



# Town of Sedgewick

## Municipal Sustainability Plan

*Prepared by:  
Austrom Consulting Ltd.*

## TABLE OF CONTENTS

<b>1.0</b>	<b>INTRODUCTION.....</b>	<b>3</b>
<b>2.0</b>	<b>VISION .....</b>	<b>4</b>
<b>3.0</b>	<b>KEY ISSUES AND OPPORTUNITIES .....</b>	<b>5</b>
3.1	<i>KEY ISSUES .....</i>	5
3.2	<i>KEY OPPORTUNITIES .....</i>	6
<b>4.0</b>	<b>KEY RESULTS, STRATEGIES AND ACTIONS .....</b>	<b>7</b>
4.1	<i>ECONOMIC STRATEGIES AND ACTIONS.....</i>	7
4.2	<i>GOVERNANCE STRATEGIES AND ACTIONS .....</i>	8
4.3	<i>ENVIRONMENTAL AND INFRASTRUCTURE STRATEGIES AND ACTIONS.....</i>	10
4.4	<i>SOCIAL STRATEGIES AND ACTIONS .....</i>	11
4.5	<i>RECREATION AND CULTURAL STRATEGIES AND ACTIONS.....</i>	12

## 1.0 Introduction

# 1

This plan is intended to be a guiding document to provide direction to the Town staff as they prepare capital and operating budgets to reflect the funding and resources required to accomplish the goals of Council. The Municipal Sustainability Plan will be reviewed annually as part of the budgeting process and administration should measure how and when the initiatives are being accomplished.

In order to achieve a sustainable future for Sedgewick, the full Council and Town Chief Administrative Officer met in a facilitated session held on November 14, 2008 to take the initial steps to develop the Town of Sedgewick Municipal Sustainability Plan. Austrom Consulting Ltd. facilitated the session which focused Council's attention on those strategic priorities and associated key results which, if implemented effectively, will guide the Town towards a sustainable future.

On December 3 2008, the Town hosted a facilitated planning session which was attended by Town residents and landowners. The community S.W.O.T. (strengths, weaknesses, opportunities, threats) analysis as prepared by Council was reviewed. The five dimensions of a sustainable community were discussed at the planning session. Community participants were asked to consider the impacts that these dimensions have on Sedgewick today as well as into the future. Participants were also asked to comment on Council's strategic priorities to gauge an opinion on whether the public confirms the priorities of Council. Following this planning session, Austrom Consulting Ltd. undertook modifications to the strategies identified to link Sedgewick's Vision to a manageable number of strategies and the organizational capacity to achieve the key results and outcomes.



## 2.0 Vision

Developed during the Council workshop, the following can best represent Council's vision.

Sedgewick . . . . now and into the future . . .

- ✓ Safe
- ✓ Family
- ✓ Growing
- ✓ Business
- ✓ Recreation
- ✓ Vibrant
- ✓ Opportunities



At the November 14, 2008 planning session, Councillors were asked where they believe the Town should be in the future, and in doing so, a vision statement was prepared. The vision statement prepared at the workshop was:

***“Sedgewick, a vibrant, growing, safe community focusing on opportunities for both families and businesses”.***



## 3.0 KEY ISSUES AND OPPORTUNITIES

### 3.1 Key Issues

#### 3.1.1 Economic

- The Town has a tax base that is heavily reliant on the residential sector. Additional industrial and commercial development is needed for the Town to be sustainable.
- The Town needs to ensure that it receives an equitable amount of funding for the provision of services to County residents.
- A marketing plan needs to be developed for the community.
- The Town needs to develop additional serviced residential lots.
- Seniors transitional housing is needed in the community.

#### 3.1.2 Governance

- There is a need for municipal staff succession planning, training and development.
- Inter-municipal communications can be improved.
- There is a need for an inter-municipal development plan to be developed relating to lands on the fringe of Sedgewick.
- Emergency service provision is a priority. Issues include the future of the ambulance service, fire dispatch, and day-time volunteer fire fighters.
- The Town could improve bylaw enforcement in the community.

#### 3.1.3 Environmental

- There is potential for groundwater contamination.
- Government standards concerning waste water treatment are becoming increasingly difficult to meet for a small community.
- Sedgewick needs to undertake water treatment upgrades.
- The public is demanding improved solid waste services such as recycling.

#### 3.1.4 Social

- Volunteers are suffering from “burn-out”.
- There is no handi-bus system operating in the community.

#### 3.1.5 Recreation and Cultural

- Maintenance of existing recreation facilities is becoming increasingly costly.
- Facility usage could be improved.
- Operating costs of existing facilities continues to increase.

## 3.2 Key Opportunities

On November 14, a number of opportunities were identified by Town Council as those which should be addressed within the Town’s Municipal Sustainability Plan. These opportunities were discussed at the facilitated community planning session held on December 3. Following the workshop the community, by completing a survey, affirmed the priorities identified by Council. These opportunities included:

### 3.1.1 Economic

- Diversify the Town’s tax base.
- Review inter-municipal funding.
- Develop Town-owned land.
- Enhance seniors housing.



### 3.1.2 Governance

- Municipal staff development.
- Improve inter-municipal communications.
- Prepare a land use plan for fringe lands surrounding Sedgewick.
- Maintain existing emergency services.
- Ensure adequate police and bylaw services.

### 3.1.3 Environmental

- Maintain the quality of Sedgewick’s water.
- Replace aging sanitary infrastructure.
- Reduce the amount of solid waste being landfilled.



### 3.1.4 Social

- Foster improved volunteer support.
- Welcome new members of the community.
- Establish a community transportation system.

### 3.1.5 Recreation and Cultural

- The recreation centre roof needs to be repaired.
- Maximize the use of existing recreation facilities.
- Reduce the operating cost of recreation facilities.

## 4.0 KEY RESULTS, STRATEGIES AND ACTIONS

### 4.1 Economic Strategies and Actions

Economic Strategic Priority 4.1.1 Diversify the Town's tax base.			
Key Results			
<ul style="list-style-type: none"> <li>The Town will develop a stronger industrial and commercial tax base.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town will meet with landowners to encourage development of lands within the existing industrial park.</li> </ul>	Council	2 <sup>nd</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>The Town will investigate whether County industrial and commercial lands can be annexed.</li> </ul>	Council	4 <sup>th</sup> Qtr 2009	\$10,000
<ul style="list-style-type: none"> <li>The Town, in working with business leaders will develop a business attraction and retention plan.</li> </ul>	Committee established by Council	1 <sup>st</sup> Qtr 2010	-

Economic Strategic Priority 4.1.2 Review inter-municipal funding available to Sedgewick.			
Key Results			
<ul style="list-style-type: none"> <li>The Town will receive an equitable share of inter-municipal funding from Flagstaff County.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town will work with Flagstaff County concerning the distribution of the County's MSI Funding.</li> </ul>	Council	1 <sup>st</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>The Flagstaff County Recreation Agreement will be reviewed.</li> </ul>	Council/CAO	4 <sup>th</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>The Town will explore revenue sharing with the County.</li> </ul>	Council/CAO	4 <sup>th</sup> Qtr 2009	-

Economic Strategic Priority 4.1.3 Develop Town-owned land.			
Key Results			
<ul style="list-style-type: none"> <li>Additional serviced residential lots will be available to the public.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>An area structure/outline plan for Town owned lands near the rodeo grounds will be prepared.</li> </ul>	Contract Consultant	2 <sup>nd</sup> Qtr 2009	\$10,000
<ul style="list-style-type: none"> <li>Engineering firm to be retained to design extensions to water and sanitary services and other utilities.</li> </ul>	Contract Engineer	2 <sup>nd</sup> Qtr 2009	\$25,000

Economic Strategic Priority 4.1.4 Enhance seniors housing in the community.			
Key Results			
<ul style="list-style-type: none"> <li>Development of seniors transitional housing – aging in place.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town, in cooperation with the Flagstaff Housing Authority, will investigate the expansion and renovation of the seniors lodge.</li> </ul>	Flagstaff Housing Authority	2 <sup>nd</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>The Town, in cooperation with the Flagstaff Housing Authority, will explore the concept of life leases.</li> </ul>	Flagstaff Housing Authority	4 <sup>th</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>The Town, in cooperation with the Flagstaff Housing Authority, will investigate the construction of self-contained units.</li> </ul>	Flagstaff Housing Authority	2 <sup>nd</sup> Qtr 2010	-

## 4.2 Governance Strategies and Actions

Governance Strategic Priority 4.2.1 Municipal staff development.			
Key Results			
<ul style="list-style-type: none"> <li>The Town will have competent and well trained staff.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>A succession plan will be developed for all Town departments.</li> </ul>	CAO	4 <sup>th</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>The Town will ensure that all employees will have adequate resources for training.</li> </ul>	CAO	Ongoing	TBD

Governance Strategic Priority 4.2.2 Improve inter-municipal communications.			
Key Results			
<ul style="list-style-type: none"> <li>Communications with Flagstaff County will improve.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Support the Flagstaff Inter-municipal Planning Committee through participation at regional meetings.</li> </ul>	Council/CAO	Ongoing	-
<ul style="list-style-type: none"> <li>Support the use of regularly scheduled Mayor/Reeve meetings.</li> </ul>	Mayor	2 <sup>nd</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>Encourage the County to follow through with its strategic plan, by meeting regularly with the County Council.</li> </ul>	Council/CAO	Ongoing	-

Governance Strategic Priority 4.2.3 Prepare a land use plan for lands surrounding Sedgewick.			
Key Results			
<ul style="list-style-type: none"> <li>An Inter-municipal Development Plan will be prepared.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The concept of adopting an inter-municipal development plan will be explored with the County.</li> </ul>	Council/CAO	Ongoing	-
<ul style="list-style-type: none"> <li>An inter-municipal development plan will be prepared.</li> </ul>	Contract Consultant	2 <sup>nd</sup> Qtr 2009	\$12,500

Governance Strategic Priority 4.2.4 Maintain existing emergency services.			
Key Results			
<ul style="list-style-type: none"> <li>Fire and ambulance services will be maintained in the community.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town will work with regional partners to ensure that adequate fire dispatch services are maintained.</li> </ul>	Council/CAO	Ongoing	-
<ul style="list-style-type: none"> <li>The Town will work with the ambulance transition committee and health authority to ensure services are not reduced.</li> </ul>	Council/CAO	Ongoing	-
<ul style="list-style-type: none"> <li>The Town will work with the regional emergency services committee and coordinator to ensure services are maintained.</li> </ul>	Council/CAO	Ongoing	-

<b>Governance</b> Strategic Priority 4.2.5 Ensure adequate police and bylaw services.			
<b>Key Results</b> <ul style="list-style-type: none"> <li>The Town will have adequate police and bylaw services.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Citizens Advisory Committee will meet annually with the RCMP staff sergeant to review service delivery and crime issues in Sedgewick.</li> </ul>	Council Representative	Annual	-
<ul style="list-style-type: none"> <li>The Mayor (and other regional mayors/reeves) will meet annually with the RCMP District Command.</li> </ul>	Mayor	Annual	-
<ul style="list-style-type: none"> <li>The Town will investigate enhancement of bylaw enforcement services on a regional basis.</li> </ul>	Flagstaff Intermunicipal Partnership	Ongoing	-

### 4.3 Environmental and Infrastructure Strategies and Actions

<b>Environmental</b> Strategic Priority 4.3.1 Maintain the quality of Sedgewick’s water.			
<b>Key Results</b> <ul style="list-style-type: none"> <li>Sedgewick’s water quality will be maintained at provincial standards.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Expansion of the water plant/treatment upgrades may be undertaken if deemed required by the Town’s engineer.</li> </ul>	Contracted Services	4 <sup>th</sup> Qtr 2010	TBD
<ul style="list-style-type: none"> <li>The Town will investigate the creation of a regional water management plan.</li> </ul>	Regional Committee	4th Qtr 2009	TBD
<ul style="list-style-type: none"> <li>A regional water management plan will be created.</li> </ul>	Regional Committee	4 <sup>th</sup> Qtr 2010	TBD

<b>Environmental</b> Strategic Priority 4.3.2 Replace aging sanitary infrastructure.			
<b>Key Results</b> <ul style="list-style-type: none"> <li>To complete the replacement of the clay tile sanitary lines.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town will continue with its replacement program.</li> </ul>	Contracted Services	Ongoing	TBD

Environmental Strategic Priority 4.3.3 Reduce the amount of solid waste being landfilled.			
Key Results			
<ul style="list-style-type: none"> <li>The Town will reduce the amount of solid waste being landfilled by 25%.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town will work with the Flagstaff Regional Waste Authority to develop a curbside recycling program or expand the depot program.</li> </ul>	Flagstaff Regional Waste Authority	4 <sup>th</sup> Qtr 2009	TBD

#### 4.4 Social Strategies and Actions

Social Strategic Priority 4.4.1 Groups and new citizens will be recognized.			
Key Results			
<ul style="list-style-type: none"> <li>An event will be held to recognize new citizens and groups who contribute to the well being of Sedgewick.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>A Town-sponsored barbecue will be held to recognize individuals and groups.</li> </ul>	Staff/Council	Annual	TBD

Social Strategic Priority 4.4.2 Establish a handi-bus system.			
Key Results			
<ul style="list-style-type: none"> <li>A community transportation partnership will be established.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town will work with Flagstaff Inter-municipal Partnership to explore enhancements to community and regional transportation.</li> </ul>	Flagstaff Inter-municipal Partnership	4 <sup>th</sup> Qtr 2010	-

#### 4.5 Recreation and Cultural Strategies and Actions

Recreation and Cultural Strategic Priority 4.5.1 The recreation centre needs to be repaired.			
Key Results			
<ul style="list-style-type: none"> <li>Repairs undertaken to the recreation centre roof.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town will research and identify possible sources of funding for the project.</li> </ul>	CAO	1 <sup>st</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>The Town will apply for funding.</li> </ul>	CAO	2 <sup>nd</sup> Qtr 2009	-
<ul style="list-style-type: none"> <li>The project will be completed.</li> </ul>	Contracted Services	3 <sup>rd</sup> Qtr 2010	TBD

Recreation and Cultural Strategic Priority 4.5.2 Maximize the use of existing recreation facilities.			
Key Results			
<ul style="list-style-type: none"> <li>The recreation facility will be utilized on a year-round basis.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The Town will work with the Battle River School Division and community groups to determine alternative uses for the recreation centre.</li> </ul>	Recreation Director, CAO and Council	Ongoing	-
<ul style="list-style-type: none"> <li>The Town will work with the Battle River School Division and the Recreation Board to ensure the Phoenix Centre continues to operate and potentially expanded.</li> </ul>	Council	Ongoing	-

Recreation and Cultural Strategic Priority 4.5.3 Reduce the operating cost of recreation facilities.			
Key Results			
<ul style="list-style-type: none"> <li>Operating costs for recreation facilities will be reduced by 10%.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Wherever possible, the Town will utilize energy efficient upgrades in all recreation facilities.</li> </ul>	Public Works Foreman	Ongoing	TBD
<ul style="list-style-type: none"> <li>The Town will continue to explore and apply for grants and corporate sponsorships to offset facility maintenance costs.</li> </ul>	CAO	Ongoing	-