

TOWN OF MAYERTHORPE

MUNICIPAL STRATEGIC PLAN

2017-2021



LEADERSHIP

Your elected Council is listening and has identified community issues essential to moving Mayerthorpe forward. This Strategic Plan sets our priority long-term outcomes and goals for Mayerthorpe. They are supported by strategies, targets and a system of regular reporting on actions and results. This is strong, focused elected leadership.

Inaugural Council (October 2017 to December 2018)



Rear Left to Right: Councillor Arseneault, Councillor Jogola, Councillor Burns,
Councillor Hagman

Front Left to Right: Councillor Jabush, Mayor Patrick, Councillor Morton

Incumbent Council (January 2019 to Current)



Left to Right: Councillor Burns, Councillor Jogola, Councillor Greenwood, Mayor Jabush, Councillor Morton, Councillor Hagman, Councillor Arseneault

Incumbent Council (December 2019 to Current)



Left to Right: Councillor Hagman, Councillor Burns, Councillor Greenwood, Mayor Jabush, Councillor Morton, Councillor Jogola, Councillor Davidson

VISION AND MISSION

Many organizations have a Vision and Mission. Our statements guide Mayerthorpe Council and staff. Our vision statement defines where we are going (our future state). Town of Mayerthorpe's mission statement sets out our key overall role as an organization.

VISION STATEMENT

Mayerthorpe will adapt and evolve to celebrate its history while growing its future.

MISSION STATEMENT

Mayerthorpe will serve its residents, businesses, and visitors through leadership and partnership while embracing opportunities for current and future generations.

OUR VALUES

In advancing our Strategic Plan, Mayerthorpe Town Council and Administration believe:

THE heart of Mayerthorpe is **its people**.

We work **cooperatively** to build and preserve our community.

We embrace and encourage unity, dedication and **progress**.

PRIORITY AREAS, GOALS, TARGETS AND ACTION PLANS

In this Strategic Plan, Mayerthorpe Town Council has decided to focus on a number of priority areas. Town Council recognizes that the community expects more or is not fully satisfied currently in these areas. These areas are:

- ❖ Economic development;
- ❖ Communications and marketing;
- ❖ Municipal services;
- ❖ Infrastructure maintenance/renewal.

These areas of primary attention were decided because of their overall importance to our future. We believe these areas need a high degree of attention and effort to build a sustainable future for Mayerthorpe.

Each area has an Outcome Statement which describes the targeted result for the community in 10-15 years. It's important to measure progress towards these outcomes. Each area has goals and measurable targets to help everyone focus their efforts and track progress towards the outcome.

In a supporting document, Mayerthorpe's Administration has developed action plans for each outcome area to report on progress quarterly to Town Council and annually to the community, using the format below:

GOAL #	ACTIONS	LEAD PERSON	INVOLVE WHO?	PRIORITY TIMING S M L**	STATUS

**S - Short Term (within 1 year) M - Medium Term (within 3 years) L - Later/Long-Term (within 5 years).

PRIORITY AREAS

(A): ECONOMIC DEVELOPMENT

Outcome Statement in 2030:

Our community is growing (in population) together by attracting long-term, quality employment in our region through/by fostering and encouraging investment and business start-up.

Goals:

- (A.) Encourage local spending and economic benefits to foster small business (existing and growth).
- (B.) Attract primary employee businesses.
- (C.) Re-establish a business network like the Chamber of Commerce (to improve communication and support the interests of the business community).
- (D.) Ensure adequate available housing for workers arriving for growth.

Targets:

OVERALL: Population – grow 3% by 2021.

- 1) Two (2) new businesses per year, based on total business licenses.
- 2) Gasoline Alley North 25% occupied by 2021.
- 3) At least one (1) new primary employers that employ ten (10) or more staff by 2021.
- 4) Annual small business meeting to network and share, re-establish Chamber of Commerce by 2021.
- 5) Park Avenue Subdivision 50% sold by 2021.

Strategies (How):

- Align and incorporate goals and activities/objectives with Economic Development Strategic Plan.
- Have Council oversee economic development for now.
- Celebrate improved services that support businesses.
- Collaborate and maintain partnerships.
- Encourage customers to come into downtown from Gasoline Alley North.
- Put more staff time and resources into economic development (in-house, partnerships, etc.).
- Encourage bringing new housing lots to market (Park Avenue and Mills Acres).
- Sites for major primary employers—Railway lands, Gasoline Alley North, south of Gasoline Alley North, and east of Mayerthorpe.
- Support Gasoline Alley North owners to attract site developers and downtown vacant building owners to attract tenants. Expand Infill Tax Rebates Policy to include manufactured homes.
- Develop a “Why Mayerthorpe” campaign to attract families in choosing Mayerthorpe as a place to reside.

(B): COMMUNICATIONS AND MARKETING

Outcome Statement in 2030:

Citizens of Mayerthorpe and area are strongly connected to community emotionally. With information, they:

- Are enthusiastic and informed about municipal operations;
- Engaged more in community;
- Have mutual trust with municipal leaders.

Goals:

- (A.) Continue to market the positive to those citizens that are receptive to change and change negative to positive for those resistant to change.
- (B.) Increase trust relationship between Council and citizenry thru visibility and win-win approaches.
- (C.) Expanded citizen engagement in community and municipal matters.
- (D.) Address rebranding, including logo, website and signage.

Targets:

- 1) More positive and informed comments by citizens on social media and in community.
- 2) Voter and forum turnout, quantity of feedback on municipal proposals, etc.
- 3) More volunteers and volunteer group cooperation.
- 4) Improving community engagement survey ratings from a regular citizen survey that measures citizen information awareness and engagement.
- 5) A broadly supported, rallying message and image as Mayerthorpe approaches its 100th Anniversary in 2027.

Strategies (How)

- Survey citizens generally and as volunteers.
- Be bold and emotive.
- Promote attractions and successes, including behind the scenes victories.
- Transition the negative into something positive (learn).
- Use MY MAYERTHORPE as a primary municipal communication method.
- Educate citizens on municipal service levels and opportunities for participation on community boards and public consultation initiatives.
- Partner with businesses on community image marketing.
- Municipal leaders to role model and foster inclusive approaches.

- Value diversity of views, cultures...no right and wrong, just differences to be reconciled or optimized.
- Municipal government (Councillors and Administration) “go to” citizens with major issues/proposals seeking feedback before decision.
- All councillors become aware of Facebook activities on My Mayerthorpe, available to comment and be reached electronically by citizens.
- Annual Town Hall Meeting.
- Live Streaming of Council Meetings.
- Ensure Paper Communications.
- Publish Agendas before meetings to enable public input prior to decisions.
- Councillors to step up their communication in the community.
- Mayerthorpe Citizen Survey Results to include “We heard you! Thank you for your help in filling out the 2020 Mayerthorpe Citizen Survey.”
- Next Mayerthorpe Citizen Survey to include a section on Council performance.

(C): MUNICIPAL SERVICES

Outcome Statement in 2030:

People are passionate and positively, emotionally attached to our community’s municipal services.

Goals:

- (A.) Citizens are satisfied with level of municipal services.
- (B.) New infrastructure to provide additional services is invested in a prioritized, strategic basis. When possible, municipal services (and infrastructure) are enhanced to address citizens wants and support long-term sustainability.
- (C.) Municipal regulations are reviewed and updated to address current and future needs of overall community.

Targets:

- 1) Surveys, outcome measurements (% of complaints), increase in public participation, and including increased community board members.
- 2) Support the development of the following infrastructure priorities this electoral term (2017-2021):
 - i. Park Avenue Playground rebuild.
 - ii. Recreational vehicle sani-dump.
 - iii. Fitness Facility (outdoor) —if community-group led.
 - iv. Skateboard Park—if community-group led.

(Additional infrastructure not prioritized for this electoral term were a larger library, more sidewalks, fountain/welcome sign/site, trestle lookout/day use area, and covered pool. Council felt they could be supported if opportunities arise.)

Strategies (How)

- Toot our own horn on existing municipal services provided and condition of supporting municipal infrastructure.
- Celebrate improved services and initiatives that support businesses.
- Support community led initiatives that will construct infrastructure priorities.
- Consider private sector partnerships to build and possibly operate some infrastructure priorities.
- Promote financial efficiency in service costs, use regional service models where most efficient and effective.
- Complete inter-municipal cooperation frameworks, which would include encouraging shared services and financial contributions from municipal partners where services benefit residents or industry past Mayerthorpe's municipal boundary.
- Ensure overall community is well served with any municipal by-law and regulation updates.

(D): INFRASTRUCTURE MAINTENANCE AND RENEWAL

Outcome Statement in 2030:

All infrastructure is revitalized and upgraded to preserve existing services and accommodate growth.

Goals:

(A). Adequate funding to preserve infrastructure is planned for.

Targets:

- 1) Financial indicator of Mayerthorpe's infrastructure assets net book value is strong.
- 2) Municipal infrastructure renewal is timely and well financed.
- 3) New infrastructure is in place and well used.

Strategies (How)

- Have a sound municipal infrastructure plan and take action on the priority items.
- Ensure adequate core municipal infrastructure funding is available from municipal reserve funds, grant applications, and development agreements/contributions.
- Undertake paving and sidewalk enhancements when priority storm sewer pipe and drain upgrades are done.
- Explore and advance an infrastructure improvement initiative for land north of CN Rail tracks.
- Explore opportunity to assess Mayerthorpe street lighting to assess deficiency areas and cost to enhance.



Highway 43 Traffic Light Announcement