



2018 Strategic Plan

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

Release Date: February 2018



Introduction

This Council was elected in October 2017 with a vision to continue to move Fox Creek forward. Creating not only a strong economy, but a place that people of all ages want to call home.

Through the consideration of the already existing plans (with the main focus on what is set out in the Comprehensive Community Plan) and what was heard during the election, Council, together with Senior Administration, has set a series of goals and strategies in creating an updated Strategic Plan for 2018-2022.

This Plan provides citizens, businesses, Administration and other stakeholders with a high-level overview of Council's vision for the future of Fox Creek.

The Strategic Plan will be the foundation for future municipal decision making and provide direction for setting budgets, allocating resources and setting priorities on an annual basis.

We anticipate that, over time, our priorities will evolve to meet future challenges and new opportunities. As we adjust to these turns in the road, our Plan will evolve, as we have committed to an annual review and updating of the Plan.

We will work collaboratively to turn our vision of a vibrant sustainable community, embracing diversified partnerships and building on our small town family values into a reality.

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Our Vision

Our Vision for the Future

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

We have Energy!

A foundation to build a strong future for Fox Creek:

- Diverse demographics
- Great outdoors
- Small town feel and culture
- Safe and Secure
- Employment Opportunities
- Opportunities for Seniors
- Accommodations to meet the needs of families
- Medical Services
- Economic Opportunities
- Community Identity

Projected Population

A **Baseline scenario**, which assumes that the growth rates for the Town are equivalent to the high scenario provided by the Treasury Board (0.98% average per year, resident population of **2,778** in 2041)

A **Preferred scenario**, where growth rates are assumed to be double those for the rest of CD 18 (averaging 1.97% per year, resident population of **3,643** in 2041)

An **Optimistic scenario**, where growth rates are assumed to be 3.0% per year (resident population of **4,832** in 2041)

Town of Fox Creek Municipal Development Plan—a portion of the Comprehensive Community Plan



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.

Our Values

- Informed
- Calculated Risk Taking
- Respectful
- Legal
- Goal Orientated
- Trustworthy
- Responsible
- Transparent,
- Ethical
- Accountable
- Community Greater Good
- Honest
- Visionary



Short Term Goal 2018

Goal: **Construct New Ball Diamonds**

Actions:

- | | |
|---------------|---|
| February 2018 | Administration to bring proposal to Council for location of new diamonds |
| March 2018 | Administration to develop a design plan for the new diamonds and send out tender for the development of the project |
| July 2018 | Secure funding and start project |
| October 2018 | Completion of project |

The current Ball Diamonds sit on developable land for multi-family apartments. Council has prioritized the replacement of the existing ball diamonds to allow for the continued use for the Community on properly built diamonds and provide much needed developable space for multi-family housing.

Roles and Responsibilities:

- Council to provide direction for the project – location decision and budget approvals
- Development Department to provide assistance in administration proposal for location
- Recreation department to oversee project tender and construction

Estimated Cost and Source of Funding:

- \$3.2 Million—(Parks & Recreation & Administration to propose funding options)

Performance Indicators:

- Ball Diamonds are constructed and useable for the 2019 Baseball Season



Short Term Goal 2018

Goal: Expansion of the Municipal RV Campground

Actions:

March 2018	Administration to provide Council with a proposal and costs for the expansion of the RV Campground
April 2018	Administration to develop a design plan for the expansion and send out tender for the development of the project upon Council's approval
June 2018	Secure funding and start project
October 2018	Completion of project

The RV Campground is an excellent source of revenue for the Community. Council has deemed it a priority to look into the expansion of the Campground for two main reasons.

- 1. To add an additional source of revenue to the community*
- 2. To allow for additional sites to accommodate the growing tourism in Fox Creek*

Roles and Responsibilities:

- Council to provide direction for the project – location decision and budget approvals
- Development Department and Operations department to assist in the design and location of campground and services
- Recreation department to oversee project tender and construction

Estimated Cost and Source of Funding:

- (Parks & Recreation and Administration to propose funding options and costs)

Performance Indicators:

- RV Campground expansion is completed for the 2019 Camping Season—revenues are reflective of this completion



Short Term Goal 2018

Goal:

Provide Assistance for the integration of a Day Care Facility in the Community

Actions:

February 2018	Administration to bring proposal to Council for location and business models for assisting in the development of a Day Care Facility in the Community
March 2018	Administration to advertise the business opportunity once approved by Council
March 2018	Secure funding and start project
May 2018	Administration to work with interested stakeholders to start the development of the Facility
June 2018	Any renovations or building improvements required take place
September 2018	Facility to be open to the public for use

After listening to the residents of the community—Council has deemed childcare as an important need to both maintain our young population and attract additional families and skilled employees to the Community.

Council has tasked administration to move forward with a plan to help provide the business opportunity of running a Day Care Facility in Fox Creek

Roles and Responsibilities:

- Council to provide direction for the project – location decision and budget approvals
- Administration / Development departments to advertise and work with the interested stakeholders for the integration of the facility.
- Administration to oversee and provide direction for the project.

Estimated Cost and Source of Funding:

- Administration to provide estimated funds required and source of funding

Performance Indicators:

- Renovations or building upgrades required are taking place at chosen location.
- Facility is open to the public for use



Short Term Goal 2018

Goal: **Addition of new sidewalks in the Community where required**

Actions:

February 2018	Administration to complete an assessment of the additional sidewalks that are required in the community
April 2018	Administration to provide a quote for the new sidewalks that have been identified and approved by Council
April 2018	Secure funding and start tender for project
June 2018	Installation of new walks to take place
August 2018	Project is Complete

Fox Creek has many things going for it to enhance the quality of life of living in a small town. Council has deemed walkability and accessibility as a short term priority and has tasked administration to provide an assessment of where additional sidewalks are required in the community to make Fox Creek as accessible as possible.

Roles and Responsibilities:

- Council to provide direction for what sidewalks should be added to the community after receiving administration's recommendation.
- Operations department to provide assessment, quotes and project management for the addition of the new sidewalks in the community.

Estimated Cost and Source of Funding:

- Operations and Administration to provide funding estimates and source of funding

Performance Indicators:

- New sidewalks are installed and used by the Community



Short Term Goal 2018

Goal: **Construction of a Heli Pad at Hospital**

Actions:

January 2018	Administration to bring forward construction and location options for approval by Council and forward the decision to the MD of Greenview
February 2018	Administration to advertise the tender for the project and bring all proposals back to Council for approval—tender is awarded
March 2018	Secure funding for the project
June 2018	Construction on the Heli Pad to begin
December 2018	Heli Pad is complete and operational

After many discussions about the closure of the Airport, Council deemed the construction of a heli pad of the utmost importance for the safety of the Community. Council has prioritized the heli pad being constructed and located at the hospital for 2018 to occur before the closure of the airport takes place.

Roles and Responsibilities:

- Council to provide direction for the location and design and budget approvals for the heli pad upon receiving administrations recommendations
- Operations / Administration departments to prepare a Request for Proposals and bring the tender forward to Council with their recommendations.
- Operations department to oversee the construction and management of the project.

Estimated Cost and Source of Funding:

- Operations and Administration to provide funding estimates and source of funding

Performance Indicators:

- New heli pad is complete and useable by all emergency services



Short Term Goal 2018

Goal:

Closure of the Fox Creek Airport for Future Highway Commercial Development and accommodation of large trucks

Actions:

January 2018	Council to discuss the potential of the airport closure at a January Council Meeting
March— December 2018	Administration to work with the appropriate parties for the planning of the development of the airport and work on attracting developers accordingly
December 2018	Closure of the Fox Creek Airport takes place
March 2019	Construction on the future highway commercial development to begin - ongoing project until all land is sold and developed

After the construction of a heli pad is complete, council has prioritized the closure of the Fox Creek Airport to accommodate future highway commercial growth for the community and help accommodate the large trucks in Town by providing proper parking space and accessibility

Roles and Responsibilities:

- Council to provide direction for the closure of the airport and direction for any proposed subdivision plans presented by Administration
- Administration and development departments to propose appropriate subdivision plans for the available land, work with highways on approach and traffic impact approvals and work on the attraction of developers for the available land.
- Operations department to provide quotes and plans for the servicing of the available lands and any upgrades required to current services to accommodate the proposed development

Estimated Cost and Source of Funding:

- Administration to provide funding estimates and source of funding

Performance Indicators:

- Airport is closed and development of the available land is taking place



Short Term Goal 2018

Goal:

Provide additional support for our Senior Population through partnerships with Heart River Housing and the addition of services

Actions:

- | | |
|---------------|--|
| February 2018 | Council to discuss the support of the Heart River Housing Project and pass a motion accordingly. |
| March 2018 | Administration to provide a review of current provided services to seniors and bring forward a proposal to enhance the services. |
| June 2018 | Funding is secured for the Implementation of additional services in the community and the services take place. |
| December 2018 | Funding for the Heart River Housing is secured through partnerships and construction planning takes place |

Council agreed that additional support is required for our growing senior population and has prioritized the partnership with Heart River Housing to develop additional housing options for the seniors.

Additional support services have also been prioritized and a further look into what is required by the community and what can be added to the services already provided will take place.

Roles and Responsibilities:

- Council to provide direction for the partnership with Heart River Housing and the implementation of additional support services for seniors and budget after receiving administrations recommendations
- Administration and Community Resource Centre Departments to prepare recommendations on support services and work with Heart River Housing on partnership opportunities.
- Administration to provide quotes and budget implications for both projects.

Estimated Cost and Source of Funding:

- Administration to provide funding estimates and source of funding

Performance Indicators:

- Partnership with Heart River Housing has been developed and additional support services are in place for the community



Short Term Goal 2018

Goal: New Town Signage

Actions:

March 2018	Administration to bring forward signage options and quotes for Councils approval.
June 2018	Project funds are secured and new signage begins being installed.
September	Project is complete—new signage is installed and operational.

With the addition of two new major facilities to the community and the need to update the current signage, Council and administration has prioritized new signage for the community in an effort to continue to work towards the Community Enhancement Goals and community appearance.

Roles and Responsibilities:

- Council to provide approval on signage budget and design options presented by administration.
- Administration and Economic Development Department to present signage design options, budget amounts required and to oversee the implementation of the project

Estimated Cost and Source of Funding:

- \$300,000—to be funded from the Community Enhancement Reserve

Performance Indicators:

- New signage is installed and operational



Short Term Goal 2018

Goal:

Revamping of the Visitor Information Centre and Tourist Information Services Provided

Actions:

February 2018	Administration to bring recommendations forward to Council for the revamping of the Visitor Information Services.
March 2018	Administration to work with the Joint Economic Development and Tourism Board on developing a framework and business plan for the newly proposed services
June 2018	New services to be implemented in the Community

With the changing models of tourist information services throughout the province, Council has tasked administration with the revamping of the current services that are being provided to our tourists and developing a way to continue to provide these services through a joint effort with the Economic Development and Tourism Board

Roles and Responsibilities:

- Council to provide direction on the closure and recommendations presented by administration for the Tourist information services for the community
- Administration and Economic Development Department (along with the Joint Economic Development and Tourism Board) to present options for the newly proposed services for the Community and to oversee the development of the project.

Estimated Cost and Source of Funding:

- \$20,000—to be funded from the Current Chamber of Commerce Grants to Groups

Performance Indicators:

- New services are implemented in the community and are successful



Short Term Goal 2018

Goal: Renaming of Town Streets

Actions:

March 2018	Administration to bring forward a proposal to Council for the renaming of the streets
May 2018	Administration to advertise the renaming and work with the community on making the process as smooth as possible
July 2018	Streets are renamed

After discussions with numerous emergency service responders and service providers in the community, it was very apparent that the current way the streets are named is extremely confusing. Council has deemed it a priority to bring forward a proposal for the renaming of the streets to help with the navigation of the community

Roles and Responsibilities:

- Council to provide direction on the renaming of the streets
- Development department to provide a proposal to Council for the renaming of the streets and to oversee the project—advertising and implementation

Estimated Cost and Source of Funding:

- \$10,000

Performance Indicators:

- Streets are renamed



2018 Proposed Budget

Construct New Ball Diamonds	\$ 3,200,000.00
Expansion of the RV Campground	\$
Provide assistance for the integration of a daycare facility in the community	\$
Addition of new sidewalks	\$
Construction of a Heli Pad	\$
Closure of the Airport	\$
Provide Additional Support Services for Seniors	\$
Partnership with Heart River Housing for additional Senior accommodations	\$
New Town Signage	\$ 300,000.00
New Tourist Information Services	\$ 20,000.00
Renaming of Town Streets	\$ 10,000.00
Total Budget Required	\$



Medium Term Goal

2019-2020

Goal:

Sidewalk Additions and repairs

Actions	February 2019	Administration to bring proposal forward to Council with the additions and repairs required for the sidewalks in the community
	May 2019	Secure Funding and Start Project—project to be ongoing until completion
Roles and Responsibilities	Council, Administration, Operations	
Estimated Cost and Source of Funding	Cost to be determined	
Performance Indicators	Sidewalks have all been replaced, repaired and added to create a walkable and accessible community	



Long Term Goals 2021-2022

Goal: Development of a Dog Park

Actions	2021	Administration to bring proposal forward for review by Council for the development of a dog park
Roles and Responsibilities		Council, Administration, Economic Development
Estimated Cost and Source of		Cost and source of funding to be determined
Performance Indicators		Dog Park is open and used by the Community.

Goal: Paving (curb and gutter) of Golf Course Road

Actions	2021	Administration to bring proposal for cost, design and tender of paving of Golf Course Road. Request for Proposal to be sent out upon Council's approval
Roles and Responsibilities		Council, Administration, Operations
Estimated Cost and Source of Funding		Cost and source of funding to be determined
Performance Indicators		Paving of road has been completed



Task List

On top of creating prioritized lists, Council also tasked administration with the following to help move other projects along in the community that were deemed important. These projects will be dependent on securing appropriate funding and partnerships.

Discussions with the Government

- Forestry Lands—long term goal for the community to acquire the land located behind the current forestry office for future commercial expansion. Discussions to take place around the possibility of this occurring down the road.
- Large Truck Parking—what can the government do to help assist the community in dealing with the damage that the large trucks are causing the Town's infrastructure?
- Minister of Health—It was brought to Council's attention that there are services being provided in other communities that are not currently being provided in Fox Creek. How can Fox Creek obtain these services and what can the Minister of Health / Council do to make this happen?

Discussions with the Municipal District of Greenview

- Acreage Development—Council would like to continue discussions with the Municipal District of Greenview about the potential of developing acreage properties around Raspberry Lake to continue to enhance Fox Creek and the surrounding area and provide another options for individuals and family looking to move to Fox Creek
- Large Truck Parking—is there a potential for partnership with the MD to help accommodate the large truck traffic that Fox Creek is currently experiencing.
- Development of Plan Area C—forming a partnership with the MD to develop the residential area located in Plan Area C .