

# *Fox Creek* Strategic Plan



# 2016



## Introduction

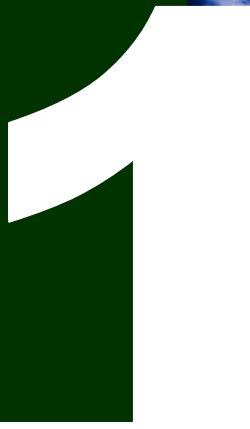
On December 1, 2015 the Town of Fox Creek Council and Senior Staff reviewed their standing Strategic Plan that was developed at the January 10-11, 2015 Strategic Planning Session. The following report outlines the updates and changes that were made to the report as well indicates the clear direction 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.

“we identified the need to upgrade our 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.”



# Our vision For the future

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

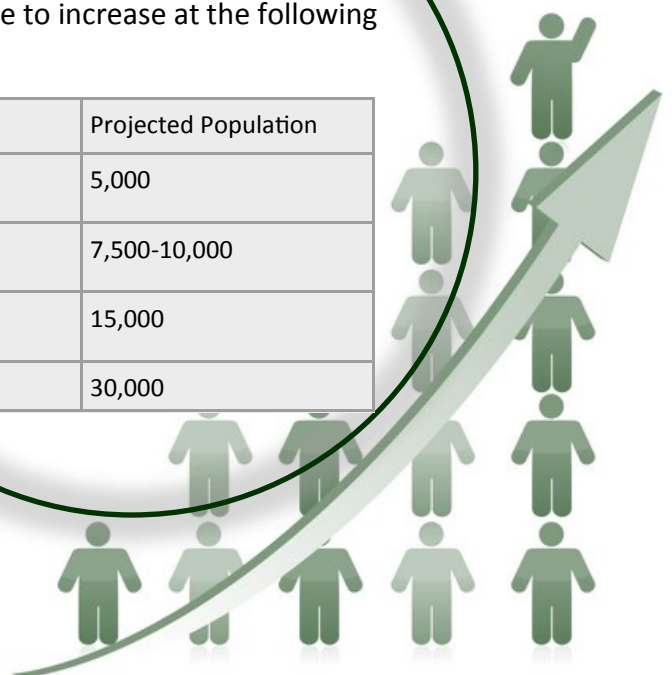
## **We have energy!**

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 Community greater good  
honest visionary

# Values

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

~ Roy E. Disney

## Building on our foundation

# 2



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 (2016)

### Action Items

# 3



Goal		
Construct a new water distribution system and improve water supply		
Activities	April 2016	⇒ Complete construction of the pipeline and an adequate water supply for the Town
	April 2016	⇒ Complete the construction of the water treatment plant and have the entire system up and running.
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	February 2016	⇒ Receive detailed drawings from Architects ⇒ Put project out for tender and public consultation
	March 2016	⇒ Secure project funds and pass bylaw for debenture
	May 2016	⇒ Construction of Project begins
	July 2017	⇒ Grand Opening of new facility to coincide with 50th Anniversary
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	⇒ Project Completed	

Goal	
Acquire Developable Land through purchase and annexation	
Activities	<p>January 2016 ⇒ Complete all outstanding agreements for current land sale applications</p> <p>⇒ Pay for the applied for industrial lands as required. Wait for title to be transferred to the Town of Fox Creek</p> <p>⇒ Complete all third party consultations that are required before title is transferred.</p> <p>⇒ Start the Annexation process to expand the Municipal Boundaries of Fox Creek as set out by Council.</p> <p>March 2016 ⇒ Receive title for applied for industrial lands</p> <p>April 2016 ⇒ Complete consultation for remainder of residential lands located beside the golf course.</p> <p>June 2016 ⇒ Receive assessment of lands, pay for lands and complete third party agreements for title transfer</p> <p>January 2017 ⇒ Receive title for all outstanding land sale application</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	
Acquire Land and Secure Partnership for the Development of a New Fire Hall	
Activities	<p>December 2015 ⇒ Work with the Municipal District of Greenview on an Agreement for partnership for the development of the Fire Hall</p> <p>December 2015 ⇒ Apply for the purchase of any lands that may be required for the Development from the province</p> <p>January 2016 ⇒ Begin the design for the new Hall</p> <p>March 2016 ⇒ Tender project</p> <p>May 2016 ⇒ Start Construction of the New Fire Hall</p> <p>December 2016 ⇒ Complete construction of the Hall</p>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	6 Million Dollars - potential Debenture Project / 50/50 partnership with MD of Greenview
Performance Indicators	⇒ Land is acquired for new hall and Fire Hall construction has commenced.

## Goal

### Complete the Comprehensive Community Plan

Activities	
March 2015	⇒ Plan awarded to successful company and initial kick off meeting for the plan commences
July 2015	⇒ Strategic engagement with the public and council is underway
October 2015	⇒ Include Area Structure plans for industrial and residential development in plans, redevelopment of the downtown and community enhancement initiatives
February 2016	⇒ Complete Plan
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
Performance Indicators	Completion of the Comprehensive Community Plan



## 2016 Projected Budget for Implementation

The following table reflects the projected budget for the short term goals (2016) defined during the planning process.

### Budget

#### Revenue

Grant Funding / Industry Partnership for Water Distribution System	\$13.2 Million
Government Partnership for the Multi-Use Facility	\$13 Million
Sale of acquired land	\$300,000.00
Government Partnership for Fire Hall	\$ 3 Million
Industry Partnership for Comprehensive Community Plan	\$210,000
<b>Total Revenue</b>	<b>\$29,710,000.00</b>

#### Expenses

Construct a new water distribution line and improve water supply	\$15 Million
Develop a plan and start construction of a Multi-Use Facility	\$26 Million
Acquire Developable Land through purchase and annexation	\$3.75 Million
Acquire Land and Secure Partnership for the Development of a New Fire Hall	\$ 6 Million
Complete the Comprehensive Community Plan	\$240,000.00
<b>Total Expenses</b>	<b>\$50,990,000.00</b>
<b>Required Budget</b>	<b>\$21,280,000.00</b>

# Medium Term (2017-2018)

## Action Items

# 4



### 2017 Action Items

Goal		
Begin the Replacement of Equipment—enhance quality of fleet		
Activities	<div>January 2017 ⇒ Bring forward a proposal on the equipment that requires replacement</div> <div>March 2017 ⇒ Put tenders out or gather pricing for required equipment</div> <div>June 2017 ⇒ Receive Equipment</div> <div>⇒ Develop a plan for the replacement of the remainder of equipment</div>	
Roles / Responsibilities	Council and Administration	
Estimated cost and source of funding	2017—\$250,000	
Performance Indicators	Required Equipment is replaced	

Goal		
Attract Developer for the construction of infrastructure in Plan Area C		
Activities	<div>February 2017 ⇒ Develop attraction strategy for developer for the raw land</div> <div>April 2017 ⇒ Begin infrastructure development</div> <div>⇒ Sell land for residential / commercial development</div> <div>December 2017 ⇒ 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	
March 2017	⇒ Develop a strategic plan with ATCO Electric about where Street Lights are required—industrial and residential subdivisions to be looked at
	⇒ Also look at the addition of decorative lighting along walking paths
	⇒ Receive pricing quotes for lighting and begin install
June 2017	⇒ Complete project
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	
March 2017	⇒ Send project out for tender
May 2017	⇒ Award Tender and start project
August 2017	⇒ Complete road paving
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	\$2.5 Million—potential debenture project
Performance Indicators	Road paving complete

**Goal : Build New 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

## 2018 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 and designs ⇒ 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—3 Million

### 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 : Paving of Parking Lots**

Activities	<ul style="list-style-type: none"><li>⇒ Develop a policy and potential cost saving programs for residents and businesses to have all required paving completed in a 5 year timeline.</li><li>⇒ Develop a plan for the paving of all town owned parking lots</li><li>⇒ Secure funding</li></ul>
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

**Goal : Large Truck Parking**

Activities	<ul style="list-style-type: none"><li>⇒ Explore possible locations</li><li>⇒ Attract Developer / Secure funding and start project</li></ul>
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

**Goal : Street Lights**

Activities	<ul style="list-style-type: none"><li>⇒ Continue working on the street light project</li><li>⇒ Add street lights where required in Town.</li></ul>
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

# Long Term (2019-2020) Action Items



## 2019 Priorities

### Goal : Ladder Truck

Activities	<ul style="list-style-type: none"><li>⇒ Get costing for the equipment</li><li>⇒ Add the equipment into the replacement program</li><li>⇒ Secure funding and purchase the truck</li></ul>
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Equipment replacement program

### Goal : Street Lights

Activities	<ul style="list-style-type: none"><li>⇒ Continue working on the street light project</li><li>⇒ Add street lights where required in Town.</li></ul>
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Capital Budget

### Goal : Paving of Parking Lots

Activities	<ul style="list-style-type: none"><li>⇒ Develop a policy and potential cost saving programs for residents and businesses to have all required paving completed in a 5 year timeline.</li><li>⇒ Develop a plan for the paving of all town owned parking lots</li><li>⇒ Secure funding</li></ul>
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 ⇒ Implement plan
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
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	Land Reserve

## 2020 Priorities

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 the acquired land
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