal : Highway Avenue Repaving and addition of sidewalks	
Activities	⇒ Develop a plan for the rehab of highway avenue including the addition of sidewalks ⇒ Work on maintaining the appropriate relationships with government agencies and other stakeholders for the project ⇒ Secure funding ⇒ Implement Plan
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Community Enhancement Reserve

Goal : Water Tower Mural	
Activities	⇒ Secure funding ⇒ Send Project out for tender and design ⇒ Complete project
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Community Enhancement Reserve—\$15,000—Complete

Goal : Town Entrance Signs	
Activities	⇒ Secure funding ⇒ Send Project out for tender and design ⇒ Complete project
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Community Enhancement Reserve—\$100,000

Long Term (2018-2019)

Action Items



2018 Priorities

Goal : Street Lights

Activities	⇒ Continue working on the street light project ⇒ Add street lights where required in Town.
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Paving of Parking Lots

Activities	⇒ Develop a policy and potential cost saving programs for residents and businesses to have all required paving completed in a 5 year timeline. ⇒ Develop a plan for the paving of all town owned parking lots ⇒ Secure funding
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Ball Diamonds

Activities	⇒ Source out location for diamonds ⇒ Secure Funding and start project
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Outdoor Arena	
Activities	⇒ Secure location for Arena ⇒ Develop plan for funding of the project
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

Goal : Kaybob Trailer Court	
Activities	⇒ Develop plan for the redevelopment of the Trailer Court including land use and relocation ⇒ Develop partnerships with the appropriate parties
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Land Reserve

Goal : Acquire Forestry Land	
Activities	⇒ Develop plan for the redevelopment of the existing forestry land—expand commercial development ⇒ Develop partnerships with the appropriate parties ⇒ Attract Developers for the development of the land ⇒ Implement plan
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Land Reserve

2019 Priorities

Goal : Ladder Truck	
Activities	⇒ Get costing for the equipment ⇒ Add the equipment into the replacement program ⇒ Secure funding and purchase the truck
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Equipment replacement program

Goal : Small Acreages

Activities	⇒ Decide on location and apply for the purchase of land for the acreages ⇒ Attract developer or develop plan for the development of
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Land Reserve

Goal : Traffic Lights

Activities	⇒ Decide on location for lights ⇒ Light them up!!
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget