

2016

# Town of Sedgewick Strategic Plan 2016 - 2021



Approved on June 23<sup>rd</sup>, 2016  
MOTION: 2016.06.132

Prepared by A. Davis  
Town of Sedgewick  
6/3/2016

# TOWN OF SEDGEWICK

## **VISION STATEMENT:**

*“We are an engaging, dynamic community welcoming families and businesses...it has to be experienced!”*

## **MISSION STATEMENT:**

*“Provide active leadership to promote an engaged forward thinking community in an ever changing world.”*

## **VALUES STATEMENT:**

*“To listen and engage with an open mind...decisions with integrity and respect.”*

### **Short-Term Goals (1-2 years):**

#### **1. Priority I – Municipal Rebranding**

**Rationale:** The intent of the rebranding campaign is to move forward in changing times. To become more economically viable, attract new residents and businesses as well as reflect upon our past, present and future while creating new opportunities.

##### **Step 1:**

1. Initiate a municipal rebranding campaign.
2. Prepare a new brand that is supported by the community.

##### **Step 2:**

1. Begin rebuilding off the new brand;
  - Municipal website redevelopment
  - Upgrade all municipal signage
  - Replace entrance signage
  - Update all stationary supplies
  - Improve local marketing campaign
  - Set scope and budget for each phase of rebranding

##### **Step 3:**

1. Assess and evaluate the benefits gained through rebranding.
2. Continue to build and improve community relations through the new brand community building and engagement.

##### **Action taken:**

To date, June 2016:

1. One-year of community engagement and public consultation. Public opening for rebrand submissions.
2. New brand awarded – GROW WITH US (September 2015).
3. Funds allocated for municipal website redevelopment – research and design underway (June 2016).
4. Funds allocated for entrance upgrades, project under design (May 2016).
5. Sign and marking replacement and upgrades throughout town (ongoing).
6. Expiration of current stationary, replaced with new (ongoing).

## 2. Priority II – Address the Recreation Gap

**Rationale:** Council believes there is a gap within the recreation department and would like to find a solution that will provide a foundation to live by, increase usage, promote the community's assets through community and administrative supports.

### Step 1:

1. Identify the gap in recreation and support needed for all aspects of recreation to become more viable.
2. Meet with recreation and cultural groups to gain their input into gaps and how they see improvements.

### Step 2:

1. Council to assess the gaps and determine a way forward that meets the expectations of the community.
2. Review and assess existing administrative capacity. Is additional support required to fill the gap?

### Step 3:

This will be addressed following consultation and planning meetings as stated above.

### Action taken:

To date, June 2016:

1. Implementation of a recreation grant program with community user groups.
2. Encourage use of Multi-Year-Capital-Plans with all sub committees.

### 3. Priority III – Walking Trail Expansion Project

**Rationale:** The expansion of the walking trail system is intended to support opportunities for the health and wellness of our citizens and visitors through barrier free outdoor endeavours.

**Step 1:**

1. Design and tender the walking trail expansion project around the perimeter of the recreation grounds.
2. Prepare grounds for development; removal of trees that have reached their life expectancy.
3. Engage with Flagstaff County and the Sedgewick Ag Society requesting encroachment on private lands.
4. Prepare a capital budget for review and approval by council.
5. Community engagement.

**Step 2:**

1. Award a tender.
2. Construct the trail.
3. Set a 3-5 year landscape plan.
4. Land mark identification maps.

**Action taken:**

To date, June 2016:

1. Project designed, tendered and awarded to Border Paving (May 2016).
2. Community engagement for accessories, benches, trees, cleaning supplies.
3. Applied for various community grants for accessories.
4. Drafting encroachment agreements to be signed with the Ag Society and Flagstaff County as per trail placement and negotiation processes (2015/16).

#### 4. Priority IV - Purchase SW9-44-12 W4M

**Rationale:** The purchase of the land is intended to meet compliance obligations as set by Alberta Environment and Parks in an effort to secure and protect the integrity of the Town's water wells and water source.

**Step 1:**

Determine method of action to engage with the private land owner.

1. Council to allocate funds for the purchase of the lands.
2. Council to set direction for the purchase of the lands.
3. Obtain an appraisal for the land.

**Step 2:**

Purchase variables:

1. Survey
2. Area Structure Plan
3. Site upgrades ie. fencing

**Action taken:**

To date, June 2016:

1. Received an appraised value for land through Wainwright Assessment Group (2014).
2. Entered negotiations with land owner (2014).

## **Long-Term (LT) Goals (3-10 years):**

### **1. LT Priority I - Remaining Infrastructure Replacement and Main Street Revitalization Project**

**Rationale:** Complete the final phase of infrastructure replacement whereby supporting long-term viability of Sedgewick. Revitalize main street to support business growth and development.

#### **Step 1:**

Assess the project:

1. Confirm infrastructure replacement, roads, curbs, gutters, sidewalks, underground infrastructure.
2. Complete a historical record check in an effort to identify any potential underground storage tanks that may exist.
3. Set a budget.

#### **Step 2:**

Begin a community engagement session to discuss the revitalization of main street:

1. What do we want it to look like?
2. What future development opportunities are available?
3. How are we planning for the future?
4. What are the pros and cons of the revitalization project?
5. Who can get involved?
6. Is there an opportunity to re-instate a Chamber of Commerce?

#### **Step 3:**

Prepare an engineering/design tender.

1. Identify all potential drainage and safety hazards to ensure adjustments and corrections are made to mitigate issues through redevelopment of infrastructure.
2. Assess proposals.
3. Award the contract.

#### **Step 4:**

Begin the formal design phase.

1. Seek grant opportunities for project and apply accordingly.
2. Proceed with increased community engagement for revitalization.

#### **Step 5:**

Finalize the design.

1. Tender the project.

2. Award a contract.
3. Begin construction.

**Step 6:**

1. Measure the successes.

**Action taken:**

## 2. LT Priority II: Residential Lot Development (5-10 lots)

**Rationale:** Provide opportunities for residential development supporting growth and the long-term viability of Sedgewick.

### Step 1:

Assess potential areas for residential development, publically and privately.

1. Develop a plan.
2. Consider a Development Incentives Policy for revitalization and further beautification of town.

### Step 2:

Begin public engagement process and explain the rationale for land development. Seek support from the private sector in the short-term to develop residential lots.

### Step 3:

Build off the plan, additional steps to come upon development of a plan.

### Action taken:

## Supporting Documentation – The Story, How We Got Here

Supporting assessments (completed independently by councillors prior to the strategic planning session on June 3<sup>rd</sup>, 2016).

### **What's your platform?**

- To ensure we have a family oriented town that will draw young families and businesses.
- To grow and build a vibrant community.
- Let's not look behind ourselves but instead look to see the possibilities of where we, and our community can be with leadership and co-operation; progress towards our goals by implementing 5-10 year plans.
- Doing what is best for the town; no agenda.
- Service...to assist in the successful movement of our community into the future, in an ever changing world where involvement in the same is essential to survival. Isolation is death.
- Promote rec centre, lake, golf course, entrance main street and new residential subdivision.

### **What's your long term vision for Sedgewick?**

- To see Sedgewick as an active and healthy partner in a thriving regional community, where people will choose to come and live as urban centres become congested.
- Populations growth
- Improve the base of what we have and continue to not only improved but promote it.
- Sustainable growth.
- Regional leader for governance and recreation.
- A town that has a strong business centre which would draw people with a family to move here.

**One personal value that you live by every day?**

- Integrity. \*
- Treat people with respect.
- Truth.
- Put your mind in motion before you put your mouth in gear.
- Learn something new every day.

**One success that has occurred during your time in office:**

- Sedgewick cemetery.
- Ground work for new seniors housing unit – people signing up to move in.
- Rebranding.
- A&B Development.
- Intermunicipal co-operations through the Flagstaff Intermunicipal Partnership – soothing grudges and positioning selves towards constructive relationships.
- Walking path project.
- Taking a lead with the regional governance initiative.

**What do you view as Sedgewick's weakness?**

- Lack of communication with user groups.
- Public perception.
- Lack of new residential lots.\*
- Long-term viability of the Community Hall.
- Too many people with what's in it for 'me' attitude.
- Need for a bar.
- Lack of commercial properties.
- Seniors housing and support.

**If you could strengthen one department, pillar, area of town what would it be?**

- Seniors services.
- Main street revitalization, business growth (core).\*
- Community Hall.
- Recreation.
- To make available commercial and residential properties for immediate development.

**Top two existing short-term goals:**

- Rebranding
- Seniors housing and accommodations \*
- Spray park \*
- Residential subdivision \*
- Walking trail
- Entrance signage
- Website
- Renovate kitchen at rec centre.

*\*Indicates item was identified by more than one person.*

**Strengths, Weakness, Opportunities and Threats (SWOT) Analysis:**

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>▪ Recreation, rec centre, golf course, lake, talking trails</li> <li>▪ Civic pride – people love Sedgewick</li> <li>▪ Volunteer base</li> <li>▪ Education, K-12, apprenticeship programs</li> <li>▪ Local commerce,</li> <li>▪ Rural living, lifestyle, simplicity and affordability</li> <li>▪ Public buy-in</li> <li>▪ Financial stability</li> </ul>	<p style="text-align: center;"><b>WEAKNESS</b></p> <ul style="list-style-type: none"> <li>▪ Internet</li> <li>▪ Lack of commerce</li> <li>▪ Lack of residential lots for development</li> <li>▪ Aesthetics, streets/infrastructure</li> <li>▪ Lack of communication with user groups, co-operations</li> <li>▪ Public perception of council and administration</li> <li>▪ Public education</li> <li>▪ Public buy-in</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>▪ Affordable lots for development, residential, commercial and industrial</li> <li>▪ Promote recreation (what is already existing)</li> <li>▪ Lake (destination and tourism)</li> <li>▪ Seniors housing (multi-level care)</li> <li>▪ Ability to position ourselves as leaders</li> <li>▪ Business</li> <li>▪ Upgrading infrastructure</li> <li>▪ Intermunicipal co-operation</li> <li>▪ Public education/buy-in</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>▪ Public education/buy-in/awareness</li> <li>▪ Infrastructure</li> <li>▪ Declining population</li> <li>▪ Gov't downloading and legislation</li> <li>▪ Potential loss of doctor (eventual retirement)</li> <li>▪ Loss of essential services as a result of declining population</li> <li>▪ Aging population</li> <li>▪ Loss of commerce (lack of choices)</li> <li>▪ Lack of support for local businesses</li> <li>▪ Encourage family growth to support aging lifecycle.</li> </ul>

**Strategic Plan Participants:**

1. Perry Robinson, Mayor
2. Greg Sparrow, Deputy Mayor
3. Grant Imlah, Councillor
4. Shawn Higginson, Councillor
5. Tim Schmutz, Councillor
6. Stephen Levy, Councillor
7. Cindy Rose, Councillor

**Strategic Plan Facilitator:**

1. Amanda Davis