

Fox Creek Strategic Plan



2017



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 of being 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 and be a place where people and their 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.

Council heard loud and clear from their community conversations, what they have done 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.

To date, the water treatment plant and well field will be in place January 2017. In the fall of 2017 both the Fire Hall and the Multi-use facility construction is scheduled to be completed.

“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.”

“we heard the concerns and we took the necessary measures to make these things happen to poise Fox Creek in a manner ready to conceptualize the future needs.”



Our vision For the future

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

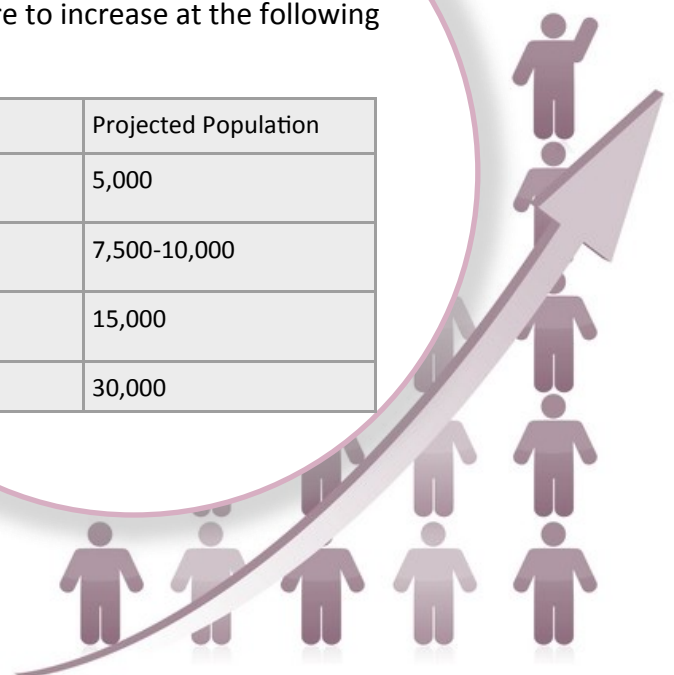
We have energy!

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

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 (2017) Action Items

3



Goal	
Construct a new water distribution system and improve water supply	
Activities	<p>November 2016 ⇒ Complete construction of the pipeline and an adequate water supply for the Town</p> <p>February 2017 ⇒ 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 2016 ⇒ Receive detailed drawings from Architects ⇒ Put project out for tender and public consultation</p> <p>August 2016 ⇒ Construction of Project begins</p> <p>January 2017 ⇒ Secure project funds and pass bylaw for debenture</p> <p>December 2017 ⇒ Grand Opening of new facility to coincide with 50th Anniversary</p>
Roles / Responsibilities	Council and Administration (recreation)
Estimated cost and source of funding	\$32 Million Dollars—Partnership with MD at 19 Million, Town Portion at 13 Million—Reserves / Debenture
Performance Indicators	⇒ Project Completed

Goal	
Acquire Developable Land through purchase and annexation	
Activities	<p>April 2017 ⇒ 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>July 2017 ⇒ Receive title for applied for industrial lands</p> <p>⇒ Complete consultation for remainder of residential lands located beside the golf course.</p> <p>⇒ Receive assessment of lands, pay for lands and complete third party agreements for title transfer</p> <p>January 2018 ⇒ 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>July 2016 ⇒ Tender project</p> <p>November 2016 ⇒ Start Construction of the New Fire Hall</p> <p>December 2017 ⇒ Complete construction of the Hall</p>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	7 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	<p>March 2015 ⇒ Plan awarded to successful company and initial kick off meeting for the plan commences</p> <p>July 2015 ⇒ Strategic engagement with the public and council is underway</p> <p>October 2015 ⇒ Include Area Structure plans for industrial and residential development in plans, redevelopment of the downtown and community enhancement initiatives</p> <p>September 2016 ⇒ Complete Plan</p>
Roles / Responsibilities	Council and Administration
Estimated cost and source of funding	\$240,000—Partnership funded / Chevron—\$171,092 / Shell—\$25,000 / Repsol - \$ 10,000 / Encana—\$25,000 / Trilogy 10,000 / Apache 10,000
Performance Indicators	Completion of the Comprehensive Community Plan

Goal	
Begin the Replacement of Equipment—enhance quality of fleet	
Activities	<p>January 2017 ⇒ Bring forward a proposal on the equipment that requires replacement</p> <p>March 2017 ⇒ Put tenders out or gather pricing for required equipment</p> <p>June 2017 ⇒ Receive Equipment ⇒ Develop a plan for the replacement of the remainder of equipment</p>
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	
February 2016	⇒ Develop attraction strategy for developer for the raw land
April 2016	⇒ Begin infrastructure development
	⇒ Sell land for residential / commercial development
December 2016	⇒ Complete phase 1 of development of plan area C
December 2025	⇒ Complete development of plan area C
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 : Development of a Heli-Pad		
Activities	January 2017	⇒ Explore possible locations—Hospital Tentative
		⇒ Secure funding from MD Greenview
	March 2017	⇒ Send out completed design for tender
	April 2017	⇒ Begin construction
Roles / Responsibilities		Council and Administration
Estimated cost and source of funding		Capital Budget—\$110,000

Goal : Development of a Skate Park		
Activities	2017	⇒ Explore possible locations and designs
		⇒ Secure funding
		⇒ Send project out for tender
		⇒ Begin construction
Roles / Responsibilities		Skate Park Committee and Administration
Estimated cost and source of funding		Capital Budget—\$275,000

Goal : Paving of Parking Lots		
Activities	2017	⇒ Develop a policy and potential cost saving programs for residents and businesses to have all required paving completed in a 5 year timeline.
	2017	⇒ Develop a plan for the paving of all town owned parking lots
	2018	⇒ Secure funding
Roles / Responsibilities		Council and Administration (operations)
Estimated cost and source of funding		Capital Budget

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 : Walking Path Loop Development—Phase 2 (golf course road connection)

Activities	January 2017	⇒ Send project out for pricing
		⇒ Secure Funding
	March 2017	⇒ Tender and begin construction
Roles / Responsibilities	Council, Administration	
Estimated cost and source of funding	Capital Budget	

Goal : Small Acreages

Activities	January 2017	⇒ Work with the MD of Greenview to 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 with the appropriate partners
		⇒ Begin construction on the new acreage properties
Roles / Responsibilities	Council, Administration and MD of Greenview	
Estimated cost and source of funding	Land Reserve	
Performance Indicators	New acreages are developed and for sale	

Goal :

Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

2016 Actuals

Budget

Revenue

Grant Funding / Industry Partnership Reserves for Water Distribution System	\$ 6,121,996.00
Municipal Partnership for the Multi-Use Facility	\$ 19,000,000.00
Sale of Acquired Land	\$ 334,000.00
Municipal Partnership for Fire hall	\$ 4,000,000.00
Industry Partnership for Comprehensive Community Plan	\$ 251,000.00
Municipal Partnership for Paving of North Road	\$ 2,946,584.00
Total Revenue	\$32,663,580.00

Expenses

Construct a new water distribution line and improve water supply	\$ 15,000,000.00
Develop a plan and start construction of a Multi-Use Facility	\$ 32,000,000.00
Acquire Developable Land through purchase and annexation	\$ 3,750,000.00
Acquire Land and Secure Partnership for the Development of a New Fire Hall	\$ 8,000,000.00
Complete the Comprehensive Community Plan	\$ 309,000.00
Equipment Purchased	\$ 188,957.00
23 Lot Subdivision	\$ 128,758.00
Paving of the North Road	\$ 2,946,584.00
Total Expenses	\$ 62,323,299.00

Required Budget \$29,659,719.00

2017 Proposed Budget

Budget

Revenue

Expenses

Construct a new water distribution line and improve water supply	\$ 15,000,000.00
Develop a plan and start construction of a Multi-Use Facility	\$ 32,000,000.00
Acquire Developable Land through purchase and annexation	\$ 3,750,000.00
Acquire Land and Secure Partnership for the Development of a New Fire Hall	\$ 8,000,000.00
Complete the Comprehensive Community Plan	\$ 309,000.00
Equipment Replacement	\$ 250,000.00
Install additional Street Lights	\$ 350,000.00
Development of a Heli-Pad	\$ 110,000.00
Development of a Skate Pad	\$ 275,000.00
Complete phase 2 of walking path	\$ 250,000.00

Total Expenses \$

Required Budget \$

Medium Term (2018-2019) Action Items

4



Goal: Pave Golf Course Road to end of Residential Housing

Activities	March 2018 ⇒ Send project out for tender
	May 2018 ⇒ Award Tender and start project
	August 2018 ⇒ 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	January 2017 ⇒ Source out location for diamonds
	March 2017 ⇒ Develop design plan for new diamonds and send out tender for the project
	May 2017 ⇒ Secure Funding and start project
Roles / Responsibilities	Council and Administration (operations)
Estimated cost and source of funding	\$2 Million—Capital Budget
Performance Indicator	New Ball Diamond

Goal : Heart River Housing

Activities	2017 ⇒ 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	2018	⇒ Explore possible solutions ⇒ Start project
Roles / Responsibilities		Council and Administration (operations)
Estimated cost and source of funding		Capital Budget—\$3.2 Million
Performance Indicators		Drainage on first avenue is complete and all drainage issues are resolved

Goal : Street Lights (ongoing project from 2016)		
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
Performance Indicators		New street lights are installed and operational

Goal : Ladder Truck		
Activities	2018	⇒ Get quote 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
Performance Indicator		Funding for the new truck is secured and truck is purchased

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
Performance Indicators		Arena is constructed and operational by winter 2019

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
Performance Indicators	Trailer court relocation is in progress and both parties have agreed to all necessary terms

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Long Term (2020-2021) Action Items



2020 Priorities

Goal : Street Lights (ongoing project from 2016)

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 : Acquire Forestry Land

Activities	⇒ Develop plan for the redevelopment of the existing forestry land—expand commercial development (completed on the CCP). ⇒ 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

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

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	

Goal :	
Activities	⇒
Roles / Responsibilities	
Estimated cost and source of funding	
Performance Indicators	