

# Town of Stettler

## Municipal Sustainability Plan

2009

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# 1. INTRODUCTION

## 1.1 Background on Municipal Sustainability

*“As you read this, we are on the verge of a cultural shift – the moment when human culture grows out of a prolonged adolescence and recognizes our place in the global ecosystem and our responsibility for all other life on Earth. The people on the front lines of this transition are people at the local level to improve the quality of life. Communities everywhere are increasingly aware of the connections between their local well-being and the global state of the economy, the social fabric, governance, and the environment.”*

*Preface to the EarthCat guide to Community Development  
(based on the principles of the Earth Charter)*

Sustainable communities use their resources to meet current needs while ensuring that adequate resources are available for future generations. They seek a better quality of life for their residents while maintaining the environment. Sustainable communities can only be achieved through strategic planning, which contains municipal “best practices such as: having a vision; selecting specific measurable objectives; and developing a means to achieve the vision. Sustainability planning needs to be undertaken as a part of a framework which helps identify tasks and goals, breaking down the separation that is often found between the various elements of the Municipal Development Plan, and between the departments which have responsibility for its implementation.

In undertaking the Municipal Sustainability Plan, a municipality must address the five dimensions of sustainability – economic, governance, social, environmental and infrastructure, and recreation and culture – in future policies and directions. The aim of the sustainability approach is, wherever possible to find “multiple wins” by integrating the dimensions of sustainability. Creating capacity to make decisions that are systems based which integrate the five dimensions of sustainability and that focuses not only on the short term but also the long term implications for future generations, will ultimately require a municipal Council to rethink its decision making. As with all efforts to achieve sustainable communities, moving a municipality along the path to a more sustainable future will depend upon its governance, the corporate culture, and decision making tools. Like many small urban municipalities, the Town of Stettler and region faces many of the global sustainability challenges that are being discussed around the world. This list includes:

- ⇒ Managing population growth;
- ⇒ Safeguarding water quality and quantity, and treating waste water;
- ⇒ Preserving agricultural lands;
- ⇒ Avoiding environmental degradation;
- ⇒ Minimizing crime and violence;
- ⇒ Achieving social equity;
- ⇒ Finding solutions for affordable housing; and
- ⇒ Designing and building sustainable infrastructure.

The Town has the opportunity to revisit its planning policies and processes, and transform its corporate culture to promote responses to these challenges that will be effective in the short term while ensuring a healthy environment, vibrant economy, and good quality of life for future generations.

## **1.2 Municipal Sustainability Plan Overview**

In May 2005, the New Deal for Cities and Communities between Canada and Alberta was signed to transfer federal gas tax funding to Alberta municipalities. Subsequently, each Alberta municipality was invited to join this program and signed an agreement with the Province of Alberta outlining the requirements and benefits under the program. The New Deal for Cities and Communities provides financial assistance to municipalities to support the sustainability of capital municipal infrastructure. Through this investment municipalities have the opportunity to maintain or enhance economic, social and culture opportunities and well being, while protecting and improving the quality of the environment. Funding under this program supports the development of public transit systems, and water and wastewater systems, solid waste management, community energy systems, and community capacity building.

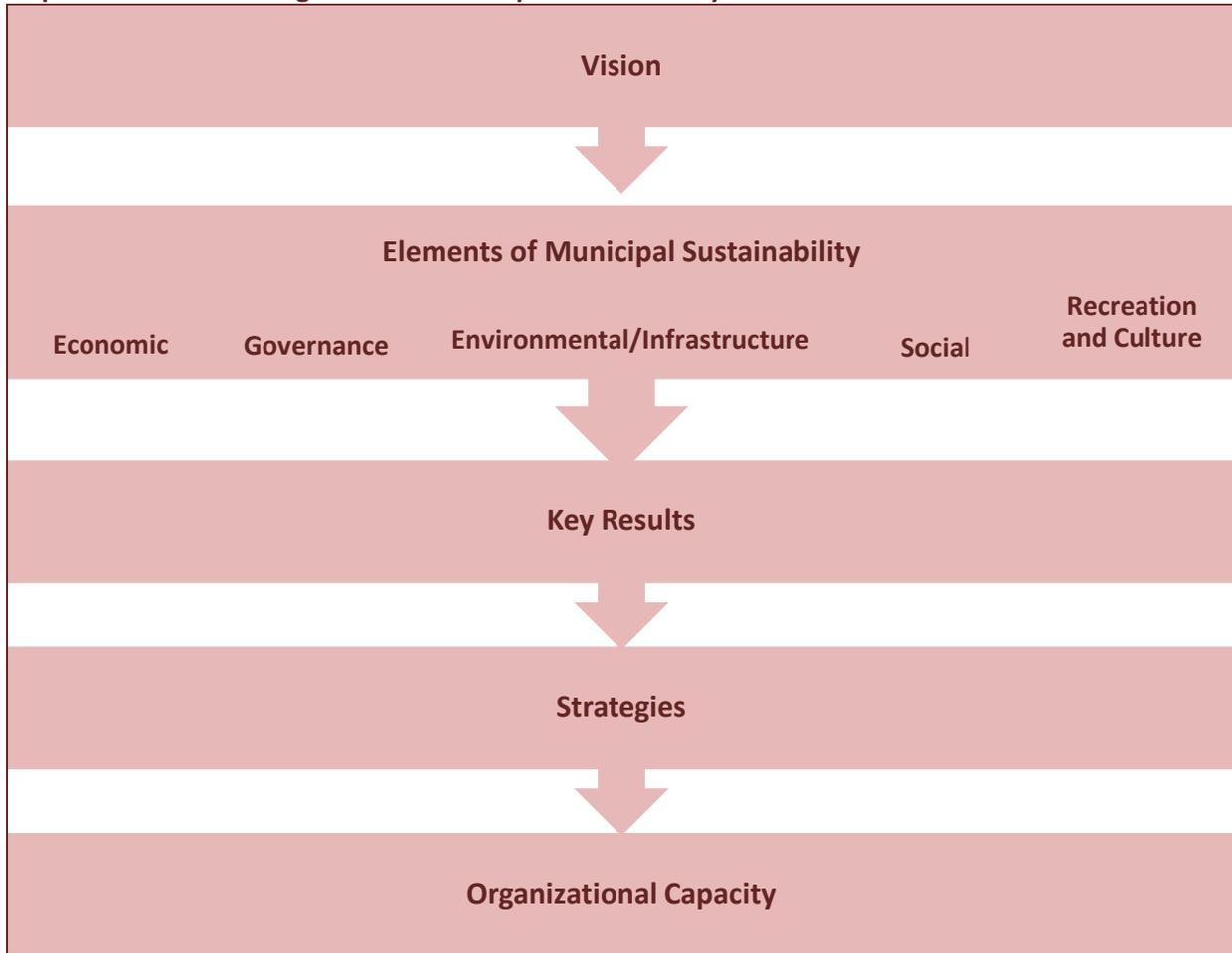
Included in the list of eligible projects are design and engineering services, vehicle purchase, construction and rehabilitation. In addition, the program may include barrier-free transportation initiatives to improve accessibility for seniors and persons with disabilities. As part of the agreement, municipalities are required to develop a Municipal Sustainability Plan by 2009. This long-range plan has five dimensions – economic, governance, environmental and infrastructure, social and recreation and culture - to be developed through public consultation and will provide direction to their Multi-Year Capital Infrastructure Plan. This plan is intended to be a guiding document to provide direction to 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.

## **1.3 Process**

In undertaking this Plan, the Town of Stettler has chosen to build upon its positive experiences and projects by examining the challenges and opportunities for the region through the lens of sustainability, with the intent of enhancing its operations to address new provincial and federal directions with respect to the five dimensions of sustainability. Through future policy directions, this will ultimately lead to a corporate strategy that will move the Town along the path toward a more sustainable future.

The Stettler Municipal Sustainability Plan was developed in five steps. The first of these steps was to review existing Council policy and initiatives including a review of the corporate vision and mission statements. Step 2 involved Council and Public Workshops which explored the concepts of sustainability and identified issues, needs and outcomes for the community. The outcome of the workshops resulted in the development of key results, strategies and actions for the community and municipal corporate team. These strategies and actions will be continually reviewed, amended, and implemented by the Town dependent upon the organizational capacity of the community and organization.

**Steps Involved in forming Stettler’s Municipal Sustainability Plan**



Stettler’s approach to developing its Municipal Sustainability Plan was to engage the community and its leaders to:

- ⇒ Build awareness and understanding of sustainability and of the framework for moving towards achieving successes;
- ⇒ Develop a clear vision of what Stettler will look like in the future;
- ⇒ Develop flexible strategies to progress from the current state where the objectives for the dimensions of sustainability are met;
- ⇒ Identify indicators that will help monitor the community’s progress;
- ⇒ Ensure that the broader community is engaged; and
- ⇒ Compile a Municipal Sustainability Plan document.

These broad challenges can be implemented only if the community has the political will to commit resources. It is Stettler’s intent to start with “low lying fruit”, easy first actions which demonstrate quick success to generate momentum. Often these first actions generate savings which can be invested in more challenging measures later.

## 1.4 Building Stettler's Municipal Sustainability Plan

In order to achieve a sustainable future for Stettler, the full Council, Chief Administrative Officer, and Department Heads met in a group session held on January 27, 2009 to take the initial steps to develop the Town of Stettler Municipal Sustainability Plan. The session was facilitated by Staff 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.

*Stettler January 27, 2009  
Council Workshop Summary  
Highlights Shown in Appendix A*

On March 18, 2009 the Town hosted a Town Hall Meeting which was facilitated by ZAP Municipal Consulting Inc. and which was attended by Town residents. 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 Stettler 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. This survey was also available at the Town Office and on the Town's web site during the month of March. A total of 28 surveys were completed and returned by March 31, 2009.

Following this planning session, ZAP Municipal Consulting undertook modifications to the strategies identified to link Stettler's Vision to a manageable number of strategies and the organizational capacity to achieve the key results and outcomes.

*Stettler March 18, 2009  
Town Hall Meeting Summary  
Highlights Shown in Appendix B*

Council was presented with a Draft Municipal Sustainability Plan on May 15 and June 9, 2009, which highlighted all issues identified by the public at the planning session. Council then prioritized the projects and identified project timelines.

*Community Survey Summary  
Highlights Shown in Appendix C*

The Final Draft of the Municipal Sustainability Plan was revised and presented to Council for information and circulation to the public on June 15, 2009.

## 2. The Community

### 2.1 Municipal Characteristics

The Town of Stettler is a vibrant community located in the “Heart of Alberta”, just 80 kilometres east of the City of Red Deer. The community is growing and has a thriving industrial and commercial tax base. The Town prides itself in having a local business base capable of serving a large trading area and maintaining Stettler as a regional centre for goods and supplies as well as a full complement of professional services. The Town is the largest center on Highway 12 between the Town of Lacombe and the Saskatchewan border. It is surrounded by the County of Stettler, and its market population draws along the Highway 12 Corridor and includes a full time population of 40,000 persons and a summer population (due to cottage development around Buffalo Lake) of just under 50,000 persons.



The Town has excellent connectivity to transportation networks. Highways 12 and 56 pass through the Town, with secondary highway connections to the Alberta North-South Trade Corridor and the Province of Saskatchewan. The municipally owned Stettler Airport is adjacent to the Town, with capabilities of supporting charter flights.



The Town is also served by rail. The east-west Central Western Railway line provides a link to the major rail lines operated by Canadian National Railway and Canadian Pacific Railway. The availability of spur lines for businesses that require rail transport for shipping makes Stettler an attractive site for future business development. The Town is also home to the “Alberta Prairie Steam Tours”, which bring over 25,000 tourists to the community each year. The tour runs from Stettler to Big Valley, along a former Canadian National Railway line.



The Town is an excellent location to service the oil and gas industry, particularly with respect to those industries that service natural gas installations including those producing coalbed methane from coal seams that are predominant throughout east central Alberta. Stettler is home to field offices of over 20 different oil and gas production companies.

The petroleum resource and agricultural industries are at the core of the Stettler Area’s economy. Stettler serves as home to many major supply and service companies geared towards these industries. There is also the continuing push to promote small local businesses in all economic areas, as well as local tourism, in an effort to promote greater economic stability for the region.



The Town of Stettler boasts a full range of essential and emergency services, with the local RCMP detachment, Hospital, Ambulance Service, and volunteer Fire Department being at the core of these. There are two medical clinics in town, as well as two Optometrists, three Dentists, and several chiropractic, physiotherapy and massage therapy clinics. Stettler also has a nursing home, as well as several senior’s retirement homes.

Stettler is well served by both public and separate schools. Headquartered in Stettler, Clearview Public Schools operates four schools within the community: Stettler Elementary School; Stettler Middle School; William E. Hay High School; and the Stettler Outreach School. The East Central Alberta Regional Catholic School Division operates the K-9 Christ-King Catholic School.



Stettler’s small town attitude also means that Stettler boasts a low crime rate, as well as a laid back, small town life style. It has a thriving arts community. Stettler hosts an annual music festival, country music jamboree and concerts in West Stettler Park. Also active in the community are the Heartland Arts Troupe, which produces local live theatre, and the Stettler Regional Band.

<b>General Statistics (2008)</b>	
Population	5,843
Number of Dwelling Units	2,268
Total Full Time Positions	43
Total Area of Municipality (hectares)	977
Length of all Open Roads Maintained (kilometers)	83
Water Mains Length (kilometers)	56
Wastewater Mains Length (kilometers)	51
Storm Drainage Mains Length (kilometers)	19

## 2.2 Corporate Strategic Planning

### Town of Stettler Mission Statement

*WE WILL PROVIDE  
A HIGH QUALITY OF LIFE  
FOR OUR RESIDENTS AND VISITORS  
THROUGH LEADERSHIP  
AND DELIVERY OF SUSTAINABLE  
EFFECTIVE, EFFICIENT AND  
AFFORDABLE SERVICES*

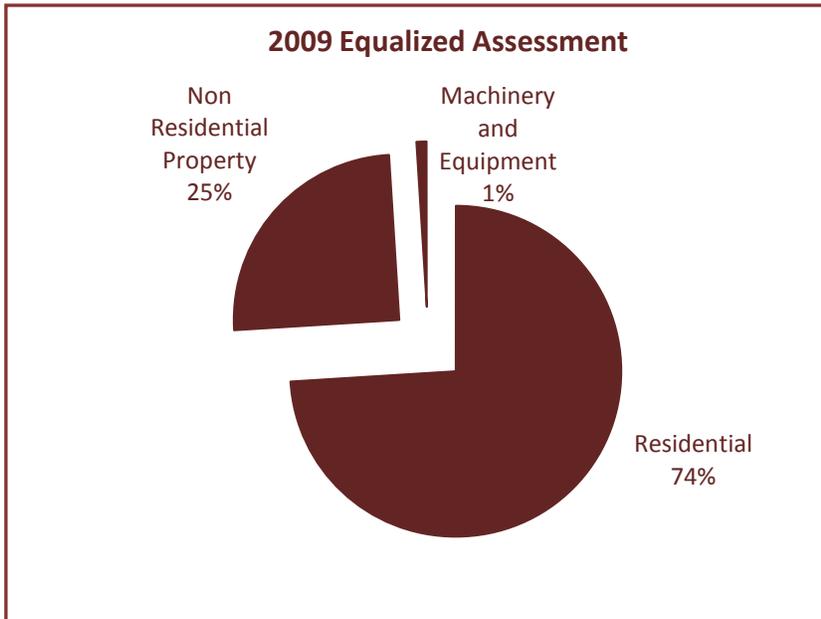
The Town's comprehensive strategic planning initiatives have allowed the Town to continually develop a long-term vision that will shape the Town today and into the future.

Over the years Council, the Chief Administrative Officer and Department Heads have met annually to prepare a goals and strategies list. Through the ranking of strategies and initiatives, Council and Staff took a proactive and comprehensive approach to planning for the future of the Town. These initiatives have allowed Staff to designate and allocate resources, with a goal at the end of the process to have a road map for future growth and development of the municipality.



### 2.3 Current State of the Economy

The Town of Stettler has achieved continued and sustained growth. With a current population of 5,843, the Town continues to see new projects related to institutional, commercial and industrial development. While the Town has a diversified tax base, residential assessment remains the largest component of the tax base, with nearly three quarters (3/4) of all assessed property within the Town coming from this assessment class.



The Town of Stettler supports the Stettler Board of Trade and Community Development. This organization is an association of businesspersons united to protect and promote business and commercial interests in the Stettler area. The Board of Trade and its volunteers work to maintain a robust and balanced economy, as well as preserve the free enterprise atmosphere and overall quality of life in the community.

**Economic Sustainability – Existing Condition**

- Continued Marketing Town as Regional Centre
- Development of Variety of Land Holdings
- Town’s Strong Financial Position

The Town’s Planning and Development Department provides a variety of services pertaining to the management of growth and development of the Towns's land base. These services include the preparation and implementation of statutory plans, review and processing of development related applications, and management of the Town’s land holdings.

## 2.4 How the Town is Governed

The citizens of Stettler elect a Mayor and six Councilors to represent them, each serving a three-year term. Governed by the Municipal Government Act, the Council enacts legislation on issues of economic activity, safety, health, recreation, community services, transportation and utilities among others.

**Governance Sustainability  
Existing Condition**

Excellent Inter-municipal Relations  
Stable and Capable Staff

The Town participates in many inter-municipal projects with respect to municipal service provision. It has and will continue to investigate ways to promote regional partnerships where applicable.

The Town employs 43 full time employees, as well as numerous part-time and seasonal employees and contractors. The Town employs a Chief Administrative Officer, who is supported by the following departments: Finance and Administration, Parks and Leisure Services, Planning and Development Services, Operational Services and the Regional Fire Chief and Deputy Fire Chief.

### Distribution of Each Municipal Tax Dollar Collected

Municipal Service Function	%
Legislative	<1%
Administration	6%
Protective Services	14%
Transportation	23%
Water and Wastewater	23%
Solid Waste	3%
Public Health and Welfare	<1%
Subdivision Land Development	9%
Planning and Development Services	1%
Recreation, Culture and Parks	20%
Total	100%

## 2.5 Stettler’s Environment and Infrastructure

### Water and Wastewater Services

The Town of Stettler currently operates its own water and wastewater system. The Town currently sells water to other communities (Highway 12/21 Regional Water Services Commission, Botha, Gadsby Water Coop), and will be expanding its facilities to sell water to member municipalities of the Shirley McClellan Regional Water Services Commission throughout east central Alberta.

Wastewater disposal for the Town is undertaken through a system of mains consisting of both gravity and lines utilizing lift stations. Wastewater is collected at lagoons located north of the Town, and treated wastewater is eventually released to Red Willow Creek.

### **Environment and Infrastructure Sustainability – Existing Condition**

Water Treatment Plant  
Constructed Wetlands  
Water Pumphouse  
Regional Landfill  
Solid Waste Recycling  
Red Willow Creek  
West Stettler Ponds  
Road Network  
Sidewalks  
Stettler Airport

### Solid Waste Services

The Town is a member of the Stettler Waste Management Authority, which operates a regional landfill near Donalda and a transfer station adjacent to the Town’s northeast boundary. The transfer station accepts solid waste from Town households and businesses, and also acts as a recycling depot. Residents in the community are serviced by a curbside recycling system which enables residents to recycle: paper, cardboard, plastics, glass and household metal.

### Stormwater Management

The Town continually strives to improve stormwater management, through improvements to the 19.4 kilometres of stormwater facilities.

### Transportation Facilities

The Town currently maintains 82.64 kilometres of streets, many kilometres of sidewalks, and the Stettler Airport (in cooperation with the County).

### Cemetery

The Town operates the Lakeview Cemetery.

## 2.6 Social Services offered in the Community

The Town of Stettler is home to and is a regional centre to numerous social service facilities. The Town currently provides Emergency Management Services, Emergency Medical Services, Family and Community Support Services, Senior’s and Social Housing (via the County of Stettler Housing Authority), Fire and Bylaw Enforcement services to its residents.

The Town continues to support organizations that provide social and educational services. These organizations include the Stettler and District Agricultural Society, Alberta Health Services, Clearview Public Schools, East Central Alberta Regional Catholic Schools, Big Country Educational Consortium, and Red Deer College, Heartland Youth Centre, and the Stettler Regional Day Care Centre.

### Emergency Management Services

The Town, in partnership with the County, has an Emergency Management Team, comprised of staff, contracted agencies, and Mutual Aid partners.

### Emergency Medical Services

Advanced Life Support ambulance service is available to all residents of Stettler. The Stettler and District Ambulance Association currently provide Advanced Life Support (ALS) and Basic Life Support (BLS) ambulance services to Stettler’s residents.

### Family and Community Support Services

Family Community and Support Services (FCSS) is a program between the province and local municipalities with the objective of building strong communities through prevention, self-help and volunteerism. The Town and County are partners in the Stettler and District FCSS.

### Fire Services

The Town, in cooperation with its municipal partners, utilizes the services of a regional fire chief and deputy fire chief, and operates its own fire Service with one hall and approximately 25 volunteer firefighters.

### Bylaw Enforcement

The Town provides bylaw enforcement and animal control services via contract to a private agency.

### Beautification Committee

The Beautification Committee consists of both Council and public-at-large members, and strives to identify projects which will enhance the visual appearance of the community.

**Social Infrastructure Sustainability  
Existing Condition**

Ambulance Station  
 Fire Hall and Apparatus  
 Performing Arts Centre  
 Public and Separate Schools  
 Big Country Educational Consortium  
 Family and Community Support Services  
 Seniors and Social Housing  
 RCMP  
 Animal Control/Bylaw Enforcement  
 Heartland Youth Centre  
 Stettler Regional Day Care  
 Stettler Health Centre  
 Stettler Home Care  
 Legion Hall  
 Churches of Stettler (13)

## 2.7 Stettler’s Recreation and Culture Facilities and Programs

Stettler’s recreation and leisure services enrich the lifestyle of its residents and plays an important role in adopting and implementing the principles of active living. The department provides opportunities for citizens to access physical recreation and leisure facilities and programs and supports volunteers and community development. The Town provides both facilitation and coordination for its leisure and recreation system, as well as fostering and developing municipal partnerships and community engagement.

### Library Services

The Town, in cooperation with the County of Stettler, operates a library which is located in the Stettler Recreation Centre. The Town contributes financially to the Parkland Regional Library System (PRLS). PRLS provides human and material support services as needed by libraries servicing Town citizens.

### Municipal Open Spaces

Municipal Open Spaces are important to the fabric and well being of the Town. The Town provides open space services through the following programs: construction and maintenance of tot lots and playgrounds; trail and open space development; outdoor sports fields; water spray park; and campground operation.

### Stettler Recreation Centre

The Stettler Recreation Centre contains two regulation size ice surfaces, a lane and leisure pool with waterslide, fitness centre, public library, concession, meeting rooms and a multi-purpose room.

### **Recreation and Culture Infrastructure Sustainability – Existing Condition**

Community Hall  
Water Spray Park  
Stettler Recreation Centre  
West Stettler Park  
Library  
Paved Trail Network  
Memorial Tree Park  
Tennis Courts  
Stettler Curling Club  
Heartland Bowling Centre  
Stettler Golf Course  
Seniors Drop In Centre  
Stettler Agricultural Society

### **3. Key Issues and Opportunities Identified by the Community**

#### **3.1 Economic and Development Initiatives**

##### **Economic Issues and Opportunities Identified by Council**

- ◆ Communications and Marketing:
  - ⇒ Promote various business types and recognize that they have different “flavours”;
  - ⇒ Utilize radio contract;
  - ⇒ Better utilize website to promote Town; and
  - ⇒ Market the Summer Villages and proximity to Buffalo Lake.
  
- ◆ Develop Town Land:
  - ⇒ Have serviced land available for purchase;
  - ⇒ Develop a mobile home subdivision;
  - ⇒ Undertake new area structure plans for annexed land;
  - ⇒ Enhance developable land;
  - ⇒ Encourage highway commercial development; and
  - ⇒ Have an inventory of town-owned land.

##### **Economic Opportunities identified at the Town Hall Meeting**

- ◆ Downtown Revitalization:
  - ⇒ Spruce up downtown buildings;
  - ⇒ Improve signage on north end of Main Street; and
  - ⇒ Downtown theme.
  
- ◆ Economic Development Plan:
  - ⇒ Target major industries;
  - ⇒ Develop incentive program;
  - ⇒ Advertise in other regions;
  - ⇒ Promote Stettler as a regional centre; and
  - ⇒ Promotion of west end businesses.
  
- ◆ Improve and Promote our Quality of Life:
  - ⇒ Develop town-wide event;
  - ⇒ Engage business owners;
  - ⇒ Sell what we have;
  - ⇒ Make business directory more user friendly; and
  - ⇒ Reduce lot prices to encourage development.

**Highlights of Survey Results**

QUESTIONS RELATED TO ECONOMIC SUSTAINABILITY	
<p><b>Improve Communications and Marketing</b></p> <p>✓ Over 80% of respondents agreed with the town improving communications and marketing.</p>	<p><b>Develop Town-owned Land</b></p> <p>✓ While over 60% of the respondents agreed with developing town-owned land, a large percentage responded “do not know”.</p>
RESPONSE HIGHLIGHTS	
<p><b>What should be promoted?</b></p> <p>⇒ Promote businesses for destination shopping.</p> <p>⇒ Continue to host community events.</p> <p>⇒ Move to Stettler . . . Visit Stettler.</p> <p>⇒ Improve signage and image.</p>	<p><b>What types of residential lands are needed in the community?</b></p> <p>⇒ Condo’s, town-houses and apartments . . . look at Stettler’s demographics.</p> <p>⇒ Encourage private land development through financial incentives.</p> <p>⇒ Mobile homes . . . low income housing.</p> <p>⇒ Still demand for large “estate” style housing . . . Meadowlands by the Park.</p>
RESPONSE HIGHLIGHTS	
<p><b>How should we do this?</b></p> <p>⇒ Signage improvements so visitors can find facilities.</p> <p>⇒ Official “Facebook” page for internet users.</p> <p>⇒ Use of a hired communications person.</p>	<p><b>What types of industrial and commercial lands are needed?</b></p> <p>⇒ Retail . . . including redevelopment of downtown land.</p> <p>⇒ Heavy industrial area.</p> <p>⇒ Highway commercial lands for more big box or “common style” stores.</p>

## 3.2 Governance

### **Governance Issues and Opportunities Identified by Council**

- ◆ Council Recruitment and Retention:
  - ⇒ Utilize focus groups;
  - ⇒ Engage public and encourage them to run in elections;
  - ⇒ Engage public and encourage them to participate on committees;
  - ⇒ Further utilize Town/public interaction at the Trade Show; and
  - ⇒ Reduce barriers to being a Councilor.
  
- ◆ E-Government:
  - ⇒ Digital archiving, making more information available to public on the web site;
  - ⇒ Producing digital Council agendas;
  - ⇒ Councilor availability by e-mail; and
  - ⇒ E-Commerce.

### **Governance Opportunities identified at the Town Hall Meeting**

- ◆ Utilization of Focus Groups:
  - ⇒ Utilize transactional volunteerism;
  - ⇒ Involve youth;
  - ⇒ Ensure focus groups are listened to and considered;
  
- ◆ Direct Contact to Encourage Individuals to become Councilors:
  - ⇒ Tell people the exact commitment including hours;
  - ⇒ Target people who don't have family commitments;
  - ⇒ Use of media and trade show advertising; and
  - ⇒ Approach 30+ generation directly.
  
- ◆ Celebration of Successes:
  - ⇒ Promote and celebrate every success;
  - ⇒ Better information of meetings posted around town; and
  - ⇒ Work with the schools (i.e. leisure centre project).
  
- ◆ Work on Educating Public:
  - ⇒ Hold education events prior to the municipal elections;
  - ⇒ Utilize trade show; and
  - ⇒ List Council and committees in paper and on web page.

**Highlights of Survey Results**

QUESTIONS RELATED TO GOVERNANCE SUSTAINABILITY	
<p><b>Council Recruitment and Retention</b></p> <p>✓ While 88% of respondents agreed with the need to encourage people to run in elections, there was no consensus with how to do it.</p>	<p><b>Deliver E-Government Services</b></p> <p>✓ Answers appear split along demographic lines, with just over ½ of respondents agreeing with this initiative, with the other half being unsure or disagreeing with this initiative.</p>
RESPONSE HIGHLIGHTS	
<p><b>How could we encourage people to run to be Mayor or Town Councilor?</b></p> <p>⇒ More incentives . . . develop a concise package about what is involved.</p> <p>⇒ Education before elections.</p> <p>⇒ Target younger persons . . . develop a mentorship program.</p>	<p><b>What services would you like to see delivered and/or accessible via the internet?</b></p> <p>⇒ Look up property tax notice, pay bills, buy a dog or cat license, take out a permit.</p> <p>⇒ Participate in social media.</p> <p>⇒ Meeting announcements, agendas, maps, etc.</p>

### 3.3 Environment and Infrastructure

#### **Environment and Infrastructure Issues and Opportunities Identified by Council**

- ◆ Green Policies:
  - ⇒ Rain Barrel Program;
  - ⇒ Solid waste recycling;
  - ⇒ Utilization of alternative energy;
  - ⇒ Eco-friendly fleet and practices;
  - ⇒ Water restrictions; and
  - ⇒ Garbage limits.
  
- ◆ Infrastructure Projects:
  - ⇒ Downtown streetscape;
  - ⇒ Cemetery Road paving;
  - ⇒ Fire Hall expansion;
  - ⇒ Redwillow Creek drainage improvements;
  - ⇒ New highway entrance signs;
  - ⇒ Tower Road upgrades; and
  - ⇒ Stormwater infrastructure improvements.

#### **Environment and Infrastructure Opportunities Identified at the Town Hall Meeting**

- ◆ Green Initiatives Not Previously Identified:
  - ⇒ More garbage receptacles and dog poop bags in park areas;
  - ⇒ Better hours for transfer station and landfill;
  - ⇒ Increased toxic round up frequency;
  - ⇒ Use of solar and wind energy;
  - ⇒ Reuse store;
  - ⇒ Incentive for new commercial construction; and
  - ⇒ Recycling depot within town.
  
- ◆ Infrastructure Initiatives Not Previously Identified:
  - ⇒ Request that Alberta Transportation establish a transitional 80 kilometre per hour zone at highway entrances;
  - ⇒ Rerouting Highway 12 and 56;
  - ⇒ Intersectional improvements on highways (West End Esso; 4-way stop at south end of Main Street);
  - ⇒ Walkway behind West Stettler / 62 Street; and
  - ⇒ More trees in West Stettler Park (and more benches and need for washrooms).

**Highlights of Survey Results**

QUESTIONS RELATED TO ENVIRONMENTAL AND INFRASTRUCTURE SUSTAINABILITY	
<p><b>Develop Green Policies</b></p> <p>✓ There was 100% support for the town developing green policies.</p>	<p><b>Undertaking Infrastructure Projects</b></p> <p>✓ Over 85% of respondents agreed with the Town undertaking infrastructure projects, although three projects (Downtown Streetscape Improvements, New Highway Entrance Signs, and Redwillow Creek Drainage Improvements), ranked the highest.</p>
RANKING OF INITIATIVES	
<p><b>Green Initiatives</b></p> <p>⇒ Highly rated initiatives include solid waste recycling, utilization of alternative energy, and a rain barrel program.</p> <p>⇒ The lowest rated initiatives include water restrictions and garbage limits.</p>	<p><b>Infrastructure Improvements</b></p> <p>⇒ Highly rated initiatives include downtown streetscape, new highway entrance signs and Redwillow Creek drainage improvements.</p> <p>⇒ The lowest rated initiatives include paving/upgrading Cemetery Road, fire hall expansion and Tower Road upgrades.</p>
RESPONSE HIGHLIGHTS	
<p><b>Green Initiatives</b></p> <p>⇒ Curbside recycling . . . is great but what about commercial recycling?</p> <p>⇒ Conversion of town fleet to natural gas.</p> <p>⇒ Water conservation strategy.</p>	<p><b>Infrastructure Improvements</b></p> <p>⇒ Demolish the pool.</p> <p>⇒ Multiple responses for not undertaking Cemetery Road improvements.</p> <p>⇒ Drainage is important.</p>

### 3.4 Social

#### **Social Issues and Opportunities Identified by Council**

- ◆ Improve Health Care:
  - ⇒ Attract and retain staff;
  - ⇒ Improve facilities;
  - ⇒ Professional centre;
  - ⇒ Seniors and assisted housing; and
  - ⇒ Training.
  
- ◆ Enhance Post Secondary Education:
  - ⇒ Regional firefighter training centre;
  - ⇒ Specialty schools (i.e. culinary, beautician, trades, arts, etc.);
  - ⇒ Adult education; and
  - ⇒ Post secondary programs.

#### **Social Issues and Opportunities identified at the Town Hall Meeting**

- ◆ Seniors Social Centre:
  - ⇒ A more accessible centre would attract additional users; and
  - ⇒ Need a central location on one level.
  
- ◆ Seniors and Handicapped Housing:
  - ⇒ Housing for disabled that do not fall into “seniors” category; and
  - ⇒ Assisted group homes.
  
- ◆ Health Care:
  - ⇒ Parking for medical centers;
  - ⇒ General practitioners are okay but we need more;
  - ⇒ Medical centre with pharmacy, all-inclusive including parking;
  - ⇒ Professional Clinic/Professional Centre – stores, retirement condominiums, professionals.
  
- ◆ Continue to Seek Post Secondary Partnerships:
  - ⇒ Become an e-learning centre; and
  - ⇒ Seek partnerships with Red Deer College, NAIT, and SAIT;
  
- ◆ Youth and Child Care:
  - ⇒ Safe House-child youth services shelter/centre (4-8 beds for emergency age 12-20);
  - ⇒ More day care spaces needed; and
  - ⇒ Partner with the schools for before and after school care.
  
- ◆ More RCMP:
  - ⇒ Additional community presence.

**Highlights of Survey Results**

QUESTIONS RELATED TO SOCIAL SUSTAINABILITY	
<p><b>Improve Health Care</b></p> <p>✓ There was 100% support for the town assisting with improving health care.</p>	<p><b>Enhance Post Secondary Education</b></p> <p>✓ Nearly 80% of respondents agreed with the Town assisting to enhance post-secondary education.</p>
RESPONSE HIGHLIGHTS	
<p><b>What health services are needed in Stettler?</b></p> <ul style="list-style-type: none"> <li>⇒ More medical staff, which includes . . . doctors, doctors, and more doctors.</li> <li>⇒ Walk in clinic.</li> <li>⇒ MRI, Ultrasound, and CT.</li> </ul> <p><b>What health facilities are needed in Stettler?</b></p> <ul style="list-style-type: none"> <li>⇒ WALK IN CLINIC . . .</li> </ul> <p><b>What types of senior health services are needed in the community?</b></p> <ul style="list-style-type: none"> <li>⇒ Counselling.</li> </ul> <p><b>What types of seniors housing are needed in the community</b></p> <ul style="list-style-type: none"> <li>⇒ Dementia housing</li> <li>⇒ Assisted living.</li> </ul>	<p><b>What post secondary services are lacking in the community?</b></p> <ul style="list-style-type: none"> <li>⇒ Strengthen links with Red Deer College or Augustana . . . continue developing a Red Deer College cohort in Stettler . . . partner with Clearview Public Schools to enhance post secondary opportunities.</li> <li>⇒ We should have or be partnered with a community college.</li> <li>⇒ The persons who disagreed with this initiative believe that Stettler is well served by Camrose and Red Deer.</li> </ul>

### 3.5 Recreation and Culture

#### **Recreation and Culture Issues and Opportunities Identified by Council**

- ◆ Further Park Development:
  - ⇒ Spray Park Improvements – Shade and Concession;
  - ⇒ Toboggan Hill Safety and Suitability;
  - ⇒ Downtown Public Square;
  - ⇒ Washrooms at West Stettler Park;
  - ⇒ Stettler Recreation Centre;
  - ⇒ West Stettler Sports Park; and
  - ⇒ Pathways
  
- ◆ Development of a New Seniors Centre:
  - ⇒ Find project champion;
  - ⇒ Assist with grant applications; and
  - ⇒ Find suitable location for the facility.
  
- ◆ Addition of a School Fieldhouse:
  - ⇒ Develop a building with changerooms for sports teams; and
  - ⇒ Include space for multi uses.
  
- ◆ Enhance Arts Programs:
  - ⇒ Promotion of local artists; and
  - ⇒ Host an arts symposium.

#### **Recreation and Culture Opportunities identified at the Town Hall Meeting**

- ◆ Recreation Initiatives Not Previously Identified:
  - ⇒ Indoor soccer facility;
  - ⇒ Skate park;
  - ⇒ Heat spray park water;
  - ⇒ More parking at Stettler Recreation Centre;
  - ⇒ Fieldhouse (walking/running track, indoor soccer, etc.);
  - ⇒ Demolish old swimming pool;
  
- ◆ Additional Recreation and Culture Initiatives Identified:
  - ⇒ Support to Heartland Youth Centre;
  - ⇒ Advertise West Stettler Park more;
  - ⇒ Utilize and support Kidsport, Daycare and Heartland Youth Centre to greatest extent possible.

**Highlights of Survey Results**

QUESTIONS RELATED TO RECREATION AND CULTURAL SUSTAINABILITY	
<p><b>Further Park Development</b></p> <ul style="list-style-type: none"> <li>✓ There was over 90% support for further park development being undertaken in the Town.</li> </ul> <p><b>Ranking of Projects</b></p> <ul style="list-style-type: none"> <li>⇒ Highly rated initiatives include washrooms at West Stettler Park, Spray Park improvements including shade and concession, and pathways.</li> <li>⇒ The lowest rated initiatives include toboggan hill safety and improvements and downtown public square.</li> </ul> <p><b>Comments Concerning Further Park Development</b></p> <ul style="list-style-type: none"> <li>⇒ Park on the east side of Town to improve walkability.</li> <li>⇒ Mow weeds along creek and plant grass.</li> <li>⇒ Plant more trees and develop more trails.</li> <li>⇒ West Stettler Sports Park should be a priority.</li> </ul>	<p><b>Build a Seniors Centre</b></p> <ul style="list-style-type: none"> <li>✓ Less than 40% support the building of a seniors centre in the community.</li> </ul> <p><b>Do You Have Suggestions for its Location?</b></p> <ul style="list-style-type: none"> <li>⇒ Downtown, land near West Stettler Park, Legion and Stettler Recreation Centre.</li> </ul> <p><b>Comments Concerning Seniors Centre</b></p> <ul style="list-style-type: none"> <li>⇒ Few people will benefit by this.</li> <li>⇒ Assisted living and programming that involves them in community life.</li> </ul>
<p><b>School Field House</b></p> <ul style="list-style-type: none"> <li>✓ 50% of respondents agreed with undertaking this initiative</li> </ul> <p><b>Comments Concerning School Field House</b></p> <ul style="list-style-type: none"> <li>⇒ The facility should serve more than just football.</li> <li>⇒ We support other minor sports. We should support this.</li> </ul>	<p><b>Arts Programs</b></p> <ul style="list-style-type: none"> <li>✓ 50% of respondents agreed with supporting arts initiatives.</li> </ul> <p><b>Comments Concerning Arts Programs</b></p> <ul style="list-style-type: none"> <li>⇒ The Town should provide financial support to the arts.</li> <li>⇒ Continue to support art walk and continue to build upon existing initiatives such as “Paint It”, music, drama and art.</li> </ul>

## 4. Corporate Prioritization of Identified Issues and Opportunities

Town Council and Administration, in reviewing all of the issues and opportunities identified by the community, has determined that future initiatives undertaken by the Town of Stettler must . . . . .

- ✓ Encourage a strong local economy;
- ✓ Help towards building a complete community that utilizes local resources, land and infrastructure; and
- ✓ Promote a healthy environment.

While the list of identified opportunities is great, the organizational capacity to undertake all the initiatives is limited. Realistically, the municipality can undertake one to two actions/tasks per year within each of the identified sustainability elements. Additional actions/tasks, or portions thereof, can be initiated and/or undertaken as staffing and opportunities present themselves.

In looking at future initiatives for each of the elements of sustainability, Council prioritized initiatives. First, there are the ongoing or in-progress initiatives, which require the attention of Staff and/or Council. The short term priorities identified are either projects that are currently being undertaken or will be considered for implementation within the next year or two, dependent upon resources of the Town and of the capacity of staff and the community to undertake the project. The medium term projects are projects that cannot be undertaken at this time, however will be annually reviewed by Council and Administration to determine if the project can be moved onto the short term list or if interim measures can be undertaken to assist with the issues or matters at hand.

### 4.1 Priority Economic and Development Projects

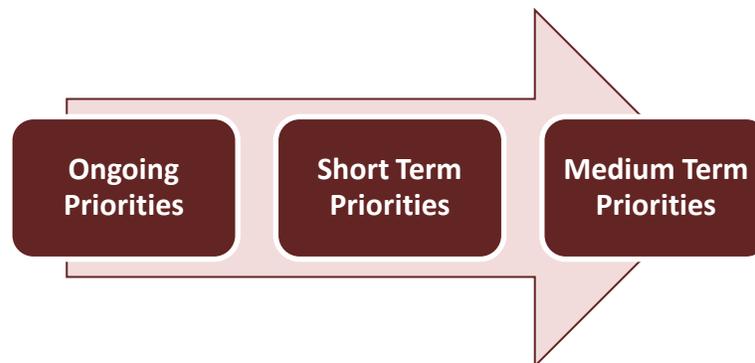
#### Economic Projects for Council to Address

1. Ongoing or In-progress Priorities
  - a. Downtown Revitalization
  - b. Develop Area Structure Plans on Annexed Lands
  - c. Improve Quality of Life by Promoting Annual Events
2. Short Term (2009-2010) Priorities
  - a. Attracting New Industries and Businesses
  - b. Provide Opportunities for Mobile Home Development
  - c. Improve Communication and Marketing within the Community
3. Medium Term (2010 and Beyond) Priorities
  - a. Revamp Community Improvement Policy
  - b. Provide Opportunities for Estate Style Lots

## 4.2 Priority Governance Projects

### Governance Projects for Council to Address

1. Ongoing or In-progress Priorities
  - a. Promote Community's Successes
2. Short Term (2009-2010) Priorities
  - a. Improve On-line Services
  - b. Council Mentoring and Education
  - c. Development of Enhanced Governance Policy
3. Medium Term (2010 and Beyond) Priorities
  - a. Promotion of "Transactional Volunteerism"
  - b. Promote Community's Successes



## 4.3 Priority Environment and Infrastructure Projects

### Environment and Infrastructure Issues for Council to Address

1. Ongoing or In-progress Priorities
  - a. Construction of New Highway Entrance Signs
  - b. Redwillow Creek Drainage Improvements
2. Short Term (2009-2010) Priorities
  - a. Delivery of New Environmental Programs and Services (low flow fixtures, rainwater harvesting, landscaping)
  - b. Centennial Pool Demolition
3. Medium Term (2010 and Beyond) Priorities
  - a. Highway 12 and Highway 56 Improvements
  - b. Use of Alternative Energy within Municipal Facilities

#### 4.4 Priority Social Projects

##### **Social Issues for Council to Address**

1. Ongoing or In-progress Priorities
  - a. Enhance RCMP Presence in Community
2. Short Term (2009-2010) Priorities
  - a. Development of a Medical Professional Centre
  - b. Expanding Education Partnerships within the Community
3. Medium Term (2010 and Beyond) Priorities
  - a. Provision of Housing for Disabled and Senior Citizens.
  - b. Construction of Dementia Housing.
  - c. Providing New Post Secondary Opportunities.
  - d. Provision of Additional Day Care and After School Care.
  - e. Construction of a Safe House for Youth.

**THE TOWN WILL FOCUS ON KEY INITIATIVES  
AND SET REALISTIC TARGETS AND OBJECTIVES**

#### 4.5 Priority Recreation and Culture Projects

##### **Recreation and Culture Projects for Council to Address**

1. Ongoing or In-progress Priorities
  - a. Continued Pathway and Park Expansion (includes landscaping improvements).
2. Short Term (2009-2010) Priorities
  - a. Construction of West Stettler Sports Park.
3. Medium Term (2010 and Beyond) Priorities
  - a. Providing Funding to Arts Programs and Events.
  - b. Construction of a School Field House at the Stettler School Complex.
  - c. Revitalization of the Stettler Recreation Centre.
  - d. Construction of an Indoor Soccer Facility.
  - e. Construction of a New Seniors Centre.

## 5. Stettler’s Action Plan – Short Term Priorities

### 5.1 Economic and Development Strategies for 2009 and 2010

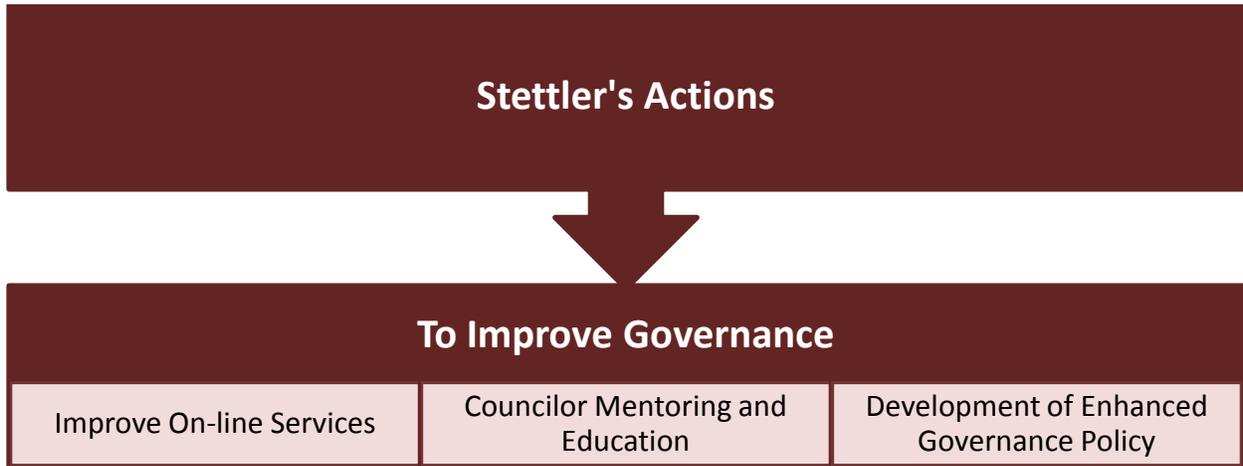


Economic and Development Initiatives			
Strategic Priority – Attracting New Industries and Businesses			
Key Results			
<ul style="list-style-type: none"> <li>▪ New Industries and Businesses will be Created in the Community</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>▪ The Town will seek assistance from the Stettler Board of Trade to take a lead role in this project.</li> </ul>	Council	3 <sup>rd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ Community and regional awareness will be promoted by the Town through a variety of mediums.</li> </ul>	Board of Trade with Support from Corporate Services	4 <sup>th</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ Identify market opportunities to attract new businesses and assist existing businesses to expand.</li> </ul>	Board of Trade	4 <sup>th</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ The Town will identify potential areas for new businesses and assess infrastructure capabilities.</li> </ul>	Planning and Development & Operations	1 <sup>st</sup> Qtr 2010	
<ul style="list-style-type: none"> <li>▪ A business attraction and retention strategy will be created.</li> </ul>	Board of Trade	2 <sup>nd</sup> Qtr 2010	
<ul style="list-style-type: none"> <li>▪ Develop a benchmarking and performance monitoring system to assess</li> </ul>	Planning and Development	4 <sup>th</sup> Qtr 2010	

<b>Economic and Development Initiatives</b>			
<b>Strategic Priority – Provide Opportunities for Mobile Home Development</b>			
Key Results			
<ul style="list-style-type: none"> <li>An Inventory of Lots Available for Mobile Homes will be Created in the Community</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Identify suitable locations for mobile home subdivision development within the community.</li> </ul>	Planning and Development	3 <sup>rd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>Investigate costs of providing services to the properties identified.</li> </ul>	Operations	4 <sup>th</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>Initiate discussions with landowners of lands identified for mobile home development.</li> </ul>	Planning and Development	4 <sup>th</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>If interest exists from landowners, identify ways for municipality to assist in facilitating developing the lands.</li> </ul>	Planning and Development & Operations	1 <sup>st</sup> Qtr 2010	

<b>Economic and Development Initiatives</b>			
<b>Strategic Priority – Improve Communication and Marketing within the Community</b>			
Key Results			
<ul style="list-style-type: none"> <li>Establishing and Communications Policy / Position</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Assess current communication policy and means of communication with the public and others.</li> </ul>	Corporate Services	3 <sup>rd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>Assess organizational structure to determine if human resources can be assigned the task of communicating with the public.</li> </ul>	Corporate Services	3 <sup>rd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>Inventory directional signage within community to determine gaps and needs.</li> </ul>	Operations	4 <sup>th</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>Determine information requirements of citizens and others.</li> </ul>	Corporate Services	4 <sup>th</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>Develop a promotions and marketing strategy for the municipality.</li> </ul>	Corporate Services	1 <sup>st</sup> Qtr 2010	
<ul style="list-style-type: none"> <li>Enhance communication through better utilization of the municipal web site and radio advertising.</li> </ul>	Corporate / Contracted Services	2 <sup>nd</sup> Qtr 2010	
<ul style="list-style-type: none"> <li>Install additional directional signage where warranted in the community.</li> </ul>	Operations	2 <sup>nd</sup> Qtr 2010	

5.2 Governance Strategies

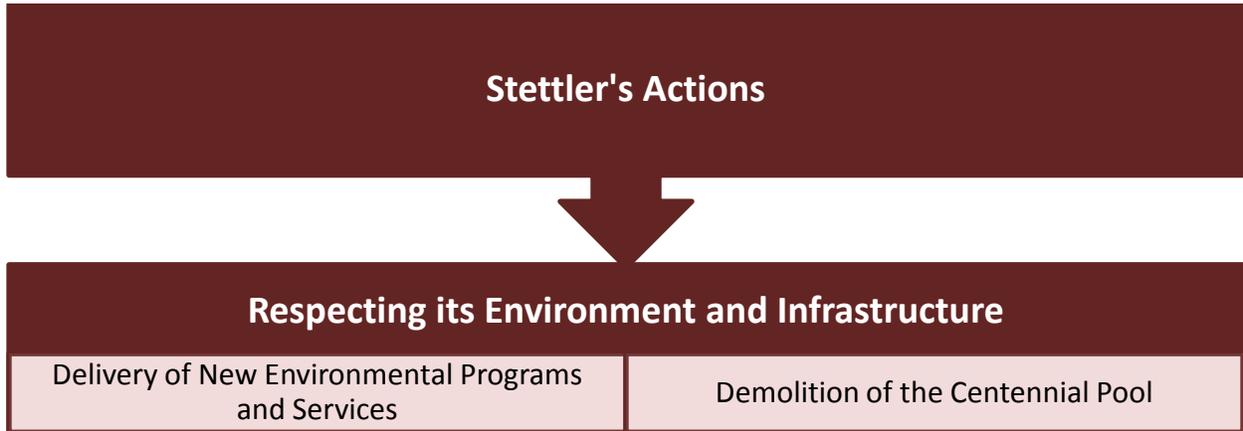


Governance Initiatives			
Strategic Priority – Improve On-line Services			
Key Results			
<ul style="list-style-type: none"> <li>▪ Residents will have Greater Access to Information and Services via the Internet</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>▪ Provision of notebook computers to Council and initiation of “paperless” agendas.</li> </ul>	Corporate Services	3 <sup>rd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ Provide up-to-date Council Agendas and Minutes on the web site.</li> </ul>	Corporate Services	3 <sup>rd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ Determine if a “discussion forum” can be created to discuss Council agenda items.</li> </ul>	Corporate Services	3 <sup>rd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ Determine which municipal processes can be automated and provided via the internet.</li> </ul>	Corporate Services	4 <sup>th</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ Implement on-line services and sales.</li> </ul>	Corporate / Contracted Services	2 <sup>nd</sup> Qtr 2010	

<b>Governance Initiatives</b>			
<b>Strategic Priority – Councilor Mentoring and Education</b>			
Key Results			
<ul style="list-style-type: none"> <li>▪ Council will Foster Leadership through Educating the Public</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>▪ Continued use of annual trade show to promote Town and Council initiatives.</li> </ul>	Council / All Managers	-	
<ul style="list-style-type: none"> <li>▪ Councilors to host “come and go” sessions prior to municipal nomination day – one in February or March, with the other session occurring in May and June.</li> </ul>	Council	1 <sup>st</sup> and 2 <sup>nd</sup> Qtr 2010	
<ul style="list-style-type: none"> <li>▪ Mayor to host “come and go” session prior to municipal nomination day in September.</li> </ul>	Mayor	3 <sup>rd</sup> Qtr 2010	
<ul style="list-style-type: none"> <li>▪ Use of newspaper and radio media to promote Council and public committees.</li> </ul>	Corporate Services	-	

<b>Governance Initiatives</b>			
<b>Strategic Priority – Development of Enhanced Governance Policy</b>			
Key Results			
<ul style="list-style-type: none"> <li>▪ The Public will become More Involved in Municipal Activities.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>▪ The municipality will identify all areas where public involvement in the creation and delivery of programs and services would be beneficial.</li> </ul>	Corporate Services	3 <sup>rd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ Policy concerning the use of focus groups will be developed.</li> </ul>	Corporate Services	1 <sup>st</sup> Qtr 2010	

5.3 Environment and Infrastructure Strategies



Environment and Infrastructure Initiatives			
Strategic Priority – Delivery of New Environmental Programs and Services			
Key Results			
<ul style="list-style-type: none"> <li>▪ The Town will deliver an enhanced low flow fixture program, a rainwater harvesting program, and a landscaping program.</li> </ul>			
Strategies	Who	When	Budget
▪ The Town will research municipal best practices respecting the programs identified.	Operations	3 <sup>rd</sup> Qtr 2009	
▪ Staff will prepare a program overview and business case respecting delivery of services.	Operations	4 <sup>th</sup> Qtr 2009	
▪ Council to review and approve operating budgets for the programs.	Council	1 <sup>st</sup> Qtr 2010	
▪ Staff to implement programs.	Operations	2 <sup>nd</sup> Qtr 2010	

Environment and Infrastructure Initiatives			
Strategic Priority – Centennial Pool Demolition			
Key Results			
<ul style="list-style-type: none"> <li>▪ The Town will demolish the Centennial Pool.</li> </ul>			
Strategies	Who	When	Budget
▪ The Town will obtain quotes for the demolition of the facility.	Operations	3 <sup>rd</sup> Qtr 2009	
▪ Council will review and approve funds required to undertake project.	Council	4 <sup>th</sup> Qtr 2009	
▪ Demolition, along with landscaping improvements, will be undertaken.	Council	2 <sup>nd</sup> Qtr 2010	
▪ The Town will actively market the lands and/or seek new uses.	Operations	3 <sup>rd</sup> Qtr 2010	

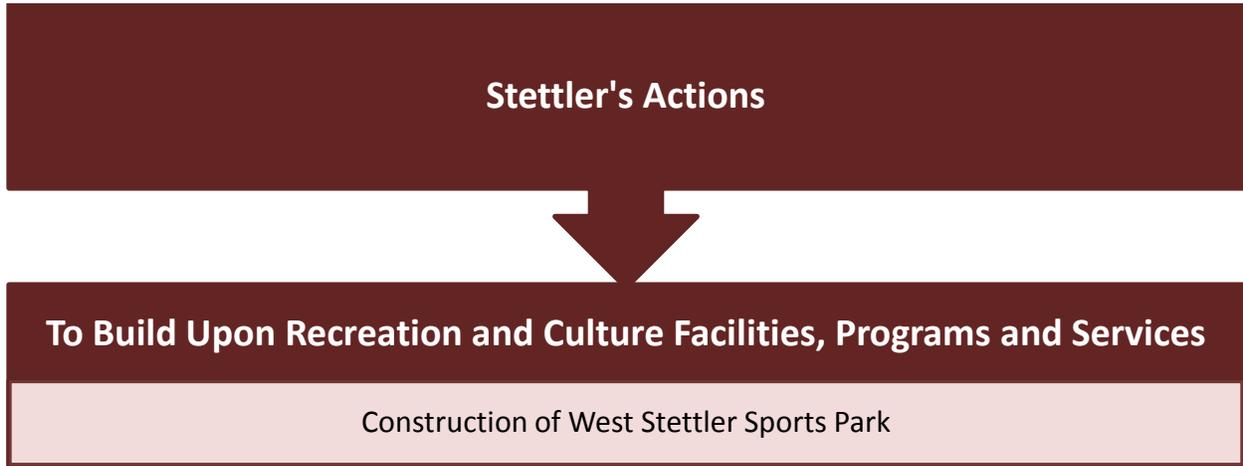
5.4 Social Strategies



Social Initiatives			
Strategic Priority – Development of a Medical Professional Centre			
Key Results			
<ul style="list-style-type: none"> <li>▪ The Community will have a “Drop-in” Medical Services.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>▪ The municipality will investigate and seek out alternative strategies, including public-private partnerships to construct a facility.</li> </ul>	Mayor and Council	2 <sup>nd</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>▪ The municipality will seek out partnerships with the Stettler Board of Trade, Stettler Doctor Recruitment Committee, private sector and others to discuss strategies relating to the establishment of a facility.</li> </ul>	Mayor and Council	4 <sup>th</sup> Qtr 2009	

Social Initiatives			
Strategic Priority – Expanding Educational Partnerships within the Community			
Key Results			
<ul style="list-style-type: none"> <li>▪ Additional Post-secondary Educational Opportunities will be Offered in Stettler.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>▪ The municipality will coordinate a meeting with all educational providers in the region to share the consultation results and discuss potential strategies.</li> </ul>	Mayor and Council	4 <sup>th</sup> Qtr 2009	

5.5 Recreation and Culture Strategies



Recreation and Culture Initiatives			
Strategic Priority – Construction of West Stettler Sports Park			
Key Results			
<ul style="list-style-type: none"> <li>West Stettler Sports Park will consist of four ball diamonds, two soccer pitches, playground, and associated parking facilities.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>The community will donate funds to ensure the parks' completion.</li> </ul>	Fundraising Committee	Ongoing	\$250,000
<ul style="list-style-type: none"> <li>Construction of the sports fields and parking lot.</li> </ul>	Leisure Services	4 <sup>th</sup> Qtr 2009	
<ul style="list-style-type: none"> <li>Construction of the playgrounds, bleachers and washroom facilities.</li> </ul>	Leisure Services	2 <sup>nd</sup> Qtr 2010	

## APPENDIX A – COUNCIL WORKSHOP SUMMARY

### Stettler Town Council - Goals and Tasks Identified to Achieve Municipal Sustainability

Pillar	Sustainability Goal	Identified Tasks
Economic	Communications Person/Marketing	Promote various business types and recognize that they have different "flavours"
		Utilize radio contract
		Better utilize website to promote Town
		Market the Summer Villages and proximity to Buffalo Lake
	Develop Town Land	Land ready for purchase (municipal services)
		Mobile home subdivision
		New area structure plans for annexed land
		Enhance developable land
		Encourage highway commercial development
		Have an inventory of Town-owned land
Governance	Council Recruitment/ Retention	Utilize focus groups
		Engage public and encourage them to run
		Engage public and encourage them to serve on committee's
		Further utilize Town/public interaction at the Trade Show
	E-Government	Reduce barriers to being a Councillor
		Digital archiving, can make more info. available to public on the web
		Digital council agendas
		Councillor availability by e-mail
Environmental and Infrastructure	Green Policies	E-commerce
		Rain barrel program
		Recycling depot
		Eco-Friendly facilities
		Water restrictions
		Garbage limits
		Alternative energy
		Town being an environmental leader
	Eco-Friendly fleet vehicles and practices	
	Various Projects	Downtown streetscape
		Cemetery Road paving
		Street rehabilitation
		Fire Hall expansion
		Redwillow Creek
Highway entrance signs		

Pillar	Sustainability Goal	Identified Tasks
Social	Improve Health Care	Attract and retain staff
		Improve facilities
		Professional Centre
		Seniors / assisted housing
		Training
	Enhance Post Secondary Education	Regional firefighter training centre
		Specialty schools (ie. culinary, beautician, trades, arts etc.)
		Adult Education
	Post Secondary Programs	
Recreation and Culture	Further Park Development	West Stettler Sports Park
		SRC upgrades
		Spray Park Concession
		Shade at Spray Park
		Toboggan Hill safety and suitability
		Downtown public square
		Washrooms for West Stettler Park
	Senior Centre	Someone to champion the project, a focus group
		Grant applications
		Locations
	School Fieldhouse	Utilized mainly by football programs
		Changerooms
		Could be used for tennis club, track programs, etc.
	Arts Programs	Promote local artists
		Art symposium

## APPENDIX B – TOWN HALL MEETING SUMMARY

### Stettler Town Hall Meeting – Attendees March 18, 2009

	Attendee	E-mail or Address Contact Info
1.	Richard Froese	<a href="mailto:reporter1@stettlerindependent.com">reporter1@stettlerindependent.com</a>
2.	E. Millard	#18, 4718 – 62 Street, Stettler AB TOC 2L1
3.	Al Leinweber	<a href="mailto:aleiny@telus.net">aleiny@telus.net</a>
4.	John Bailey	<a href="mailto:jbailey@clearview.ab.ca">jbailey@clearview.ab.ca</a>
5.	Claire Aspenes	<a href="mailto:asp02@clearview.ab.ca">asp02@clearview.ab.ca</a>
6.	Don Lynn	<a href="mailto:dbklynn@telus.net">dbklynn@telus.net</a>
7.	Nicole Zaplachinski	<a href="mailto:nstratulate@hotmail.com">nstratulate@hotmail.com</a>
8.	Bob Willis	<a href="mailto:info@absteamtrain.com">info@absteamtrain.com</a>
9.	Mark Bradford	<a href="mailto:markbrad@telus.net">markbrad@telus.net</a>
10.	Graham Scott	<a href="mailto:gscott@stettler.net">gscott@stettler.net</a>
11.	Wes Holowachuk	<a href="mailto:wholowachuk@stettler.net">wholowachuk@stettler.net</a>
12.	Elaine Williams	#2, 4718 – 62 Street, Stettler AB TOC 2L1
13.	Diana Jones	#12, 4718 – 62 Street, Stettler AB TOC 2L1
14.	Susan Rosin	4010 – 57 Street, Stettler AB TOC 2L1
15.	Norbert Baharally	5205 – 57A Street Close, Stettler AB TOC 2L2
16.	Earl Marshall	Box 155 Erskine AB TOC 1G0
17.	Dorathy Marshall	Box 155 Erskine AB TOC 1G0
18.	Kevin Klys	<a href="mailto:kevkllys@telus.net">kevkllys@telus.net</a>
19.	Tim Fox	<a href="mailto:tfox@stettlercounty.ca">tfox@stettlercounty.ca</a>
20.	Keith Ryder	<a href="mailto:krryder@telus.net">krryder@telus.net</a>
21.	Ron Greidanus	Box 1581 Stettler AB TOC 2L0
22.	Winnie Bissett	Box 876, Stettler AB TOC 2L0
23.	Donald Gillespie	Box 340, Stettler AB TOC 2L0
24.	Jeff Lee	<a href="mailto:jlee@clearview.ab.ca">jlee@clearview.ab.ca</a>
25.	Mike Roach	<a href="mailto:coachroach@xplornet.com">coachroach@xplornet.com</a>
26.	Lisa Smith	<a href="mailto:smithlisa@shaw.ca">smithlisa@shaw.ca</a>
27.	Roe Desrosiers	<a href="mailto:rdesrosiers@clearview.ab.ca">rdesrosiers@clearview.ab.ca</a>
28.	Rebecca Scott	
29.	Jim Hunter, Mayor	
30.	Al Campbell, Councillor	
31.	Redford Peoples, Councillor	
32.	Dave Garbutt, Councilor	
33.	Dave Dennis, Councilor	
34.	Dick Richards, Councilor	
35.	Leona Thorogood, Councilor	
36.	Rob Stoutenburg, Town Manager	
37.	Dave Dittrick - Facilitator	
38.	Patty Dittrick - Facilitator	

**Stettler Town Hall Meeting – Meeting Notes March 18, 2009**

**Economic Initiatives**

- ◆ Intersections – make town safer and more accessible
- ◆ Downtown buildings spruced up
- ◆ Signage north end of main street
- ◆ Make downtown more attractive for visitors
- ◆ Economic development plan: target major industries; economic incentives i.e. tax incentives
- ◆ Advertise in other regions: marketing plan; promote and build on existing highlights; value added industries
- ◆ Promote as a regional centre
- ◆ Reduce lot prices: re-visit mark up percentages
- ◆ Determine growth corridors
- ◆ Develop quality of life
- ◆ Town wide event, start with schools, encourage all of town to participate
- ◆ Town sung to be sung at schools
- ◆ Linking paths to residences around West Stettler
- ◆ Global engagement for all business owners. Overcome those “feelings” of separate. Understanding if the grows your business in turn (big picture) will help mine. Overall appreciation. Where’s the positive among all of business sectors?
- ◆ Promoting West End: courses for education; capture town traffic; better relationship between County and Town (friendship and communication); downtown businesses work together to cross promote; improved education on town events for business owners
- ◆ Downtown theme: make downtown an attractive place to be; easy to walk; take advantage of Prairie Steam Train being a draw (Stettler Registry themed); reason to come to town; Lou’s fashions is a draw.
- ◆ Sell what we have
- ◆ Use website and expand incomplete list of businesses, make business directory user friendly
- ◆ Incentives; value added services

**Governance**

- ◆ Better information of meetings posted around town
- ◆ Focus groups
- ◆ Hours and commitment told to people
- ◆ Target those who maybe don’t have the family commitment
- ◆ Wages won’t do it
- ◆ Why don’t people run for Council: ignorance (educate residents); time factors; don’t seem to care until an issue is controversial or you are affected as an individual; communication via newspaper and radio regarding Council decisions and issues in the town
- ◆ E-mail newsletter
- ◆ Promote and celebrate every success
- ◆ Start with schools: get them involved at governance levels; work experience; teach them and have them integrated into Council meetings
- ◆ Focus – transactional volunteerism
- ◆ Education on Councilor duties
- ◆ Prior to nominations hold educational events giving information on involvement and remuneration
- ◆ Advertising – list Council and committees in paper periodically
- ◆ Trade Show – come up with ways to attract town people to come to the show – music
- ◆ Involve the kids in grade 6 to engage their parents

**Governance**

- ◆ Use focus groups: need people's interest to get them involved; make sure the focus groups are listened to and considered
- ◆ Help the public to know that the Council does
- ◆ Volunteers
- ◆ Trade show
- ◆ Focus groups – “get feet wet”
- ◆ Town to Town sense of involvement
- ◆ More boards and committees to get structure
- ◆ Approach 30+ generation directly from other boards
- ◆ Town – more admin?, time frames/commitment
- ◆ Only select people that are retired or business owners

**Environment/Infrastructure**

- ◆ What is the cost of recycling? Are the costs higher than not recycling?
- ◆ Low flush toilets make sense: sewage treatment; pumps; and lagoon maintenance savings
- ◆ Trail system is positive
- ◆ From 100km to 60km, ask highways to have 80km zone
- ◆ Make sure we have extra bins at transfer station for glass and paper
- ◆ Accessible recycling stations, recycling centre in town
- ◆ Rain barrel – good idea (2), use screen on top
- ◆ Entrance signs
- ◆ How green should we be?
- ◆ Dog poop bags and more garbage cans
- ◆ A reuse-store
- ◆ Toxic waste round-up more often
- ◆ Eco-friendly courses
- ◆ Better hours for dump?
- ◆ Solar energy – should be promoting; should be in town office
- ◆ Wind energy
- ◆ Incentive for new commercial construction
- ◆ Water restrictions – water every other day not a hardship, s/b a policy continually
- ◆ Vehicles: eco-friendly – question if it is worth the initial cost
- ◆ Would like to see a recycling depot like Hanna/ Camrose staffed by “challenged” workers
- ◆ West Stettler Park: more trees on north side; more benches on lake, washrooms (handicapped)
- ◆ Highway 12 & 56 through town relocation because of safety/pedestrian and school
- ◆ Re-route Highway 12
- ◆ Lawn watering policy
- ◆ Water reduction incentives
- ◆ Push the recycle programs – not just educate, make it a must have
- ◆ Put into schools – kids have the voice and keep on top if the motions to recycle
- ◆ In town bins available to the public
- ◆ Concern over intersections: turning right at west end Esso, Tim Horton's; 4 way stop
- ◆ Lights and pedestrian and traffic control
- ◆ Concerns with: sewers accommodate growth; are old sewers being refurbished;
- ◆ Canal – keep water flowing; dredging reeds
- ◆ New seniors centre
- ◆ Ensure walkway behind West Stettler/62 Street west side
- ◆ Concern over mixed residential areas

**Social**

- ◆ Safe House-child youth services shelter/centre (4-8 beds for emergency age 12-20)
- ◆ Walk in Clinic (2)
- ◆ Schools not doing their job: post secondary LPN; continuing ed.
- ◆ Day care – partner with the schools for before and after school care
- ◆ Senior’s social centre – current 2 storey, no elevator, not handicapped accessible, location of Legion/Bactrax ideal, seniors NB part of community, quality of life, more would go to the Centre if it was more accessible, attract seniors from other communities gives economic benefit
- ◆ Housing for disabled that do not fall into “seniors” category, open assisted group homes
- ◆ Health Care: parking for medical centers; general practitioners are okay but need more; medical centre with pharmacy, all-inclusive including parking
- ◆ Professional Clinic/Professional Centre – stores, retirement condominiums, professionals
- ◆ Regional Fire Training Institute seems like a positive opportunity
- ◆ Continue discussions with Red Deer College
- ◆ Promote advanced learning – target health i.e. LPN
- ◆ Partnership with SAIT/NAIT – e-learning centre
- ◆ Specialized services at hospital – MRI, CT Scan
- ◆ Recruit even more doctors and dentists
- ◆ Reno’s in hospital now – stop putting it off
- ◆ New technology in town – we want to be the regional
- ◆ Daycare – more space needed
- ◆ Policing and infrastructure
- ◆ More RCMP

**Recreation and Culture**

- ◆ Football field in sports park with change rooms for schools to use
- ◆ Indoor soccer facility
- ◆ Skate park
- ◆ Heat spray park water
- ◆ Keep town vehicles off the paved paths
- ◆ Toboggan – stairs with railing, smooth it out
- ◆ Get rid of old swimming pool building
- ◆ School field house – 2 teams, provide work in kind, concrete
- ◆ Museum – 5<sup>th</sup> largest museum in Alberta
- ◆ More parking at rec. centre
- ◆ Large field house – similar to Camrose: walking/running track; indoor soccer etc.
- ◆ July 1<sup>st</sup> fireworks: great kudos to town and entertainment
- ◆ West Stettler Park: advertised a little more
- ◆ Miss Dan Chabot – he promoted the local events/community minded
- ◆ Support to HYC into all sectors: social/rec./culture
- ◆ Core admin group – Kidsport /Daycare/HYC etc. joined to sustain financial support centre, balanced/consistent funding, one data base to retain \$, middle ground

## APPENDIX C – COMMUNITY SURVEY SUMMARY

TOWN OF STETTLER STRATEGIC PRIORITIES					
	Economic Sustainability	Don't Know	Agree	Agree, but . . .	Disagree
1.	Improve Communications and Marketing	3	21	0	2
	<p>What should be promoted?</p> <ul style="list-style-type: none"> <li>▪ I think the Town does well at informing the public.</li> <li>▪ Town itself, improve look, signage, more cooperation between Town and sports boards.</li> <li>▪ Shopping and doing business locally. If we work here we should support those businesses that employ us.</li> <li>▪ Stettler as a great place to live and raise a family.</li> <li>▪ I like the quotes about Stettler on the radio, great start. One thing I think is really important is the Rec Centre needs to be more involved in ALL the activities in town. They could cross promote all activities, whether it is during their swim classes, posters on the doors of the dressing rooms.</li> <li>▪ Can you tell us what it is that the town is currently marketing?? What type of business do we want to attract in this town? Have we ever actively pursued bringing certain sectors of business to our town, or do we just let the wind blow them here?</li> <li>▪ Communications between town and county, get rid of the difference and be one!!! So the nit picking will stop, and everyone that lives in this community is contributing.</li> <li>▪ Stettler is a great place to live and do business. Our logo is outdated for most purposes, and our slogan is laughable.</li> <li>▪ Tourism Signage.</li> <li>▪ Businesses as a destination for shopping.</li> <li>▪ Out of towners know about Walmart. Do they know about Wish?</li> <li>▪ All facilities.</li> <li>▪ For those businesses that do not support or participate in main street activities, more education and ideas are needed to help them see and recognize how they can benefit from these activities, even if it isn't directly people purchasing in their business (i.e. Night before the Night before).</li> <li>▪ Continue to have community events such as crazy days, trade show. Work with Town and County to bring back Stettler Fair; support big events such as shoot out.</li> <li>▪ Shopping, land and housing.</li> <li>▪ Move to Stettler, Visit Stettler.</li> </ul>				
	<p>How should we do this?</p> <ul style="list-style-type: none"> <li>▪ Set up various committees to communicate with those involved (businesses, teams, campgrounds, etc). Set up an action plan and move on. Too much talking not enough action lately.</li> <li>▪ Continue to encourage local endeavors.</li> <li>▪ Hire someone whose primary duty would be to promote and communicate with the public.</li> <li>▪ Use the STAFF to promote ALL physical and otherwise activities. The trainers, instructors etc should all be involved. This is a big part of the puzzle that is missing since we no longer have a rec. director promoting all activities. It is each organization for itself. WORK TOGETHER!!! Get super energetic/positive people in place to motivate the citizens!</li> </ul>				

	<ul style="list-style-type: none"> <li>▪ Actively pursue a target market – manufacturing, oil and gas equipment. Pick a target then go after it – simple sales, not rocket science!</li> <li>▪ Saskatchewan has run a program of recruiting people to move there and they put it in the public transit etc. of Edmonton and Calgary. See: <a href="http://www.gov.sk.ca/move-to-saskatchewan/">http://www.gov.sk.ca/move-to-saskatchewan/</a> or <a href="http://www.programs.alberta.ca/living/5964.aspx?N=770+5247">http://www.programs.alberta.ca/living/5964.aspx?N=770+5247</a> for the Alberta program. There are so many alternate ways to promote a community nowadays. Did you know there are Facebook pages about Stettler that citizens have set up? It would be great to have an official page that highlights Town events etc.</li> <li>▪ Partner with existing and developing operators to encourage more and longer visits to the community. Visitors have a difficult time finding places like the recreation and arts centre’s because of poor directional signs.</li> <li>▪ By having new business open up i.e. Canadian Tire. Internet and hard copies.</li> <li>▪ Radio and newspaper.</li> <li>▪ Downtown businesses via webpage.</li> <li>▪ Have someone go into the businesses, ask if they plan on participating, find out why not, and offer creative ideas to encourage their participation. I.e. although persons may not buy from the chiropractor on mainstreet, they could offer balloons to the kids, which still bring people into the place of business.</li> <li>▪ Encourage all businesses to be <u>open</u> on Saturdays and have similar business hours. Build on “theme” of Main Street – possibly tie into train station – age and theme.</li> <li>▪ Internet, print and television advertising.</li> <li>▪ Targeted advertising in publications, web/internet. Use of town website.</li> </ul>				
	Economic Sustainability	Don’t Know	Agree	Agree, but . . .	Disagree
2.	Develop Town Owned Land	7	13	2	2
	<p>What types of residential lands are needed in the community?</p> <ul style="list-style-type: none"> <li>▪ Multiple housing, middle income housing.</li> <li>▪ Condo’s/townhouses/apartments, if you look at Stettler’s demographics that is the right type of housing for the ages of people.</li> <li>▪ Baseball diamonds, more walking paths. The more that is developed, the more the town grows!</li> <li>▪ Residential land is fine here, lots of growth potential, and land set aside for future growth.</li> <li>▪ Perhaps encourage development of private lands through financial incentives.</li> <li>▪ This is the job of developers and tax-payers don’t need to be burdened with the costs of developing land that may never sell...</li> <li>▪ Low cost mobile home subdivision. I think we need nice affordable places to live and would like to see some more low income housing.</li> <li>▪ Meadowlands by the Park when it flies.</li> <li>▪ Senior apartments.</li> <li>▪ Mobile home park in Botha. Good selection at present.</li> <li>▪ More low income housing.</li> <li>▪ Mobile home lots.</li> <li>▪ There is still demand for “almost acreage” style lots.</li> </ul>				
	<p>What types of industrial and commercial lands are needed?</p> <ul style="list-style-type: none"> <li>▪ Retail.</li> <li>▪ Catholic school land away from the almighty public school. Tired of reading the public school *bs* signs about how much better they are. Enough is enough!! Want to improve something get rid of all the billboard signs. What a waste of school taxes!!!!</li> </ul>				

	<ul style="list-style-type: none"> <li>▪ There are definitely some spaces or old buildings that should be re-developed in the Town core. We could use more variety in restaurants in my opinion.</li> <li>▪ BRING ON THE BUSINESS.</li> <li>▪ We need true INDUSTRIAL land – not highway commercial land. Land that is zoned for heavy manufacture. Go take a look at Fort Sask., or Leduc. These communities have attracted a very robust sustainable industry that leverages the towns’ growth. From experience I can tell you that this town does NOT support and put out the red carpet for companies wanting to grow here! Put out the Red Carpet – Give the land away – if it is a business that maintains “x” staff? GROW THE TOWN – Create jobs, that is how you grow the town!</li> <li>▪ Ones that employ a good number of people and offer services to the community.</li> <li>▪ We need a place where we can buy cheaper stylish clothes to stop people from going to Red Deer to get everything which takes away from our other business as well because if they are going shopping there they may as well do it all there. An arcade or pool hall for teens and kids.</li> <li>▪ Highway commercial.</li> <li>▪ Large commercial industries – many employees. Attract with lower tax or tax incentives.</li> <li>▪ Encourage highway commercial in Erskine area.</li> <li>▪ In this market I don’t think we need to be developing a lot. However, re-developing some run down areas would be good.</li> <li>▪ More highway commercial lands for big box stores.</li> <li>▪ Land for “Common” style shopping (South Edmonton Common).</li> </ul>				
	Governance Sustainability	Don’t Know	Agree	Agree, but . . .	Disagree
3.	Council Recruitment and Retention	3	21	1	0
	<ul style="list-style-type: none"> <li>▪ How could we encourage people to run to be Mayor or Town Councillor?</li> <li>▪ I don’t know...good luck with that. More advertisement that the positions need to be filled.</li> <li>▪ Take a look at current policies; look at what other towns and communities are doing. See if we can make it work here.</li> <li>▪ Higher pay scale. More incentives.</li> <li>▪ Make people aware of what is needed. Time that these take-what else is needed to do these jobs successfully. What resources are available to them.</li> <li>▪ Have a concise package of what is involved. What type of reimbursement and time commitment is involved, etc.</li> <li>▪ Retention, not as important, new blood is good!!</li> <li>▪ If we can have a full time fire chief and deputy chief – maybe we should be looking at a full time mayor that focuses directly on “selling” Stettler – create a budget and go out and do it!</li> <li>▪ Unsure!!!</li> <li>▪ Make the information about running and serving available.</li> <li>▪ The process is a bit onerous...it’s hard to attract people when they are running against the same people – and the commitment is huge to get younger people to do it...with their families and work – to add basically another full time job is a tough sell. Try changing the way things are done...less protocol; more flexibility; go into schools to talk about the jobs a politician or municipal career can offer; change the decision making process to allow for more discussion and public engagement; better training for elected officials...</li> <li>▪ Involve people in council committee work and then specifically ask them to run for council.</li> <li>▪ Give an incentive. I’m not sure how it works here but where I’m from the Mayor gets a house.</li> <li>▪ Start early – schools. Contentious issues.</li> <li>▪ Education before elections.</li> </ul>				

	<ul style="list-style-type: none"> <li>▪ More advertising/educate people.</li> <li>▪ Recruit 45-65 year olds. Mentor.</li> <li>▪ More educational seminars and workshops.</li> <li>▪ Schools. Inform.</li> <li>▪ Ask people if they know someone who might be interested, talk to them personally and answer the questions they have or even provide basic information they may not know. Offer the opportunity to shadow a councilor and even mentor.</li> <li>▪ Seems that in order to do these positions you need to be self-employed; retired or do not need to work. This narrows down the potential applicants quickly! Focus groups are a great way for people to get a taste of involvement and commitment needed. So, possibly – more small focus groups (project specific) for people to participate in.</li> <li>▪ Have a program incorporated in the school curriculum to teach about involvement.</li> <li>▪ Target younger persons via messages on town web page.</li> <li>▪ Target younger age group. Clear communications on time commitment and responsibilities. Is remuneration comparable to other municipalities?</li> </ul>				
	Governance Sustainability	Don't Know	Agree	Agree, but . . .	Disagree
4.	Deliver E-Government Services	10	13	0	1
	<ul style="list-style-type: none"> <li>▪ What services would you like to see delivered and/or accessible via the internet?</li> <li>▪ I think you are doing well with that.</li> <li>▪ Bill payment, tax payment and assessments, any and all correspondence if possible. We live in a computer age.</li> <li>▪ We have a town website that people can access-have a place for people to request services that are not presently available.</li> <li>▪ Electronic Council agendas, maps etc.</li> <li>▪ Not a high priority for most people – maybe will service 5%-10% of populous, unless you can prove that statement wrong? Ask around, and find out how many people will use this? I have not found very many in my travels.</li> <li>▪ Mostly just information about what is going on. In order to go e-Government you first have to have e-operations, and when I last asked for some information from the Town office, it seemed like a lot of paper had to be sorted through...</li> <li>▪ Get with the times – if you don't offer things on the internet – you might as well be selling things with the dinosaurs. We should be able to look up our tax notice, pay our bills, buy a dog or cat license, and take out a permit all online. It is a cyber world now and municipalities need to get on board. Participate in social media like facebook and engage a younger generation; stick with the current trends – it seems municipal government is always the last to catch on – and by the time they do – times have already moved on – be more flexible and catch on quicker...</li> <li>▪ Meeting announcements.</li> <li>▪ Licenses. Information. Stats. Links to Stettler businesses.</li> <li>▪ Bill paying. Tax paying.</li> <li>▪ None.</li> <li>▪ Development and building permits.</li> <li>▪ Bill payment, tax payment, dog license, permits. Could we subscribe to e-mail service that provides updates from town on recreation opportunities, culture/arts events, volunteer opportunities etc.</li> </ul>				

	Environmental and Infrastructure Sustainability	Don't Know	Agree	Agree, but . . .	Disagree
5.	Develop Green Policies	0	22	2	0
	What types of green initiatives should the Town undertake or enhance?				
	Rain Barrel Program	Yes	16	No	1
	Solid Waste Recycling	Yes	20	No	1
	Utilization of Alternative Energy	Yes	18	No	2
	Eco Friendly Fleet and Practices	Yes	14	No	3
	Water Restrictions	Yes	4	No	7
	Garbage Limits	Yes	3	No	5
	Other Projects – List				
	<ul style="list-style-type: none"> <li>▪ I understand that curb side recycling is already in the works.</li> <li>▪ Recycling, fee on excessive garbage collection, encourage and educate.</li> <li>▪ Now that we are having our recycling picked up we could have some information on composting. What is safe for our community, program to get those interested started.</li> <li>▪ Do all the staff need to be driving around in trucks? And if the Town wants to encourage alternative energy usage, why don't they utilize it on their facilities?</li> <li>▪ Blue Box is a HUGE step in the right direction! Great job!</li> <li>▪ We live in the middle of natural gas producing fields – why not convert some of the town's vehicles to natural gas – although not very cost effective it does have a spin off and marketing effect that can be used to enhance our GREEN footprint.</li> <li>▪ No idling of vehicles on the street right in front of the school doors where all the kids have to walk through the clouds of vehicle exhaust in order to get to school. If you are parked there to drop off, shut off your engine. There are vehicles idling with no one in them all the time on the one-way right in front of the kindergarten doors. Also, it's easy to see the exhaust in the winter, but in the warmer months it is still there.</li> <li>▪ Water conservation strategy (see Town of Okotoks).</li> <li>▪ Full and complete recycling opportunities. Education and programs to encourage public conservation of resources.</li> <li>▪ Recycle program.</li> <li>▪ Curbside recycling.</li> <li>▪ Do basic plumbing repairs i.e. leaking taps – where practical.</li> <li>▪ Rain Barrel Program – don't know about it. Water Restrictions – alternating "watering days". Other projects – move newspaper recycle bin back into town! Our younger generation (school age) needs to teach and educate their parents about green initiatives.</li> <li>▪ I am encouraged by the blue box program coming in however I was told the initiative was only residential – what about businesses?</li> <li>▪ Only put in garbage limits if curbside recycling is available.</li> <li>▪ Cost benefit analysis – has it been done? Eco Friendly Fleet – NO!! Too expensive.</li> </ul>				

	Environmental and Infrastructure Sustainability	Don't Know	Agree	Agree, but . . .	Disagree
6.	Infrastructure Improvements	2	15	3	1
	What projects should the Town undertake?				
	Downtown Streetscape	Yes	19	No	1
	Paving/Upgrading Cemetery Road	Yes	9	No	4
	Fire Hall Expansion	Yes	7	No	4
	Redwillow Creek Drainage Improvements	Yes	13	No	2
	New Highway Entrance Signs	Yes	18	No	2
	Tower Road Upgrades	Yes	7	No	2
	Storm Water Infrastructure Improvements	Yes	8	No	0
	Other Projects – List				
	<ul style="list-style-type: none"> <li>▪ The cemetery road and the road that leads to HWY 56 from the Cemetery. The amount spent grading and gravelling that road surely could be spent paving it.</li> <li>▪ DO NOT upgrade the cemetery road – part of the problem with the current mayor. Just because you can, does not mean you should! Nice try Jim!, but take a drive around town, a lot more deserving roads in town, with heavy traffic that require repair. They are you asking about the fire hall – this is already done? The downtown is fine the way it is!! And what an outcry is anyone wants to plant a tree on main street. Get over it, I can see through a tree when the leaves are off it 60% of the year.</li> <li>▪ SRC always needs improving, ball diamonds, soccer fields, etc.</li> <li>▪ Drainage in various locations throughout town. Make sure we aren't losing our water through bad pipes etc.</li> <li>▪ Fix the potholes and major road repair (older part of town).</li> <li>▪ Facility and attractions directional signs.</li> <li>▪ Have a nice walking park.</li> <li>▪ Keep the street in good repair. Continue with the walking paths throughout the town.</li> <li>▪ Demolish pool – parking or park.</li> <li>▪ Redwillow Creek Drainage Improvements – if needed. New Highway Entrance Signs – with place for community events to be posted.</li> <li>▪ Highway 12 ditch drainage. Highway 56 re-alignment.</li> <li>▪ Cost benefit analysis – has it been done?</li> </ul>				

	Social Sustainability	Don't Know	Agree	Agree, but . . .	Disagree
7.	Improve Health Care	0	21	3	0
	<p>What health services are needed in Stettler?</p> <ul style="list-style-type: none"> <li>▪ I know you are working on more doctors...keep getting more.</li> <li>▪ Work with DTHR to bring Doctors to our area and keep them here. Do everything it takes for DTHR to hear our community.</li> <li>▪ Walk in clinic! (3)</li> <li>▪ We are still in need of doctors.</li> <li>▪ Continue to recruit medical staff to the area.</li> <li>▪ More doctors, less wait times.</li> <li>▪ Doctors, Doctors, Doctors!!!</li> <li>▪ More doctors, doctors closer to the labs for easier commute especially for older people, and for convenience.</li> <li>▪ Not just doctors, but all medical staff are needed.</li> <li>▪ Single central and expanded medical clinic with expanded diagnostic services.</li> <li>▪ Doctor recruitment and retention.</li> <li>▪ A better staffed hospital. When I had my surgery in the Stettler Hospital I had to actually call the hospital from my cell to get somebody to help me because ringing my bell for one hour didn't seem to work!!! We also need a walk in clinic open later than 6 because it would cut back on emergency visits.</li> <li>▪ Walk in clinic open from 6-11 daily.</li> <li>▪ All services need to be upgraded. More accessibility to QUALITY care is a major issue. Many people travel to Red Deer – not good considering how many people we should service.</li> <li>▪ MRI Machine, better lab results etc. blood testing.</li> <li>▪ MRI/Ultrasound/CT. (4)</li> </ul>				
	<p>What health facilities are needed in Stettler?</p> <ul style="list-style-type: none"> <li>▪ Walk-In-Clinic (7)</li> <li>▪ Offer more in town services such as ultrasound, etc to make it easier for older people and younger to obtain the tests they may need.</li> <li>▪ Not sure, provide land for a walk-in clinic?</li> <li>▪ Offer a building; incentives for doctors.</li> <li>▪ Dementia housing.</li> <li>▪ Central medical clinic – parking.</li> <li>▪ Hospital upgrades. Community “assisted” living for adults that are not senior’s age.</li> <li>▪ WALK IN CLINIC – I don’t know if anyone is opposed to this, it would take traffic down at Emergency and allow people to get seen promptly regardless of reason.</li> </ul>				
	<p>What types of seniors health services are needed in the community?</p> <ul style="list-style-type: none"> <li>▪ Seniors Centre.</li> <li>▪ More counseling.</li> </ul>				
	<p>What types of seniors housing are needed in the community?</p> <ul style="list-style-type: none"> <li>▪ Not sure.</li> <li>▪ At this time we are okay but as more baby boomers get older we will need more places like Paragon Place.</li> <li>▪ Don’t know. Unsure.</li> <li>▪ Wheelchair accessible I suppose.</li> <li>▪ Assisted living (2) and dementia housing.</li> </ul>				

	Social Sustainability	Don't Know	Agree	Agree, but . . .	Disagree																																			
8.	Enhance Post Secondary Education	4	17	2	2																																			
	<p>What post-secondary services are lacking in the community?</p> <ul style="list-style-type: none"> <li>▪ All post secondary services are needed. I am not aware of any we do have. Trades would be good.</li> <li>▪ This has improved in the past 3 years, however even more courses would be great and more on-line courses even better.</li> <li>▪ Majority!</li> <li>▪ All really, we could start out with some specific programs to offer our kids a way to gain training and stay in the area while doing so.</li> <li>▪ Go to Red Deer College or Camrose College – They do a good job there, why would we even want to compete?</li> <li>▪ If a kid really wants to stay in the community and get a post-secondary education, they can't. That is unfortunate. How big should Stettler be before we make some of these opportunities available? If it was to happen, I could foresee the Golf Course making a great campus. I don't know if we are big enough yet however.</li> <li>▪ Red Deer College is close enough to allow our residents to get an education close to home and then come back for a career.</li> <li>▪ Stettler should have its own college.</li> <li>▪ We should have a community college.</li> <li>▪ More college/university programs available.</li> <li>▪ Trade training. Continue developing an RDC cohort in Stettler.</li> <li>▪ Strengthen links with RDC and Augustana.</li> <li>▪ More transferable courses (in relation to type of jobs in the community) more child based training i.e. early childhood education, youth workers, social work etc.</li> <li>▪ Partner with Clearview schools/RDC to enhance post secondary opportunities.</li> <li>▪ Trades – work with RDC to offer local trades school. Also College courses or university degree granting courses. Perhaps our kids could do a few years here before transferring to finish degree or diploma.</li> </ul>																																							
	Recreation and Culture Sustainability	Don't Know	Agree	Agree, but . . .	Disagree																																			
9.	Further Park Development	2	17	3	0																																			
	<p>What projects should the Town undertake?</p> <table border="1"> <tbody> <tr> <td>Spray Park Improvements – Shade and Concession</td> <td>Yes</td> <td>17</td> <td>No</td> <td>1</td> </tr> <tr> <td>Toboggan Hill Safety and Suitability</td> <td>Yes</td> <td>8</td> <td>No</td> <td>5</td> </tr> <tr> <td>Downtown Public Square</td> <td>Yes</td> <td>10</td> <td>No</td> <td>5</td> </tr> <tr> <td>Washrooms at West Stettler Park</td> <td>Yes</td> <td>19</td> <td>No</td> <td>1</td> </tr> <tr> <td>Stettler Recreation Centre</td> <td>Yes</td> <td>9</td> <td>No</td> <td>0</td> </tr> <tr> <td>West Stettler Sports Park</td> <td>Yes</td> <td>9</td> <td>No</td> <td>1</td> </tr> <tr> <td>Pathways</td> <td>Yes</td> <td>10</td> <td>No</td> <td>0</td> </tr> </tbody> </table>					Spray Park Improvements – Shade and Concession	Yes	17	No	1	Toboggan Hill Safety and Suitability	Yes	8	No	5	Downtown Public Square	Yes	10	No	5	Washrooms at West Stettler Park	Yes	19	No	1	Stettler Recreation Centre	Yes	9	No	0	West Stettler Sports Park	Yes	9	No	1	Pathways	Yes	10	No	0
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	<p>Other (please list)</p> <ul style="list-style-type: none"> <li>▪ Waverly school relocation, and that area becoming a park?</li> <li>▪ All good things and should be budgeted over the next 3-5 years as projects.</li> <li>▪ It would be good to have a clear climbing area (perhaps a rough stairway and rail) on the toboggan hill and then have as many surfaces as possible available for sliding down, then the hill could have varying slopes and lengths on different sides.</li> <li>▪ Park on the east side of town improves the walk ability of Stettler (sidewalks on both sides of the street etc.) especially along major roadways...</li> <li>▪ Interconnected walking trails.</li> <li>▪ Toboggan hill is needed but is very icy.</li> <li>▪ Downtown Public Square at Former Allendale Site – great idea – picnic tables for lunches?</li> <li>▪ Pathways are great – could add outdoor exercise equipment along trails and more benches.</li> <li>▪ Spray Park Improvements – Shade and Concession – doesn't the Youth Centre run a small concession? Wouldn't it be easy for them to staff it for their work experience program?</li> <li>▪ Mow weeds along creek (ditch) and plant grass. Plant more trees along north-side of pond in Park.</li> <li>▪ Washrooms at Spray Park should be open year round.</li> <li>▪ Will taxpayers help determine priority of projects? West Stettler Sports Park should be a top priority! Toboggan hill – worried about liability.</li> </ul>				
	Recreation and Culture Sustainability	Don't Know	Agree	Agree, but . . .	Disagree
10.	Build a New Seniors Centre	11	7	2	5
	<p>Do you have any suggestion for its location?</p> <ul style="list-style-type: none"> <li>▪ Downtown – but are seniors really interested. Not sure that most seniors want a gathering and social centre specifically targeted at seniors. I would guess that many would just as soon have a social centre that is open to everyone with programming that encourages community involvement.</li> <li>▪ Buy one. Downtown.</li> <li>▪ Land west of creek between West Park Estates and Ramada Inn because of water problems no basement would be needed. Or purchase Legion and renovate.</li> <li>▪ Why go with a stand-alone facility. We have a beautifully upgraded Recreation Centre. Seniors Centre activities could occur in the rec. centre that has full accessibility even for those with mobility issues. We need to encourage all residents to come together to use the facility – young or old!</li> </ul>				
	<p>What other services do the seniors need?</p> <ul style="list-style-type: none"> <li>▪ More accessibility on sidewalks.</li> <li>▪ Only a very few people benefit from this, use the money to enhance the recreation facilities at Heart Haven or Willow Creek or Paragon Place. Then that becomes the “go to place” for folks looking to enjoy that program. Can you tell the people of Stettler how many seniors the current center has out weekly? That might help with the decision.</li> <li>▪ Assisted living and programming that involves them in community life.</li> </ul>				

	Recreation and Culture Sustainability	Don't Know	Agree	Agree, but . . .	Disagree
11.	School Field House (community football program)	8	10	2	4
	<ul style="list-style-type: none"> <li>▪ I believe the facility should serve more than just football.</li> <li>▪ Provide services in-kind.</li> <li>▪ To be accessed by greater public. Public Washrooms etc.</li> <li>▪ Review football venue completely.</li> <li>▪ For more than just football. What about soccer or ball?</li> <li>▪ We support other minor sports – we should also support this.</li> </ul>				
	Recreation and Culture Sustainability	Don't Know	Agree	Agree, but . . .	Disagree
12.	Arts Programs	7	12	2	2
	<p>What types of arts programs should be encouraged in the community?</p> <ul style="list-style-type: none"> <li>▪ Gymnastics!!</li> <li>▪ Not sure, and I think it should be a user pay system.</li> <li>▪ More than there already are!!! Anything would be an improvement!</li> <li>▪ The arts programs and events that currently go on should all be posted in a common place (i.e. the Town website).</li> <li>▪ We have FANTASTIC arts programs!</li> <li>▪ This community is blessed with amazing arts, when was the last time the town donated to the arts in Stettler? Can the town show the people how much tax \$ was spent on recreation in Stettler (ball diamonds, parks, arena, pool, playgrounds) and how much the town actually gave to enhancement of the arts? Not even sure they donated to the music festival last year? I use the parks and arena in Stettler, and enjoy it, but when it comes to funding the arts, the town is riding on the coat tails of many great non-profit arts groups and schools to keep the arts scene active in Stettler.</li> <li>▪ Music, drama, art.</li> <li>▪ Art walk is a good start...Public Gallery Local awards for artists. Local art policy in all the town owned buildings.</li> <li>▪ Arts Centre programming and community involvement in operations.</li> <li>▪ The Heartland Youth Centre runs an art program called Paint It and I have heard wonderful things about it and think it could be advertised and promoted better by the town.</li> <li>▪ Art Walk was awesome – continue to support and help promote.</li> <li>▪ Continue to build and improve what we have.</li> <li>▪ Any, for any age.</li> <li>▪ Continue to encourage existing programs and arts/culture groups.</li> </ul>				

13. What other issues should the Council consider in the Municipal Sustainability Plan?

- Community Wi-Fi?
- It would be kind of neat to see a credit (i.e. \$100 off of property tax, or those Board of Trade dollars or something) towards serving on a community board or group or committee. I think this would help us get volunteers. There could be a volunteer form, filled out by the organization or group, and then it would be submitted to qualify.
- Retention of young people, business succession planning, Main Street enhancing, capitalizing on the steam train – working as a community Rodeo or major event. Finding more meaningful ways to engage the public besides the traditional open house (trade show booth is a good example). More RCMP officers.
- Aggressively encourage population growth whether it be in Town of Stettler, County of Stettler, villages or area through increased employment opportunities and business expansion. The key to sustainability is growth.
- I think that we have some great non-profit organizations in Stettler that move mountains for the community and we don't help or recognize them enough. I think that the HYC does great things and should receive more help promoting and financially from the Town of Stettler as well as Animal Haven Rescues they also do a great service that is taken advantage of in our community.
- I want Stettler to be an envy of other towns, attracting residents and business. One thing I would like to see is a co-operative beautification of the golf course property to enhance its image from the road. I vision new bridges and an island of raised rock with a sign surrounded by flowers that says Welcome to Stettler not just the golf course. Install it behind #2 green so that it can be seen from the road and not interfere with golfers on #3. Other than that I wonder if we can group businesses arts here food there, retail, service etc. and limit single businesses like ALJOYS Liquor store and u-store-it lots that are the first image of Stettler to visitors but don't encourage business neighbors or build market share. Look at towns that have 6 antique stores and attract twice as many shoppers per store.
- RCMP (more). Day care space. Football field in new West Stettler Sports Park area.
- Support and share resources with neighbors to east i.e. Castor, Coronation. We need a strong east country to keep Stettler strong.
- Social: A place like superfluity but have furniture and stuff. Recognition of youth centre role in community. Town and County provide consistent, secure funding to centre – so volunteers would not have to fundraise extensively.
- I am all for the development of sports parks, seniors centre etc. but encourage Town and County to not lose sight of the needs of programs such as the youth centre. Many of the families involved are not “the movers and shakers” of the community, however their children still need access to quality affordable programs.
- The Heartland Youth Centre – they offer a great service at a low cost (very helpful for us low income families) and they really deserve some more consideration – they offer more for our kids than the rec. or the schools (as far as care and programs after school and holidays).
- Council should consider the continued use of “focus groups” or “town hall” sessions. It allows direct contact and discussion with Council as a group.

14. Respondent Age            13-18 Years - 1            18-34 Years - 9            35-54 Years - 11  
    55-74 Years - 5            75+ Years - 1

15. Residency                    Urban - 25                    Rural - 2