



Village of Forestburg

Municipal Sustainability Plan

*Prepared by:
Austrom Consulting Ltd.*



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1.0 Introduction

This plan is intended to be a guiding document to provide direction to the Village 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 Forestburg, the full Council and Village Chief Administrative Officer met in a facilitated session held on December 15, 2008 to take the initial steps to develop the Village of Forestburg Municipal Sustainability Plan.

**Forestburg December 15, 2008
Council Workshop Summary**

Highlights Shown in Appendix A

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 Village towards a sustainable future.

**Forestburg January 21, 2009
Community Workshop Summary**

Highlights Shown in Appendix B

On January 21, 2009 the Village hosted a facilitated planning session which was attended by Village residents and county landowners. The community’s 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 Forestburg 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. At the conclusion of the session participants were asked to complete a survey with questions relating to community sustainability. A total of 35 surveys were completed on the session night, with an additional 10 surveys being completed and returned by January 31, 2009. The completed surveys represent 6.5% of the adult population of Forestburg.

**Survey Summaries
Highlights Shown
in
Appendix C**

Age Group	% Forestburg Adult Population	% Forestburg Survey Responses
18 to 29 Years	17%	12%
30 to 49 Years	35%	41%
50 to 64 Years	26%	22%
Over 65 Years	22%	22%

Following this planning session, Austrom Consulting Ltd. undertook modifications to the strategies identified to link Forestburg’s Vision to a manageable number of strategies and the organizational capacity to achieve the key results and outcomes.



Council was presented with a Draft Municipal Sustainability Plan on February 13, 2009, which highlighted all issues identified by the public at the planning session. Council then prioritized the projects, identified timelines and estimated project costs to undertake.

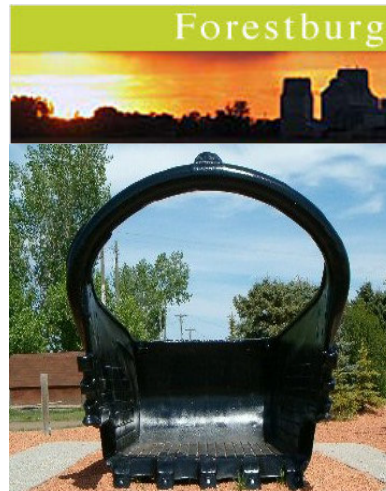
The Municipal Sustainability Plan was reviewed one final time on April 16, 2009, at which time Council gave its endorsement through Council resolution.

2.0 Vision

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

Forestburg Looking ahead to the future

- ✓ Growing to 1,500
- ✓ Families
- ✓ Healthy school population
- ✓ Home of all age groups
- ✓ Excellent municipal services
- ✓ A place to call home
- ✓ Attractive community
- ✓ Opportunity for growth
- ✓ Dynamic
- ✓ Vibrant
- ✓ Thriving business community
- ✓ Independent municipal status
- ✓ Growing



At the December 15 2008 planning session, Councilors were asked where they believe the Village should be in the future, and in doing so, a vision statement was prepared. The vision statement prepared at the workshop was:

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

3.0 KEY ISSUES AND OPPORTUNITIES

3.1 Economic

Key economic issues and opportunities identified by Council and the public include the following:

Economic Issues and Opportunities identified by Council

- ◆ The Village needs to expand services to the oil field, coal mine and power plant.
- ◆ The existing business community must be sustained.
- ◆ Staffing businesses is an issue in the community.
- ◆ There is a need for certain services in the community (i.e. plumber).

January 21 Public Workshop Identified Key Economic Issues for Council to Address

1. Business and industry attraction and retention.
2. Development of residential lots.

Issues and Opportunities identified at the Public Workshop

- ◆ More industrial businesses are needed in the Village – industrial land development would assist in this regard.
- ◆ Residential land development would bring additional people to the community.
- ◆ Commercial development incentives such as tax breaks should be considered.
- ◆ There should be additional tourist promotion.
- ◆ Business development/diversification is needed in the community (i.e. sheet metal, electricians, vegetable greenhouse and clothing)
- ◆ High speed internet should be expanded to the industrial area on the south side of Highway 53.
- ◆ There are business and commercial lots available south of the highway
- ◆ The Village should take action to remove, upgrade and utilize older vacant buildings in residential areas.
- ◆ There are opportunities for trade persons to set up a thriving business in Forestburg.
- ◆ There is room to expand town boundaries.
- ◆ Rejuvenation of abandoned buildings on Main Street is desired.
- ◆ An automotive repair shop is desired.
- ◆ The Village should encourage more agricultural events (i.e. cattle shows, farm spiel and horse shows).
- ◆ New business incentives should be investigated.

3.2 Governance

Issues and Opportunities identified by Council

- ◆ The Village must strive to retain its independent municipal status.
- ◆ Sustainable funding from the Province is needed by the Village.
- ◆ The Village should pursue additional regional partnerships to deliver services.
- ◆ The Village must work with Flagstaff County to prepare and inter-municipal development plan and annexation.

January 21 Public Workshop Identified Key Governance Issues for Council to Address

1. Expansion of the Village through annexation of land.
2. Fostering of regional alliances and partnerships.
3. Preparation of an inter-municipal plan to address land use issues.
4. Equitable cost sharing agreement with County which will include both capital and operating costs.
5. Regularly survey local businesses for regular input on town business.

Issues and Opportunities identified at the Public Workshop

- ◆ Encouraging Flagstaff County to contribute a fair share for services and recreation
- ◆ The Village must utilize infrastructure funding wisely – develop a management plan and stay ahead of failure.

3.3 Environmental and Infrastructure

Issues and Opportunities identified by Council

- ◆ Wastewater infrastructure and treatment capacity within the Village is good until a population of 1,500 is reached.
- ◆ The Village needs to undertake the preparation of an Area Structure Plan for the proposed annexation lands.
- ◆ The gas utility owned by the Village is in good condition.
- ◆ There is an opportunity to expand recycling in the municipality in cooperation with the Flagstaff Regional Waste Authority.

January 21 Public Workshop Identified

Key Environmental and Infrastructure Issues for Council to Address

1. Address water availability, sustainability and servicing.
2. Develop a long term infrastructure capital and operating business plan.
3. Improve streets and sidewalks.
4. Expand solid waste recycling program.
5. Continue to enhance community open spaces.

- ◆ Facility energy management must be revisited by the Village.

Issues and Opportunities identified at the Public Workshop

- ◆ Environmental sustainability must be achieved in that the Village must utilize this philosophy to ensure current standard are maintained and to be aware of potential environmental impacts of infrastructure projects.
- ◆ There is a potential for the Village to participate in a regional water service (i.e. Shirley McClellan Regional Water Services Commission).

3.4 Social

Issues and Opportunities identified by Council

- ◆ The ability to receive health services in the Village is vital to its overall health. The following issues have been identified:
 - The existing health services clinic must be maintained.
 - Local ambulance service must be maintained once the service is transferred to Alberta Health.
- ◆ The Village's seniors have needs such as:
 - Home care; and
 - Aging in place opportunities should be explored (i.e. life lease).
- ◆ There is a community handi-van but there is a lack of volunteer drivers.
- ◆ Services for youth are needed.
- ◆ Regional dispatch service for the local fire department is an emerging issue.
- ◆ The fire department needs a new building/facility.
- ◆ The school must be maintained as a Kindergarten to Grade 12 facility.
- ◆ Battle River School Division must work at providing a mobile trailer for trades

January 21 Public Workshop Identified Key Social Issues for Council to Address

1. Continue to provide emergency protective services such as fire, ambulance and 911 dispatch.
2. Work towards enhancing medical professional services (doctor, dentist, pharmacy).
3. Enhance seniors housing in the community.
4. Promotion of the Village to attract new members to the community.

instruction as well as video conferencing.

Issues and Opportunities identified at the Public Workshop

- ◆ A day care and other "people" services would enable additional people to work.
- ◆ There should be more community events (i.e. Midnight Madness).
- ◆ The Village would benefit from more youth involvement in community.
- ◆ Forestburg would benefit from the development of more senior housing options (i.e. life lease, self contained apartments/row houses).
- ◆ The community would benefit from the development of facilities and support for local residents who want continuing education (develop continuing education centre for trades/upgrading/safety courses).



- ◆ The Village should working at promoting opportunities in “Rural Alberta” versus “Urban Alberta”.
- ◆ Expansion of seniors lodge/housing would be beneficial.
- ◆ Permanent annual events/community activities that Forestburg would become known for and people anticipate and attend (i.e. mud bog) would generate regional and provincial interest in the community.
- ◆ Seniors handicapped housing is needed in the Village.
- ◆ There should be incentives/perk for doctors, chiropractors and other health professionals to set up shop in Forestburg.

3.5 Recreation and Cultural

Issues and Opportunities identified by Council

- ◆ The Village should promote the many facilities that are available in the community (arena, pool, golf course, ball diamonds, soccer fields, tennis courts).
- ◆ The existing arena must be upgraded.
- ◆ Skateboard Park.

**January 21 Public Workshop Identified
Key Recreation and Cultural
Issues for Council to Address**

1. Undertake the arena development project.

- ◆ Walking trail.

Issues and Opportunities identified at the Public Workshop

- ◆ Work with County for recreation facility development.
- ◆ Facilities such as a bowling alley, gym, indoor walking track and movie theatre are desired.
- ◆ The Village should have a permanent recreation director (paid position).
- ◆ If Big Knife Park had better services it may attract more people.
- ◆ Skateboard Park.
- ◆ Spray park at or near pool.

4.0 KEY RESULTS, STRATEGIES AND ACTIONS

4.1 Economic Strategies and Actions

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Economic Strategic Priority #1 Business and Industry Attraction and Retention.			
Key Results			
<ul style="list-style-type: none"> The Village will have a defined strategy to retain existing businesses and attract new business opportunities to the community. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> The Village will update the inventory of local businesses by business category 	Administration	Ongoing	NIL
<ul style="list-style-type: none"> Create links for the Village business directory on the Village web site. 	CAO	4 th Qrt. 2009	NIL

Economic Strategic Priority #2 Develop Residential Lots.			
Key Results			
<ul style="list-style-type: none"> Additional serviced residential lots will be available to the public. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Engineering firm to be retained to design extensions to water and sanitary services and other utilities. 	CAO	2 nd Qrt. 2010	TBD
<ul style="list-style-type: none"> business case will be prepared to ensure there is adequate funding and financing for the project, and revenues will offset expenses. 	CAO & Village Engineer	4 th Qrt. 2010	TBD



4.2 Governance Strategies and Actions

Governance Strategic Priority #1 Preparation of an Inter-municipal Plan to Address Land Use Issues			
Key Results			
<ul style="list-style-type: none"> An Inter-municipal Development Plan will be prepared. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> The concept of adopting an inter-municipal development plan will be explored with the County. 	CAO & Council	1 st Qrt. 2009	NIL
<ul style="list-style-type: none"> An inter-municipal development plan will be prepared. 	CAO & Council with Consultant	3 rd Qrt. 2009	\$12,000

Governance Strategic Priority #2 Expansion of the Village by Annexation of Land			
Key Results			
<ul style="list-style-type: none"> The Village's land base will be expanded. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> The Village will consult with the County with respect to the annexation of land. 	CAO & Council	2 nd Qrt. 2009	NIL
<ul style="list-style-type: none"> An annexation application will be prepared, which will include public consultation. 	CAO & Council	3 rd Qrt. 2009	\$5,000
<ul style="list-style-type: none"> Negotiations undertaken with the County. 	CAO & Council	3 rd Qrt. 2009	NIL
<ul style="list-style-type: none"> Annexation application submitted to Municipal Government Board. 	CAO & Council	4 th Qrt. 2010	\$5,000

Governance Strategic Priority #3 Fostering of Regional Alliances and Partnerships			
Key Results			
<ul style="list-style-type: none"> The Village will participate in regional initiatives where appropriate. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Support the Flagstaff Inter-municipal Planning Committee through participation at regional meetings. 	Mayor & CAO	Ongoing	\$2,500



Governance Strategic Priority #4 Preparation of a New Cost Sharing Agreements with County			
Key Results			
<ul style="list-style-type: none"> The Village will receive an equitable share of inter-municipal funding from Flagstaff County. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> The Village will work with Flagstaff County concerning the distribution of the County's MSI Funding. 	Council & CAO	4 th Qrt. 2009	NIL
<ul style="list-style-type: none"> The Flagstaff County Recreation Agreement will be reviewed. 	Council & CAO	4 th Qrt. 2009	NIL
<ul style="list-style-type: none"> The Village will work with the County to share in the funding of the Airport 	Council & CAO	Completed	NIL

4.3 Environmental and Infrastructure Strategies and Actions

Environmental and Infrastructure Strategic Priority #1 Maintain the Quality of Forestburg's Water			
Key Results			
<ul style="list-style-type: none"> Forestburg's water quality will be maintained at provincial standards. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Work with the FIP Committee and neighbouring municipalities to explore the options for a regional water service plan. 	FIP Committee	3 rd Qrt. 2009	NIL
<ul style="list-style-type: none"> A regional water management plan will be created. 	Public Works	2010	TBD

Environmental and Infrastructure Strategic Priority #2 Develop a Long Term Infrastructure Plan			
Key Results			
<ul style="list-style-type: none"> A tangible capital asset replacement plan is prepared. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Complete inventory of capital assets 	CAO	4 th Qrt. 2009	TBD
<ul style="list-style-type: none"> Complete historical costs/estimates of capital assets. 	CAO	4 th Qrt. 2009	TBD
<ul style="list-style-type: none"> Implement new system for capital assets. 	CAO	4 th Qrt. 2009	TBD



4.3 Environmental and Infrastructure Strategies and Actions (Continued)

Environmental and Infrastructure Strategic Priority #3			
Improve Roads and Sidewalks			
Key Results			
<ul style="list-style-type: none"> The Village will have a coordinated and ongoing road and sidewalk reconstruction program to ensure that visible improvements are undertaken annually. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Work with Village engineers to complete condition assessments on existing infrastructure assets. 	CAO & Village Engineer	4 th Qrt. 2009	TBD
<ul style="list-style-type: none"> Update 10-year construction program. 	CAO & Foreman	Ongoing	NIL
<ul style="list-style-type: none"> Investigate grant programs for infrastructure construction projects. 	CAO	Ongoing	NIL
<ul style="list-style-type: none"> Allocate resources in the operating and capital budgets to maintain existing municipal infrastructure. 	Council & CAO	Ongoing	TBD

Environmental and Infrastructure Strategic Priority #4			
Expand Solid Waste Recycling Program			
Key Results			
<ul style="list-style-type: none"> The Village will reduce the amount of solid waste being landfilled by 25%. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> The Village will work with the Flagstaff Regional Waste Authority to develop to enhance the recycling program 	Council & Flagstaff Regional Waste Authority	Ongoing	TBD



4.4 Social Strategies and Actions

Social Strategic Priority #1 Maintain Existing Protective Services			
Key Results			
<ul style="list-style-type: none"> Fire and ambulance services will be maintained in the community. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> The Village will work with regional partners to ensure that adequate fire dispatch services are maintained. 	Council and Flagstaff Emergency Services Comm.	2 nd Qrt. 2009	TBD
<ul style="list-style-type: none"> The Village will work with the ambulance transition committee and health authority to ensure services are not reduced. 	Council	Ongoing	NIL
<ul style="list-style-type: none"> The Village will work with the regional emergency services committee and coordinator to ensure services are maintained. 	Council	Ongoing	TBD

Social Strategic Priority #2 Enhancing Medical Professional Services			
Key Results			
<ul style="list-style-type: none"> Medical Services will 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Continue to make Village owned Medical Center an affordable building for health care providers to operate 	Council & CAO	Ongoing	TBD
<ul style="list-style-type: none"> Work with the Medical Clinic to expand their service in Forestburg to 3 days per week. 	Council	Ongoing	NIL

Social Strategic Priority #3 Enhance Seniors Housing in the Community			
Key Results			
<ul style="list-style-type: none"> Additional senior's dwelling units are constructed in the community 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> In partnership with the Flagstaff Housing Authority, investigate the needs and issues concerning seniors housing. 	Flagstaff Housing Authority.	4 th Qtr 2009	Nil
<ul style="list-style-type: none"> Develop a long term strategy to provide additional affordable housing units for seniors in Forestburg. 	CAO & Council	2 nd Qtr 2010	TBD



4.4 Social Strategies and Actions (Continued)

Social Strategic Priority #4 Promotion of the Village to Attract New Members to the Community			
Key Results			
<ul style="list-style-type: none"> A branding strategy will guide marketing efforts to expand awareness of the community to new residents and business opportunities. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> Retain the services of a qualified consultant to work with Council to develop a branding strategy. 	Council in cooperation with FIP Committee	4 th Qrt. 2009	TBD

4.5 Recreation and Cultural Strategies and Actions

Recreation and Cultural Strategic Priority #1 Undertake an Arena Development Project			
Key Results			
<ul style="list-style-type: none"> A modern arena facility will be constructed. 			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> The Village will continue to research and identify possible sources of funding for the project. 	CAO & Arena Fund Raising Committee	Ongoing	TBD
<ul style="list-style-type: none"> The Village will apply for funding. 	CAO	Ongoing	NIL
<ul style="list-style-type: none"> The project will be completed. 	Community	2011	TBD