

Province of Alberta

BEING A BYLAW OF THE TOWN OF WESTLOCK IN THE PROVINCE OF ALBERTA FOR THE PURPOSE OF ESTABLISHING A MUNICIPAL DEVELOPMENT PLAN.

WHEREAS Section 632 of the *Municipal Government Act*, R.S.A 2000, c. M-26 as amended from time to time, requires that municipalities adopt a Municipal Development Plan;

NOW THEREFORE the Council of the Town of Westlock in the Province of Alberta, duly assemble, hereby enacts:

1. This Bylaw may be cited as the Town of Westlock Municipal Development Plan.
2. The document entitled "Town of Westlock Municipal Development Plan - Building Tomorrow: Westlock's Next 20 Years" attached as part of this Bylaw is hereby adopted.
3. If any portion of this Bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion shall be severed and the remainder of the Bylaw is deemed valid.
4. That Municipal Development Plan Bylaw 2015-03 and any amendments thereto are hereby repealed.
5. That Bylaw 2024-16 comes into force and effect upon third and final reading.

READ a first time this 23 day of September 2024

PUBLIC HEARING held this 28 day of October 2024

READ a second time this 28 day of October 2024

READ a third and final time and passed this 28 day of October 2024

Signed by Mayor and CAO this 1 day of November 2024



 Jon Kramer, MAYOR



 Simone Wiley, CAO

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TOWN OF
Westlock
MUNICIPAL
DEVELOPMENT



PLAN

BUILDING TOMORROW: WESTLOCK'S NEXT 20 YEARS

BYLAW NO. 2024-16
As of October 28, 2024

LAND ACKNOWLEDGEMENT

The Town of Westlock respectfully acknowledges that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Metis, and Inuit peoples. We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and six Regions of the Metis Nation of Alberta.

We acknowledge the courageous and resilient community leadership of Indigenous leaders, of all ages. Knowledge Keepers, and Elders who are still with us today and those who have gone before us. We make this acknowledgement as an act of reconciliation, gratitude, and commitment to pursuing an inclusive, collaborative, and respectful path towards building strong communities.

TABLE OF CONTENTS

1. INTRODUCTION	5	5. IMPLEMENTATION	57
1.1 About the Plan	6	5.1 Administrative Procedures	58
1.2 Context and Interpretation	7	5.2 Collaboration	62
2. COMMUNITY VISION	11	5.3 Implementation Indicators and Targets	64
2.1 Vision Statement	12	5.4 Implementation Projects	65
2.2 Guiding Principles	13	5.5 Progress Reporting & Plan Review	68
3. TOWN-WIDE POLICIES	15	APPENDICES	69
3.1 Community Livability	16	Appendix A: Definitions	70
3.2 Housing	18	Appendix B: Plan Update Process & Engagement	75
3.3 Transportation and Mobility	20	Appendix C: Community Profile	79
3.4 Infrastructure and Utilities	22		
3.5 Environmental Stewardship	24		
3.6 Economic Development	26		
3.7 Recreation, Arts, and Culture	28		
3.8 Emergency Management	31		
4. NEIGHBOURHOOD POLICIES	33		
4.1 Overall Community Concept	34		
4.2 Downtown Core	35		
4.3 Greater Downtown	39		
4.4 Mature Neighbourhoods	43		
4.5 Future Neighbourhoods	47		
4.6 Highway Corridor	51		
4.7 Transitional Corridor	53		
4.8 Industrial Park	55		

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1. INTRODUCTION



1.1 About the Plan

Role of the Plan

The Municipal Development Plan (MDP) sets out the guidelines for future development in the Town of Westlock by providing a comprehensive long-term land use policy framework. This plan establishes a long-term vision for the community in relation to future land use, economic development, infrastructure delivery, environmental stewardship, and recreational, social, and cultural development.

The MDP provides an important link between Council, the community, and the Town of Westlock's business planning processes by setting key policies, priorities and implementation actions that will inform decision making.

Scope of the Plan

The MDP is a statutory plan, adopted by Bylaw, and must address issues that are specified in the *Municipal Government Act (MGA)*. The Town of Westlock MDP utilizes a planning horizon of 20 years based on overall growth and development projects undertaken through separate master planning documents that inform this document.

As required by the MGA, this Municipal Development Plan addresses:

- a. The future land use within the municipality;
- b. The manner of and the proposals for future development in the municipality;
- c. The provision of required transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities;
- d. The provision of municipal services and facilities either generally or specifically;
- e. Policies compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities;
- f. Policies respecting the provision of municipal, school, or municipal and school reserves, including but not limited to the need for, amount of, and allocation of those reserves and the identification of school requirements in consultation with affected school authorities; and
- g. Policies respecting the protection of agricultural operations.

Additionally, the MGA allows for an MDP to address a number of other matters as they relate to the future development of the Town, including:

- a. The co-ordination of municipal programs relating to the physical, social, and economic development of the municipality;
- b. Environmental matters within the municipality;
- c. The economic development of the municipality;
- d. Any other matter relating to the physical, social, or economic development of the municipality; and
- e. Statements regarding the municipality's development constraints, including the results of any development studies and impact analysis, and goals, objectives, targets, planning policies and corporate strategies.

All lands within the corporate boundary of the Town of Westlock are subject to conformity with the MDP. The MDP does not directly address the co-ordination of land use, future growth patterns or other infrastructure with adjacent municipalities, as the Town of Westlock and Westlock County have adopted an Intermunicipal Development Plan (IDP) that addresses these matters. The MGA does not require these matters to be addressed in an MDP if they are addressed in an IDP. The MDP is consistent with the IDP in respect of the land that is identified under both plans.

1.2 Context and Interpretation

Legislative Framework

The MDP is part of a hierarchy of legislation and plans (Figure 1), and must reflect and be consistent with higher-level legislation such as any regional plans adopted under the *Alberta Land Stewardship Act* (ALSA) and the Intermunicipal Development Plan (IDP) adopted with Westlock County. It may also be limited by regulations of the federal and provincial governments.

In turn, this plan serves as the foundation for a number of statutory and non-statutory plans, bylaws, guidelines and implementation tools which serve to fulfill the vision established in the MDP, including:

- a. **Area Redevelopment Plans**, which are statutory plans defined by the MGA, that direct the redevelopment, preservation or rehabilitation of existing lands and buildings within the Town;
- b. **Area Structure Plans**, which are statutory plans defined by the MGA, that direct future land use patterns, transportation and utility networks, and sequence of development in new communities;
- c. **Concept Plans**, which are non-statutory preliminary plans of subdivision;
- d. The **Land Use Bylaw**, which regulates physical development and is intended to implement the MDP as well as Area Redevelopment Plans and Area Structure Plans; and
- e. **Municipal Servicing Standards**, which are non-statutory documents that guide minimum standards approved by the Town such as municipal improvements related to transportation, water, sanitary or stormwater infrastructure.

In order to respond to the emerging needs and trends Westlock will face, ongoing coordination and implementation is required at subsequent planning scales. Under the MGA, it is required that all Town statutory plans be consistent with the MDP. Ongoing review and alignment of all municipal statutory and non-statutory plans, bylaws, guidelines, and implementation tools will therefore be required to successfully deliver policy at the town and neighbourhood levels.

Any municipal improvements or Town-funded projects proposed or implied in the MDP are subject to available funding. In accordance with the MGA, the adoption of the MDP does not require the Town to undertake any of the projects referred to herein.

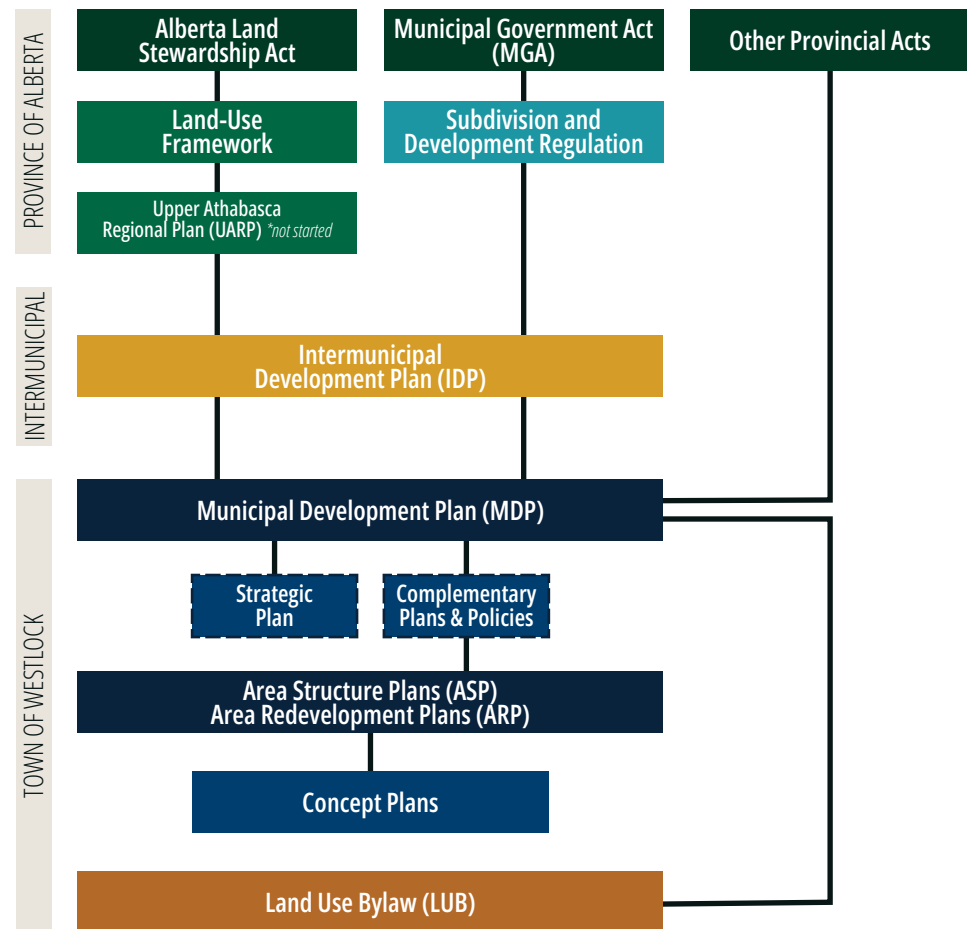


Figure 1 - Planning Hierarchy

How to Navigate and Use the Plan

The MDP can be used by everyone in the town-building process, including Council, Town Administration, residents, developers, property owners, business owners, service providers, governmental agencies, community groups, non-governmental organizations, school boards, and our intermunicipal neighbours.

More specifically, the MDP should be used by:

Residents wanting to understand how Westlock is intended to develop over the long term;

Landowners and developers preparing statutory plans, plan amendments, and development applications for individual properties;

Town Administration responsible for reviewing development applications and involved in preparing complementary documents related to Westlock's development; and

Council in making decisions about the town's growth and development.

The MDP contains the following sections:

Introduction introduces the MDP and the policy hierarchy within which the plan exists;

Community Vision contains the Town's vision for the next 20 years as well as the broad guiding principles, which together underpin the policies of the MDP;

Town-wide Policies contains policies related to community livability, housing, environmental sustainability, transportation and mobility, economic development, infrastructure and utilities, recreation, arts, and culture, and emergency management;

Neighbourhood Policies contains policies that set out how land in specific, neighbourhood-level areas of the town can be used and developed;

Implementation describes the progress metrics and strategies that will be used to implement the MDP; and

Appendices contains definitions of important terms, an overview of the town's history and demographic profile, and a summary of the public engagement process utilized to create the plan.

The sections of the MDP follow a consistent policy structure as illustrated in Figure 2.

Each section is organized by a distinct **policy theme**, either by topic or by location.

Introductory text provides context, general information and may describe the general intent of the section.

The **goals** of each section describe the desired end result as a result of successful implementation of the policies in the section.

Policies that support the goals of each section make up the majority of each section.

TOWN-WIDE POLICIES

3.1 Community Livability

Overview
Westlock is a town that offers community, care, and connection to its residents. As Westlock grows, it will continue to appeal to people from various backgrounds, ages and abilities as a community of choice to in which to live, conduct business, and thrive. Westlock will continue to develop neighbourhoods that offer a safe and welcoming place to call home. In addition, Town will continue to provide opportunities that support the well-being of its residents.

Goals

1. All residents in Westlock feel safe, welcome and connected to the community through the use of innovative & fiscally responsible service delivery..
2. Westlock is a vibrant, connected community that offers opportunities to residents of all ages and stages of life.
3. Those that call Westlock home have a high quality of life and are supported by programming that supports health, wellness and life-long learning.

Policies

- 3.1.1 Community members of all backgrounds and life stages shall be engaged, acknowledged, and respected on all projects or initiatives that may be of a potential interest by providing both informal and formal opportunities to encourage representation from a broad spectrum of people.
- 3.1.2 Community based organizations and Indigenous peoples should be collaborated with when designing and developing programs and services.
- 3.1.3 The provision of gathering places and spaces shall be encouraged when planning at the community, neighbourhood, and site level to provide for opportunities for community to come together.
- 3.1.4 Spaces that encourage social connections should be fostered through the human scale design of buildings, streets and public spaces.
- 3.1.5 The vibrancy of public spaces should be encouraged through installations that support livability such as public art, street furniture, landscaping, and wayfinding.
- 3.1.6 Community wide events shall be accessible and respectful for people of all backgrounds and abilities.
- 3.1.7 Facilities such as community gardens should be supported and encouraged to expand.
- 3.1.8 Community facilities are for everyone and shall be built with designs that enable access and use.
- 3.1.9 All residential neighbourhoods within Westlock shall provide diverse housing, services, and facilities that meet the needs of residents at all income levels and stages of life.

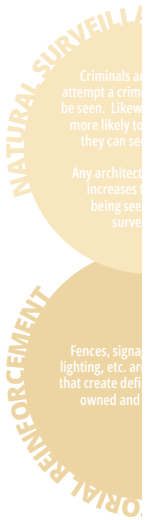
16 / Building Tomorrow: Westlock's Next 20 Years



- 3.1.10 Developments and programs that support aging in place shall...
- 3.1.11 Design that incorporates barrier-free, accessible and age friendly transportation, access, open spaces, and other amenities.
- 3.1.12 Services, programs, and opportunities for residents shall provide...
- 3.1.13 The safety of residents shall be prioritized through support for...
- 3.1.14 New community structures and facilities shall employ the principles...
- 3.1.15 At the building and site level, new development by private enterprise...

What is Crime Prevention through Environmental Design (CPTED)?

Crime Prevention through Environmental Design (CPTED) is a set of design principles used to discourage crime and increase the safety of public spaces and facilities. The diagram to the left summarizes the four (4) main principles.



Call-out boxes and diagrams provide more detail and expand on related concepts and terms.

Figure 2 - Policy Structure

Interpretation

The MDP is a comprehensive, integrated document and users of the plan should read the plan in its entirety and not consider policies and sections in isolation.

Within the MDP, “the Town” refers to the Town of Westlock as a municipal government. “The town” or “Westlock” are used to refer to geographic or physical area of the municipality. References to the “MDP” or “the plan” refer to the Town of Westlock’s Municipal Development Plan.

There are four (4) types of policies within the MDP:

- a. **Mandatory policies** align with prevailing statutory requirements and are critical to achieving the goals of the MDP. These policies include words such as shall, prohibit and must.
- b. **Permissive policies** facilitate achieving the goals of the MDP. Although compliance or implementation is generally discretionary, in the case of proposed development, applicants are expected to demonstrate why a relevant permissive policy is inappropriate or unreasonable. These policies include words such as should, may, encourage, support, promote, and allow.
- c. **Restrictive policies** are intended to limit practices or actions that are contrary to the goals of the MDP, although compliance or implementation is generally discretionary. These policies include words such as should not, discourage or limit.
- d. **Action-oriented policies** identify important initiatives that will support the goals of this plan. These policies begin with words such as adopt, partner with, establish, develop, evaluate, monitor, maintain, prepare, assess, and update.

In the MDP, certain terms have definitions that are specific to the plan, and those terms are defined in Appendix A. Words not defined specifically in the MDP may be defined in the *Municipal Government Act* or higher-order legislation and plans. Words not specifically defined in either the MDP or other statutory documents have their usual and customary meaning.

Locations and boundaries shown on the maps within the MDP are approximate and for general illustrative purposes. Property lines, rights-of-way, roadways, or other distinguishing physical features generally form the boundaries of areas and features included in the maps. Boundaries and locations will be refined through subsequent stages of planning, including other statutory plans and subdivisions.

2. COMMUNITY VISION



2.1 Vision Statement

The vision of this MDP represents the community's aspirations for the future of Westlock for its next 20 years. The current statement was refined from the previous vision adopted under the 2015 MDP.

Westlock is a vibrant, interconnected community where people, businesses, and ideas find fertile ground. Those that call Westlock home have a high quality of life and are connected to the broader community. Supported by efficient infrastructure, a progressive growing economy, and quality cultural and recreational amenities, Westlock is recognized as being a safe, healthy, and vibrant place for every stage of life that honours its past while building its future.



2.2 Guiding Principles

To realize the community vision, six (6) guiding principles were identified to help guide the formation of the MDP. These guiding principles reflect common issues that were identified through the public engagement process and by forming the foundation of the plan, ensure that Westlock continues to reflect all those that call the town home.



Support a Strong, Dynamic Local Economy

1. Foster local business development, retention and growth.
2. Attract diverse new commercial and industrial development to complement and support the existing business base.
3. Promote Westlock as a central service hub for the region through a collaborative approach to economic development as a partner in the Westlock Economic Region.
4. Enable new and existing businesses to develop and expand through incentives and practical, navigable regulations



Lead in Environmental Stewardship

1. Preserve environmentally significant areas to create and maintain an attractive and pristine open space network.
2. Implement environmental design and building principles into new development and redevelopment.
3. Support programs and initiatives that increase awareness and public involvement in environmental conservation and stewardship.
4. Encourage the efficient re-use and remediation of land to reduce the Town's environmental impact and support resiliency.



Develop a Vibrant, Re-Energized Downtown

1. Activate downtown by supporting mixed-use development, animated public spaces, storefront improvements, and events.
2. Reinforce the downtown as the heart of the town through urban design initiatives and new business attraction.
3. Continue to foster a pedestrian-friendly retail environment.
4. Encourage additional residential growth in and adjacent to downtown.



Provide Quality Culture & Recreational Opportunities

1. Develop a robust open space system of linkages to parks, natural areas, and other key destinations in Town to promote active lifestyles.
2. Provide a variety of cultural & recreational opportunities for all abilities, incomes, and lifestyles.
3. Ensure that building and site design is welcoming and accessible to everyone.
4. Encourage year-round use and sharing of recreational amenities among a variety of user groups and activities.



Build a Livable, Welcoming Community

1. Develop walkable, safe neighbourhoods that are welcoming for all ages, stages, and wages.
2. Support a mix of housing types and tenures through development in existing and new neighbourhoods.
3. Enhance the quality of life for residents through the provision of educational, health, recreational, and social development opportunities.
4. Promote the development of art, heritage, and cultural resources that contribute to community identity and sense of place.



Foster Collective Community Based Decision Making

1. Provide opportunities for community engagement and input in the decision making process.
2. Ensure consistent, transparent, and reliable communication of Town initiatives to all community members.
3. Work with regional partners, other levels of government and other collaborators to provide programs and services that benefit the region.
4. Develop budgets and business plans in consideration of Town plans, policies, and community input.

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3. TOWN-WIDE POLICIES



This section of the MDP contains policies which will guide the work of Town Council and Administration toward achieving the Community Vision set out in Section 2.1 and which align with the guiding principles of the plan.

Each policy section is intended to apply Town-wide.

3.1 Community Livability

Overview

Westlock is a town that offers community, care, and connection to its residents. As Westlock grows, it will continue to appeal to people from various backgrounds, ages and abilities as a community of choice in which to live, conduct business, and thrive. Westlock will continue to develop neighbourhoods that offer a safe and welcoming place to call home. In addition, the Town will continue to provide opportunities that support the well-being of its residents.

Goals

1. All residents in Westlock feel safe, welcome and connected to the community through the use of innovative & fiscally responsible service delivery.
2. Westlock is a vibrant, connected community that offers opportunities to residents of all ages and stages of life.
3. Those that call Westlock home have a high quality of life and are supported by programming that supports health, wellness and life-long learning.

Policies

- 3.1.1 Community members of all backgrounds and life stages shall be engaged, acknowledged, and respected on all projects or initiatives that may be of a potential interest by providing both informal and formal opportunities to encourage representation from a broad spectrum of people.
- 3.1.2 Community based organizations and Indigenous peoples should be collaborated with when designing and developing programs and services.
- 3.1.3 The provision of gathering places and spaces shall be encouraged when planning at the community, neighbourhood, and site level to provide for opportunities for the community to come together.
- 3.1.4 Spaces that encourage social connections should be fostered through the human scale design of buildings, streets and public spaces.
- 3.1.5 The vibrancy of public spaces should be encouraged through installations that support livability such as public art, street furniture, landscaping, and wayfinding.
- 3.1.6 Community wide events shall be accessible and respectful for people of all backgrounds and abilities.
- 3.1.7 Facilities such as community gardens should be supported and encouraged to expand.
- 3.1.8 Community facilities are for everyone and shall be built with designs that enable access and use.
- 3.1.9 All residential neighbourhoods within Westlock shall provide diverse housing, services, and facilities that meet the needs of residents at all income levels and stages of life.
- 3.1.10 Developments and programs that support aging in place should be encouraged.



- 3.1.11 Design that incorporates barrier-free, accessible and age friendly considerations shall be supported and encouraged when considering housing, transportation, access, open spaces, and other amenities.
- 3.1.12 Services, programs, and opportunities for residents shall promote their emotional, mental, and physical well-being.
- 3.1.13 The safety of residents shall be prioritized through support for police, fire, rescue, emergency, and medical services.
- 3.1.14 New community structures and facilities shall employ the principles of Crime Prevention through Environment Design (CPTED).
- 3.1.15 At the building and site level, new development by private entities should also be encouraged to employ CPTED principles.

What is Crime Prevention through Environmental Design (CPTED)?

Crime Prevention through Environmental Design (CPTED) is a set of design principles used to discourage crime and increase the safety of public spaces and facilities. Figure 3 summarizes the four (4) main principles.

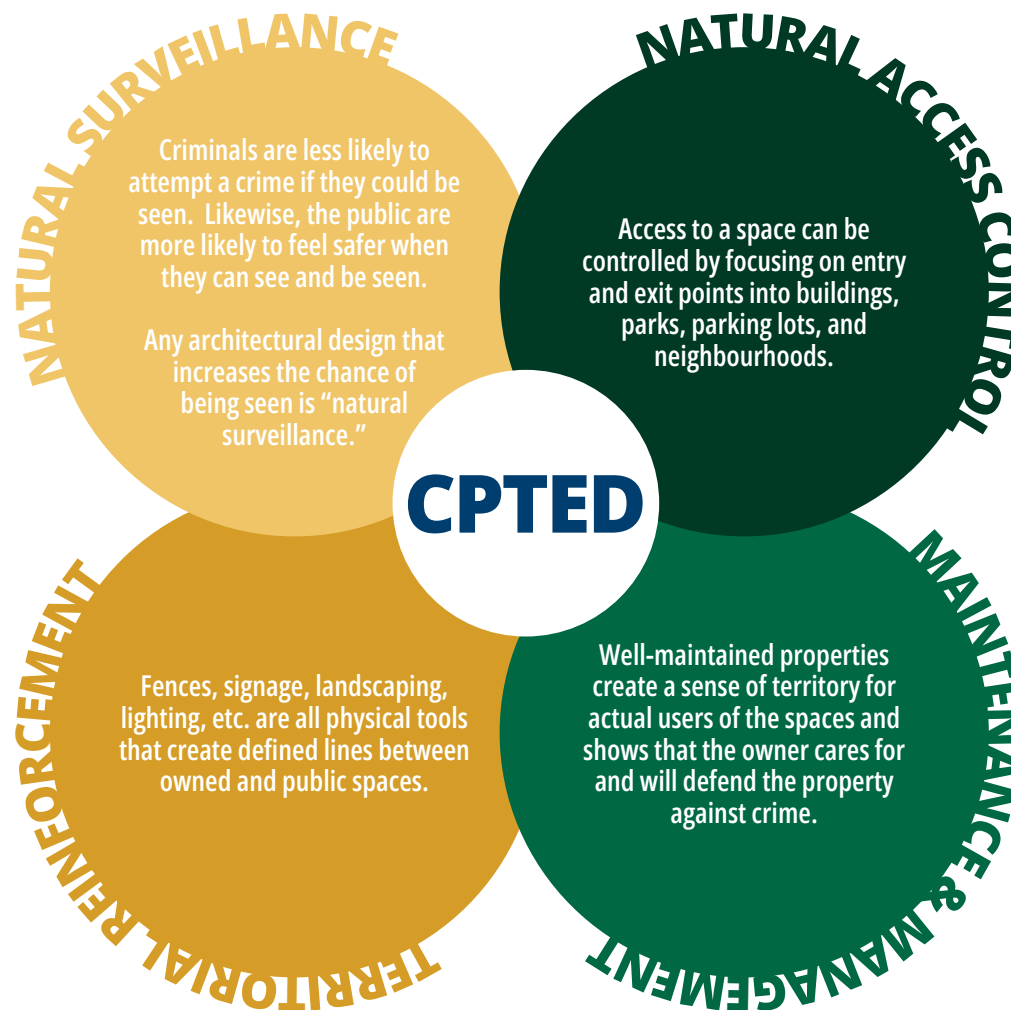


Figure 3 - CPTED Principles

3.2 Housing

Overview

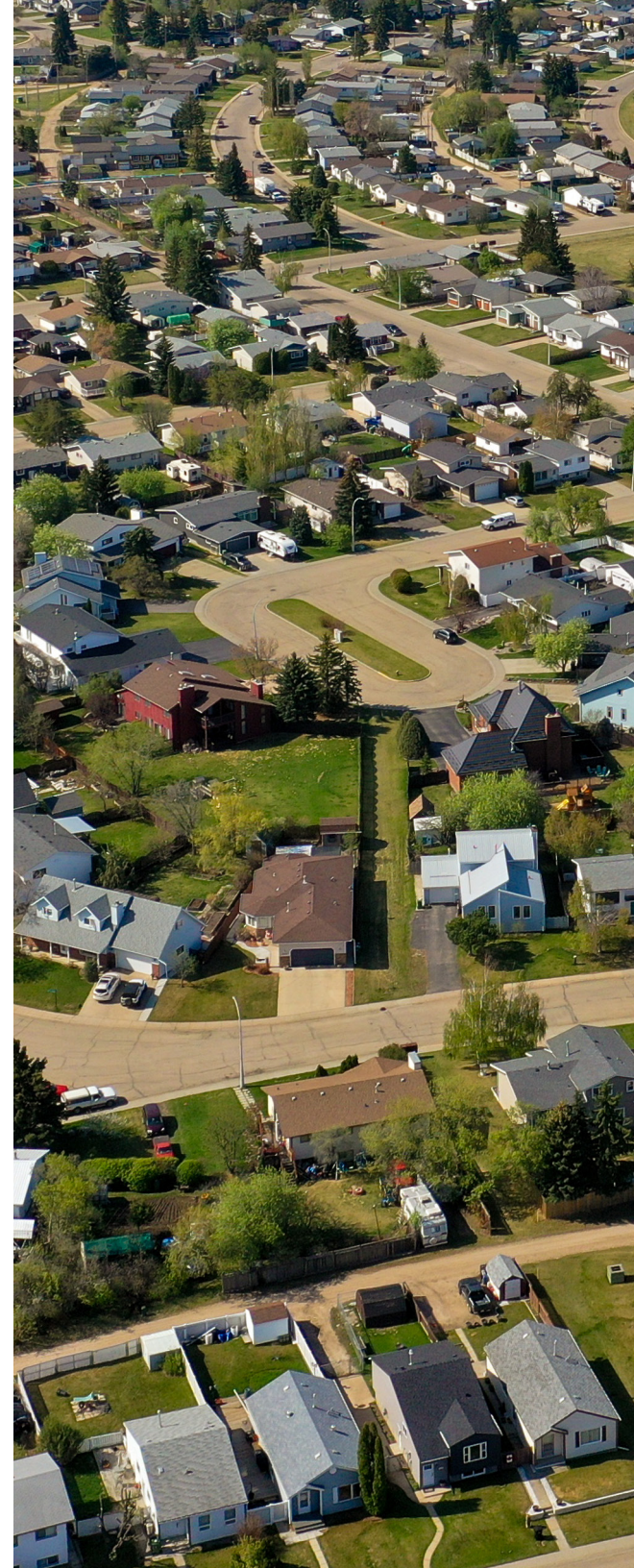
Westlock encourages a variety of housing types that accommodates different lifestyle choices, socioeconomic levels, and needs. Housing is affordable, diverse, and allows for residents to comfortably live their entire lives within the town. Residents should be offered a choice of the type and location which best suits their wants and needs.

Goals

1. Increase the variety of housing options throughout the community that meet residents' diverse needs.
2. Provide support and incentives for both market and non-market affordable housing options.
3. Encourage reinvestment into and increased upkeep of aging housing stock.

Policies

- 3.2.1 A variety of housing types shall be required across the housing continuum both within neighbourhoods and Town-wide.
- 3.2.2 Innovative housing forms and construction methods should be encouraged and incentivized with consideration for livability and affordability.
- 3.2.3 The provision of both affordable market and non-market housing shall be encouraged and developers along the housing continuum shall be supported and assisted.
- 3.2.4 Local agencies, developers, and other partners shall be supported, incentivized and utilized to facilitate the provision of a range of purpose-built rental housing to ensure the projected demand for rental housing is met.
- 3.2.5 Developers should be encouraged to integrate non-market housing within new developments to ensure that non-market housing is attractive and visually indistinguishable from market housing.
- 3.2.6 The development of suites (secondary, garage and garden) shall be supported as a legitimate, desirable, and affordable form of housing.
- 3.2.7 High-density and seniors housing should be encouraged to locate along collector or arterial roadways and in proximity to amenities.
- 3.2.8 Sensitive infill and gentle densification should be supported in mature neighbourhoods with adequate servicing capacity to increase the diversity of housing stock.
- 3.2.9 Non-market housing should be encouraged across the community to avoid isolation and overconcentration.



- 3.2.10 The Town's Housing Needs Assessment shall be periodically updated to assess and prioritize housing needs, establish targets across the housing spectrum and develop housing strategies.
- 3.2.11 Opportunities for emergency, transitional, seniors, and special needs housing should be supported.
- 3.2.12 New medium to high density residential development should be encouraged to meet or exceed the minimum standards for barrier-free and accessible design.
- 3.2.13 Opportunities for landowners to convert underutilized non-residential developments such as motels and hotels into forms of housing should be explored and supported.
- 3.2.14 Property owners of older and/or derelict housing shall be encouraged and incentivized to reinvest in their properties through renovation or redevelopment.

Is Westlock missing a “middle”?

The missing middle describes a range of housing types between single-detached homes and apartment buildings that are “missing” from many communities. These are multi-unit housing types, such as duplexes, triplexes, and rowhouses that have the ability to fit into low-density residential areas.

Rowhouses, semi-detached and other similarly structured homes offer an affordable housing option for couples, singles, and young families for whom apartment living is not suitable or for those wishing to transition from renting to home ownership and also offer choice of unit size and prices to those wanting to remain in their preferred neighbourhood.

These types of homes also provide the added benefit of an increased tax base, as a higher number of units may be developed on existing lots, and offer an infusion of people into existing neighbourhoods to support vibrancy and local businesses.

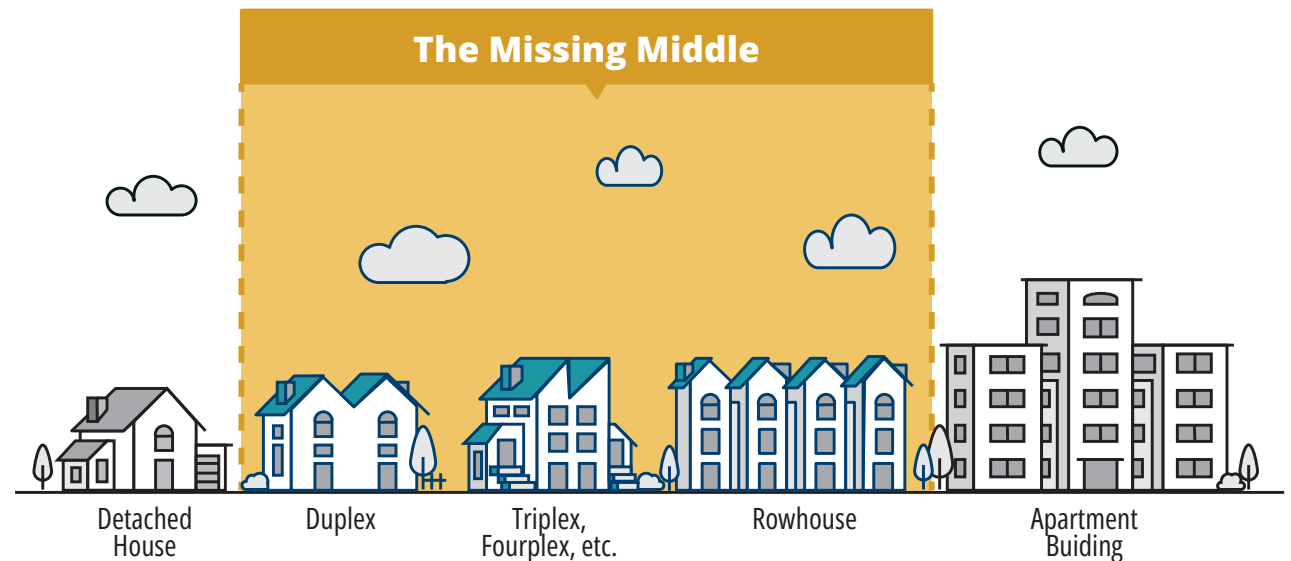


Figure 4 - Missing Middle Housing Types

3.3 Transportation and Mobility

Overview

Westlock is a connected community that offers multi-modal options and opportunities for residents and visitors to explore and experience the town. Connectivity both internally between neighbourhoods and destinations as well as externally within the region and province is critical. All users will be provided with safe and reliable transportation options in Westlock.

Goals

1. Create a safe, viable and connected transportation network.
2. Improve access and increase options for alternative transportation modes.
3. Cooperate with the provincial government to maintain and improve the functional integrity and design of provincial highways in Westlock.

Policies

- 3.3.1 The Town's Transportation Master Plan shall be routinely reviewed and updated to guide future improvements and additions to the Town's transportation systems. In particular the Transportation Master Plan should provide for the following:
 - a. A mode hierarchy which provides for active transportation modes;
 - b. Requirements for the development of complete streets throughout the town, with emphasis on human-scale environments;
 - c. Direction and phasing for future street improvements and ongoing management of transportation infrastructure;
 - d. Coordination of planning and development with regional transportation networks.
- 3.3.2 Any changes or additions to the Town's transportation system shall be developed according to:
 - a. Transportation Association of Canada (TAC) standards;
 - b. The Town's Transportation Master Plan, as amended; and
 - c. The Town's Procedures and Design Standards for Development.
- 3.3.3 The Town's transportation network shall ensure the efficient movement of people and goods while meeting the needs of all residents – regardless of their age, mobility, or socioeconomic status.
- 3.3.4 Pedestrian and traffic control shall be incorporated that prioritizes the safety of pedestrians through signals, land markings, crosswalks, signing, control devices, and other traffic calming measures.
- 3.3.5 Connectivity shall be provided between neighbourhoods, open spaces, key destinations, and major streets.



- 3.3.6 Additions, redevelopment or repair to the transportation network shall prioritize public safety, accommodate a range of uses and modes, and enhance overall livability.
- 3.3.7 Freedom of movement, association, or commerce in accordance with the Canadian Charter of Rights and Freedoms shall not be restricted within, to, or from Westlock.
- 3.3.8 Development adjacent to existing or proposed collector or arterial roads shall make provisions for the following at the subdivision application stage:
 - a. Future road widening; and
 - b. Land required for the construction of a service road.
- 3.3.9 New neighborhoods and expansions to the transportation network shall be designed with a high degree of road connectivity to minimize travel distances, allow for efficient movement of people and vehicles, and provide for easy navigation.
- 3.3.10 The safety of pedestrian crossings along all major roadways and highways shall be improved particularly those across Highway 18.
- 3.3.11 Development outside the Downtown shall provide adequate on-site parking in order to reduce the impact on public streets and parking lots. Parking spaces should be provided for a range of vehicle types including bikes, small cars and oversize vehicles.

What are some examples of traffic calming measures?

Traffic calming measures may include clear crosswalk signage, pedestrian activated controls, speedbumps, sidewalk extensions at intersection corners (also known as “bump-outs”, and clear provision of vehicle parking.

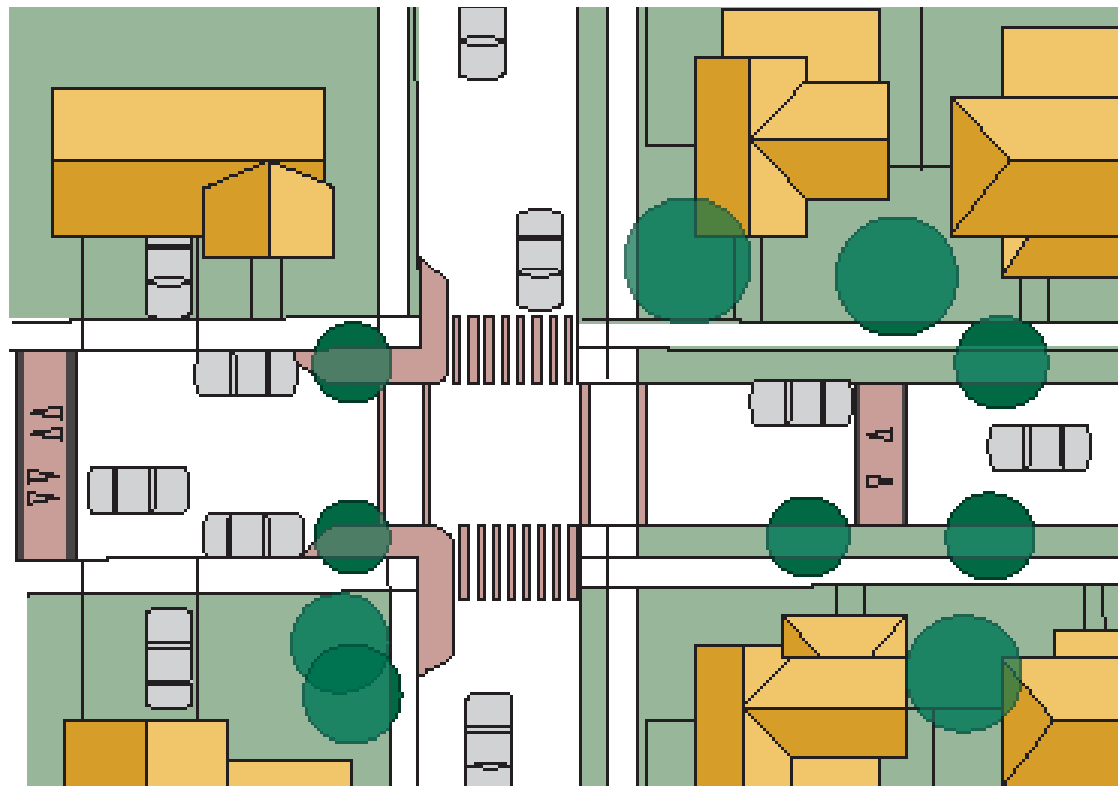


Figure 5 - Traffic Calming Measures

3.4 Infrastructure and Utilities

Overview

The Town's infrastructure and utilities system provides residents and businesses with key services such as water, communications, and power. Westlock prioritizes efficient extension and maintenance of municipal infrastructure to protect the financial health of the Town. Asset management planning provides the foundation for future infrastructure decision making and ensuring an equitable, environmentally responsible, responsive, and reliable system.

Goals

1. Develop and maintain an efficient, effective, and economic infrastructure and utility system that can accommodate future growth at minimal cost to taxpayers.
2. Ensure that Westlock's growth allows for the orderly and economical extension of infrastructure and utility systems.
3. Maintenance and upgrading of our infrastructure is planned with consideration for life-cycle and environmental impacts.

Policies

- 3.4.1 The Town shall provide high quality infrastructure and utility services to residents and businesses, in accordance with federal and provincial standards.
- 3.4.2 Existing infrastructure upgrades and construction of new infrastructure related to water, sewer and storm shall be in general conformance with the Water Distribution Master Plan, Sanitary System Master Plan, Stormwater Master Plan, and other master plans, as amended.
- 3.4.3 Growth and expansion shall be orderly and appropriately phased to promote the efficient use of existing infrastructure.
- 3.4.4 Innovations and changes in technology should be considered for implementation when upgrading or adding to the infrastructure and utility system.
- 3.4.5 The Town shall consider upgrades and maintenance to its infrastructure and utility systems in its long-range planning practices, including establishing budget priorities, through the continual review and updating of its multi-year Capital Plan.
- 3.4.6 The capital costs of building or upgrading water treatment plants, water reservoirs and municipal lagoons for water and sewer treatment and storage and lift stations as a result of new development, should be recovered from off-site levies assessed on new residential, industrial, and commercial development.
- 3.4.7 Developers shall be responsible for the cost of extending infrastructure and utility systems into their new development.





- 3.4.8 The Town shall continue to operate recycling and organic material collection programs to provide environmentally effective waste management services to the residents of Westlock in coordination with the Westlock Regional Waste Management Commission.
- 3.4.9 The Town shall ensure appropriate storm water management in all neighbourhoods and integrate best management practices where able.
- 3.4.10 Low impact development techniques should be encouraged to reduce stormwater run-off through neighbourhood and building design.
- 3.4.11 The Town shall work with third-party utility providers such as power, gas, and telecommunication services to provide its residents and businesses with reliable and responsive services.
- 3.4.12 The efficient use of land and coordinated service delivery should be promoted by encouraging transportation and utility corridors as areas for co-location of utilities, lines, and other infrastructure, where appropriate.

What are “low impact development” techniques?

Development can have a significant impact on the natural environment. Increasing the amount of impervious areas (such as pavement), can disrupt and change natural processes by changing the flow of stormwater and other runoff. Stormwater runoff often contains pollutants from the urban environment that can impact the health of rivers and lakes within a watershed.

Low impact development (LID) is an approach to development and stormwater management that mimics or restores natural processes in order to manage stormwater closer to its source. Examples include increasing the amount of soft landscaping, green roofs, permeable pavement, bioswales, and rainwater harvesting.

3.5 Environmental Stewardship

Overview

Westlock's environment is the foundation for its physical structures, but also for the health and wellbeing of the community as a whole. Clean air, water, and the retention of significant natural features are crucial to ensure Westlock remains a healthy, prosperous community. The Town is committed to maintaining, restoring and enhancing its natural and open spaces through environmental resilience and stewardship.

Goals

1. Environmentally significant land, air, and water resources are protected and maintained.
2. Neighbourhoods and developments are planned to support and sustain the environment around them.
3. Westlock has a community culture of environmental resilience and stewardship.

Policies

- 3.5.1 The Town of Westlock shall acquire and protect natural assets or lands unsuitable for development using the following tools:
 - a. Environmental reserve dedication & easements;
 - b. Conservation reserve dedication;
 - c. Municipal and school reserve dedication;
 - d. Donations and bequests; and
 - e. Acquisitions through purchase or land trades.
- 3.5.2 The Town may allow for an environmental reserve easement in place of an environmental reserve dedication where there is no public access required or likely to be desired in the future.
- 3.5.3 Environmental reserve lands may be utilized to extend the public trail system if the ecological integrity of the land is retained or enhanced.
- 3.5.4 The Town should promote where possible, the practice of reducing, reusing and recycling materials as well as water and energy consumption reduction in all Town facilities, programs and services and throughout the community as a whole.
- 3.5.5 Emissions reduction and energy conservation should be considered in the management, design, and operation of Town owned and occupied buildings and facilities.
- 3.5.6 Alternative energy opportunities should be explored for both Town and privately owned and occupied buildings and facilities.





- 3.5.7 Opportunities for households and businesses to reduce energy usage through energy efficiency and alternative energy solutions may be encouraged through the adoption of creative strategies in partnership with the private sector and other organizations.
- 3.5.8 The Town should increase the urban tree canopy to reduce the urban heat island effect and to encourage carbon storage.
- 3.5.9 The retention of mature trees shall be encouraged wherever possible and replaced if removal is necessary.
- 3.5.10 Stormwater facilities should be naturalized wherever possible to enhance their ecological value.
- 3.5.11 Opportunities to sensitively integrate natural and naturalized ecosystems within parks and recreational spaces should be explored through the neighborhood design and development process.
- 3.5.12 The preservation of natural and culturally significant lands, including natural grasslands, wetlands or land traditionally or culturally important to Indigenous peoples, should be considered when planning for growth and expansion.

What types of lands would be kept as natural assets?

Natural assets would include significant features such as treestands or watercourses, or could include other lands not suited for development to ensure public safety, prevent pollution, or allow access to a body of water. Other examples include ravines and gullies, land prone to flooding, land with unstable slopes, and land on the side or shore of bodies of water.

The *Municipal Government Act* allows municipalities to require the dedication of these types of lands as municipal, conservation or environmental reserve.

3.6 Economic Development

Overview

A healthy and diverse local economy is essential to ensure Westlock's future growth and development is fiscally sustainable. As the regional service center for agriculture, retail, healthcare, and manufacturing, Westlock offers a wide range of employment opportunities and potential for growth and innovation for its existing business community. It is critical that the Town continues to find innovative and meaningful ways to retain and grow its existing business base, while remaining open and welcoming to new business development.

Goals

1. Continue to diversify the tax base by attracting unique and complementary commercial, industrial and other business uses.
2. Maintain a range of local employment opportunities that enable residents to stay and work in Westlock.
3. Create and support an environment of innovation, entrepreneurship, and growth in the local business community.

Policies

- 3.6.1 Local employment opportunities that enable residents to stay and work in Westlock shall be supported.
- 3.6.2 The Town shall promote local economic development by continuing and strengthening relationship with existing economic groups and local businesses.
- 3.6.3 The Town should maintain a sufficient supply of land that is serviced or can be readily serviced for industrial and commercial purposes.
- 3.6.4 Intensification of existing industrial and commercial areas should be encouraged to take advantage of existing connectivity, infrastructure, and synergies with the existing business base.
- 3.6.5 Opportunities for economic growth with a focus on light industrial, retail, value-added agriculture, healthcare and other complementary business uses should be encouraged within Westlock.
- 3.6.6 Opportunities to work with post-secondary institutions should be explored to improve Westlock's ability to attract and retain skilled employees & youth in the community.
- 3.6.7 The Town should pursue funding programs, grants or initiatives for local and/or regional projects that will benefit and strengthen the local economy.
- 3.6.8 The Town shall continue to participate in regional economic development initiatives with the broader Westlock Economic Region and work proactively with member municipalities to pursue economic development opportunities that benefit the region as a whole.





- 3.6.9 Opportunities to build and foster the local tourism economy should be supported and priority actions to strength the tourism industry shall be identified.
- 3.6.10 The Town shall continue to support and implement incentives to encourage business retention and growth.
- 3.6.11 The Town shall actively work to attract new investment through marketing of available lands in partnership with local realtors and landowners.
- 3.6.12 Home businesses should be encouraged to integrate into residential neighbourhoods and to expand into storefronts as growth allows.
- 3.6.13 The Town shall continue to work to improve internal processes and procedures to cultivate an “open for business” environment.
- 3.6.14 The Town should encourage remediation and re-use of contaminated lands to support brownfield redevelopment.
- 3.6.15 The Town should create a brownfield redevelopment strategy which:
 - a. supports the economic growth objectives identified in this Plan;
 - b. examines methods for effective, environmentally sensitive land rehabilitation; and
 - c. during the development of this strategy, considers the inclusion of incentive programs.

Why is economic growth important to Westlock’s fiscal future?

Property taxes are a primary source of revenue for municipalities in Alberta, including Westlock. This revenue helps the Town pay for public services such as utilities, roads, fire protection, and recreation. Taxes are paid by property owners of all land use types, including residential, commercial, and industrial property owners. If a municipality has more residential properties then non-residential (commercial or industrial), the tax burden falls primarily on residential landowners.

New non-residential development provides new tax revenue that can help reduce the tax burden on residents while providing local jobs and opportunities for businesses.

3.7 Recreation, Arts, and Culture

Overview

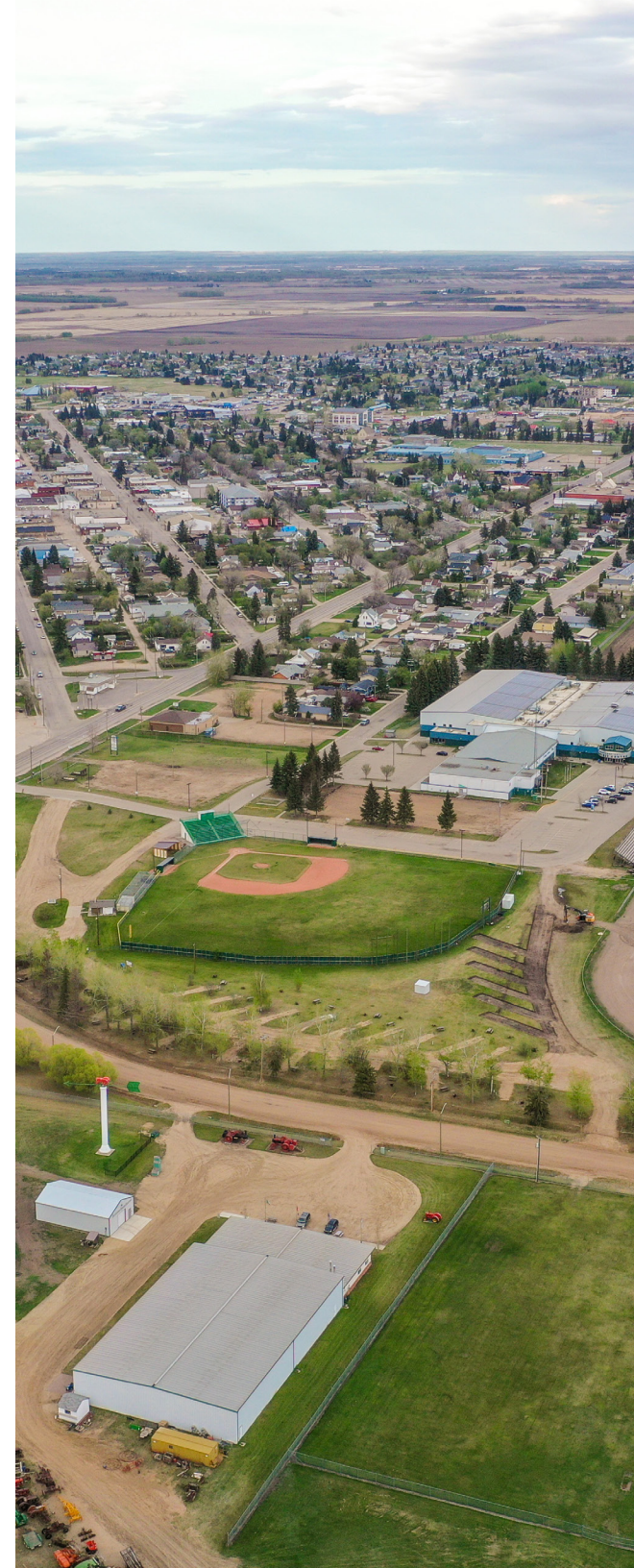
Westlock is a regional destination for recreational, cultural and arts amenities. The Town's parks, open spaces, recreational and cultural amenities are designed and accessible for all to encourage active living, community togetherness and year-round use. Residents and visitors are connected to Westlock's heritage and culture through well-planned, thoughtful, and well-maintained infrastructure.

Goals

1. Provide an infrastructure of parks, open space, recreational, and cultural facilities to meet the needs of the residents of Westlock and visitors.
2. Recreational and cultural infrastructure are vital assets and integrated into the Town's asset management process to plan for their maintenance, operation, and use.
3. Westlock's recreational, cultural, and arts amenities are safe, welcoming, and accessible.

Policies

- 3.7.1 A range of programs, opportunities, and initiatives that encourage, educate and promote active lifestyles at all stages of life shall be supported and promoted.
- 3.7.2 A range of active and passive recreational opportunities as well as community gathering spaces should be incorporated into the open space system.
- 3.7.3 New recreational infrastructure shall be designed for a diversity of users of all ages, abilities, and cultural backgrounds.
- 3.7.4 Recreational infrastructure, including parks and opens spaces, shall be designed and programmed to encourage active living during all seasons to encourage year round use, enjoyment, comfort and interest.
- 3.7.5 Recreation opportunities should be integrated into the community at the neighbourhood level in addition to Westlock-wide recreational facilities.
- 3.7.6 Public facilities shall be visible and accessible by a variety of modes of transportation including both vehicular and non-vehicular modes of transportation.
- 3.7.7 Parks and other recreational infrastructure shall be designed to foster health & well-being and promote safety, access, and security.
- 3.7.8 Expansions and additions to the Towns recreational infrastructure shall be guided by the Parks and Recreation Master Plan.
- 3.7.9 The Town shall ensure that a suitable supply of reserve land is maintained or acquired to adequately accommodate new or expanded recreational infrastructure.

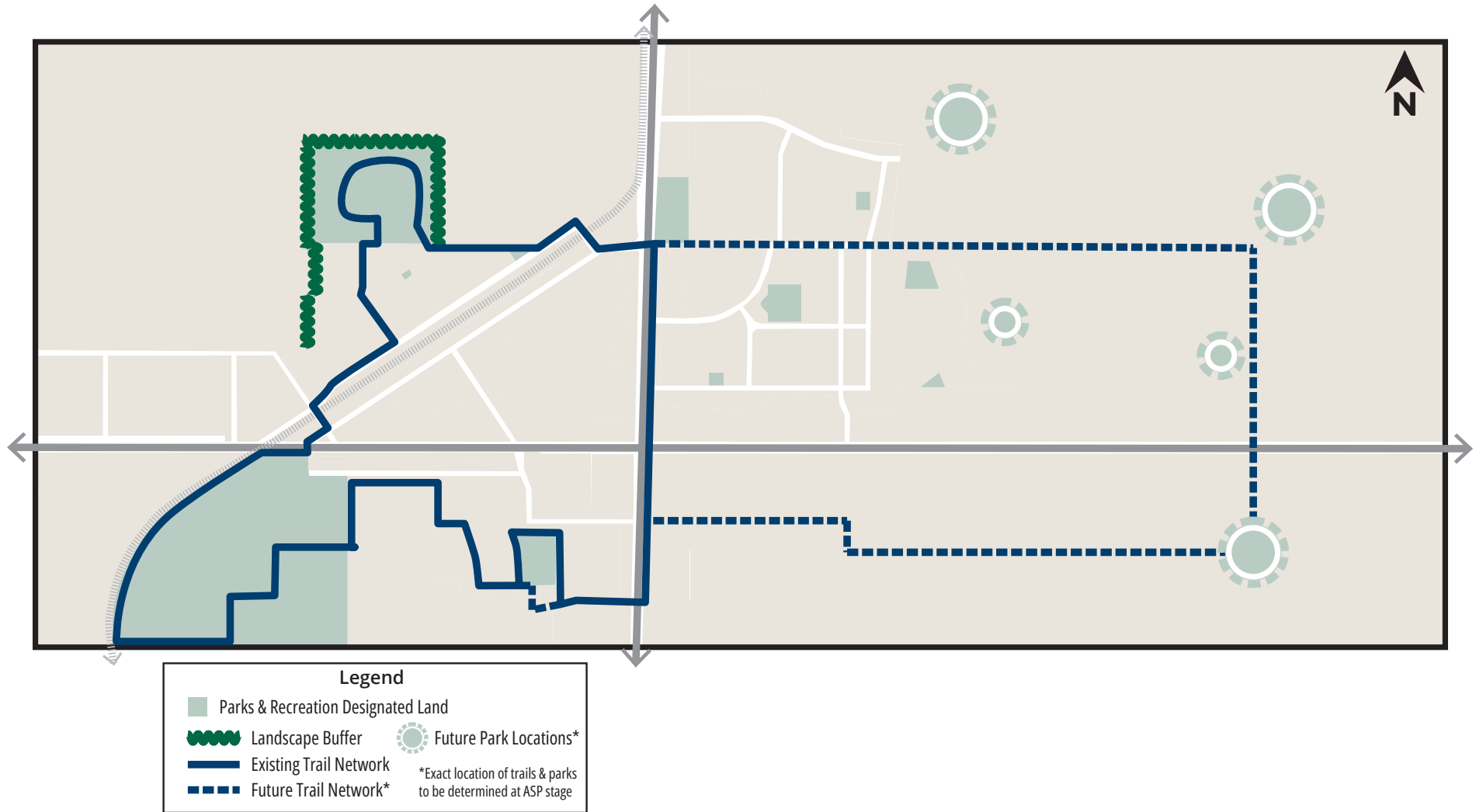




- 3.7.10 The Town shall continue to support capacity building in its community organizations to ensure their longevity and to enhance service provisions and options for residents.
- 3.7.11 New developments and neighbourhoods shall connect to and extend the existing open space and trail network within the Town.
- 3.7.12 The trail network should be landscaped, lighted, surfaced and well drained where possible. Protections should also be given to pedestrians to separate them from motor vehicles while ensuring maintenance and emergency vehicle access remains.
- 3.7.13 The Town should work with its regional partners to promote development of connections to trail networks that extend beyond town boundaries.
- 3.7.14 Joint use and planning agreements shall be maintained with the school boards to ensure that the use, development and maintenance of shared lands is accommodated for.
- 3.7.15 The Town should encourage vibrancy of local arts and culture by:
 - a. partnering with groups and organizations which strengthen tourism and foster the development of Westlock as a lively center of arts, culture, historical interest, festivals and other events;
 - b. providing opportunities for and encouraging public art.
- 3.7.16 Indigenous culture, art, and history should be promoted, acknowledging and commemorating the original people of the area through the exploration of programming and collaboration opportunities.
- 3.7.17 Valuable heritage resources within the community should be preserved.
- 3.7.18 The development or expansion of private or public facilities such as museums or displays should be encouraged to educate and promote Westlock's rich history.
- 3.7.19 Public spaces should be designed using human-scale design that reflects the local landscape and incorporates public art, local culture & heritage.
- 3.7.20 Opportunities to celebrate local and regional art, cultural and heritage should be supported by exploring funding opportunities.
- 3.7.21 Private development should be encouraged to incorporate art into their developments where feasible and practical.

What is public art?

Public art includes works of art that are visible and accessible to the public on a full-time basis. Public art may include but is not limited to sculpture, painting, installations, photography, video, works of light or sound.



Map 1 - Parks and Open Space Concept



3.8 Emergency Management

Overview

Westlock is prepared to manage and respond to emergency situations. The Town strives to minimize injury to people and property, protect the environment, and encourage recovery through its emergency management. The community is prepared and resilient to handle emergency situations of different scales and severities.

Goals

1. Westlock mitigates and prepares for emergencies through its land use planning, design, Emergency Management Plan and preparedness efforts.
2. The Town and its residents are prepared for and resilient in response to emergency events.
3. Through coordination with local, regional, and provincial partners, the planning and delivery of emergency management is effective and efficient.

Policies

- 3.8.1 All plans, policies, bylaws, and processes undertaken in Westlock shall consider emergency management principles – mitigation, preparedness, response, and recovery.
- 3.8.2 New developments and neighbourhoods shall be planned to ensure appropriate emergency response and associated facilities are available to protect existing and new residents, development, and infrastructure.
- 3.8.3 Neighbourhood design should include multiple opportunities for access and egress to facilitate safe and efficient evacuation.
- 3.8.4 Safe and adequate emergency services access to neighbourhoods should be facilitated through highly interconnected street networks and by considering emergency vehicle access during street design.
- 3.8.5 The Town should partner with regional, private, and not-for-profit organizations to amplify the ability to aid the public during emergencies.
- 3.8.6 Formal agreements and partnerships with local, regional and provincial governments shall be developed and maintained for the purpose of regional coordination of emergency management.
- 3.8.7 The Town shall engage with the community to build a community-wide understanding of emergency preparedness.
- 3.8.8 The Town shall appropriately allocate resources, both financial and human, to emergency management planning and programming.
- 3.8.9 Fire Smart principles should be incorporated into statutory plans, non-statutory plans, and the designs of subdivisions and developments where appropriate.

What is Fire Smart?

FireSmart is a collection of best-practices, resources, and tools to enable residents and other community members to live with and manage the risk of wildfire. Preparing for the threat of wildfire is a shared responsibility between community members, industry and all levels of government. At the home and neighbourhood level, this means planning, designing, and maintaining homes, yards, and neighbourhoods in a proactive manner to increase property and community resistance to wildfire. Figure 6 illustrates simple actions to take to FireSmart your home and property by zone, to reduce the chance of ignition, prevent fire from reaching your home, and to limit the intensity of fire.

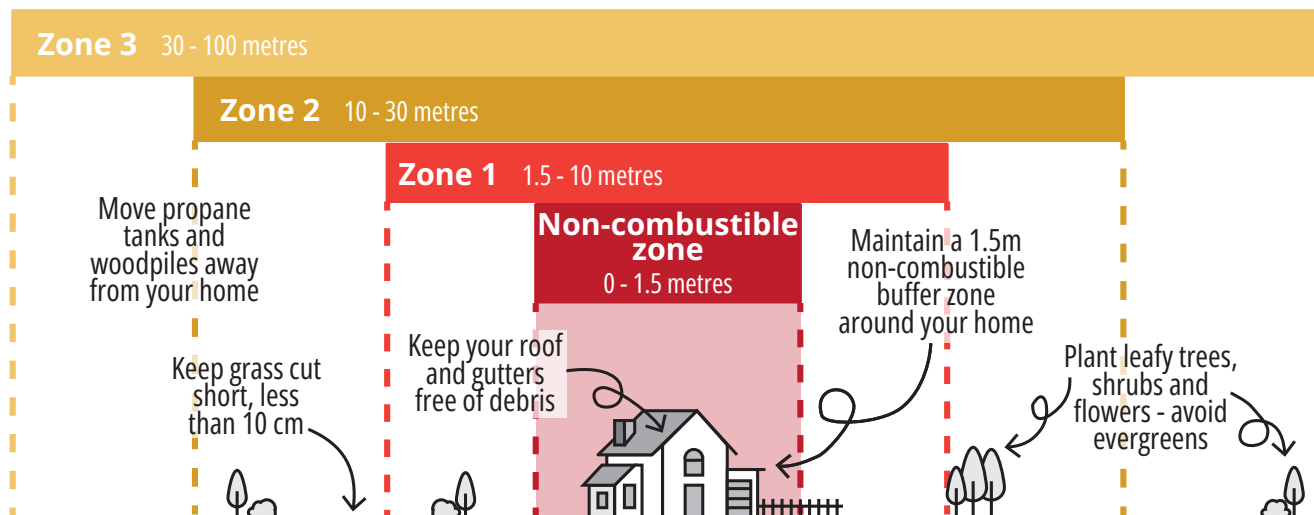


Figure 6 - FireSmart Zones



4. NEIGHBOURHOOD POLICIES



4.1 Overall Community Concept

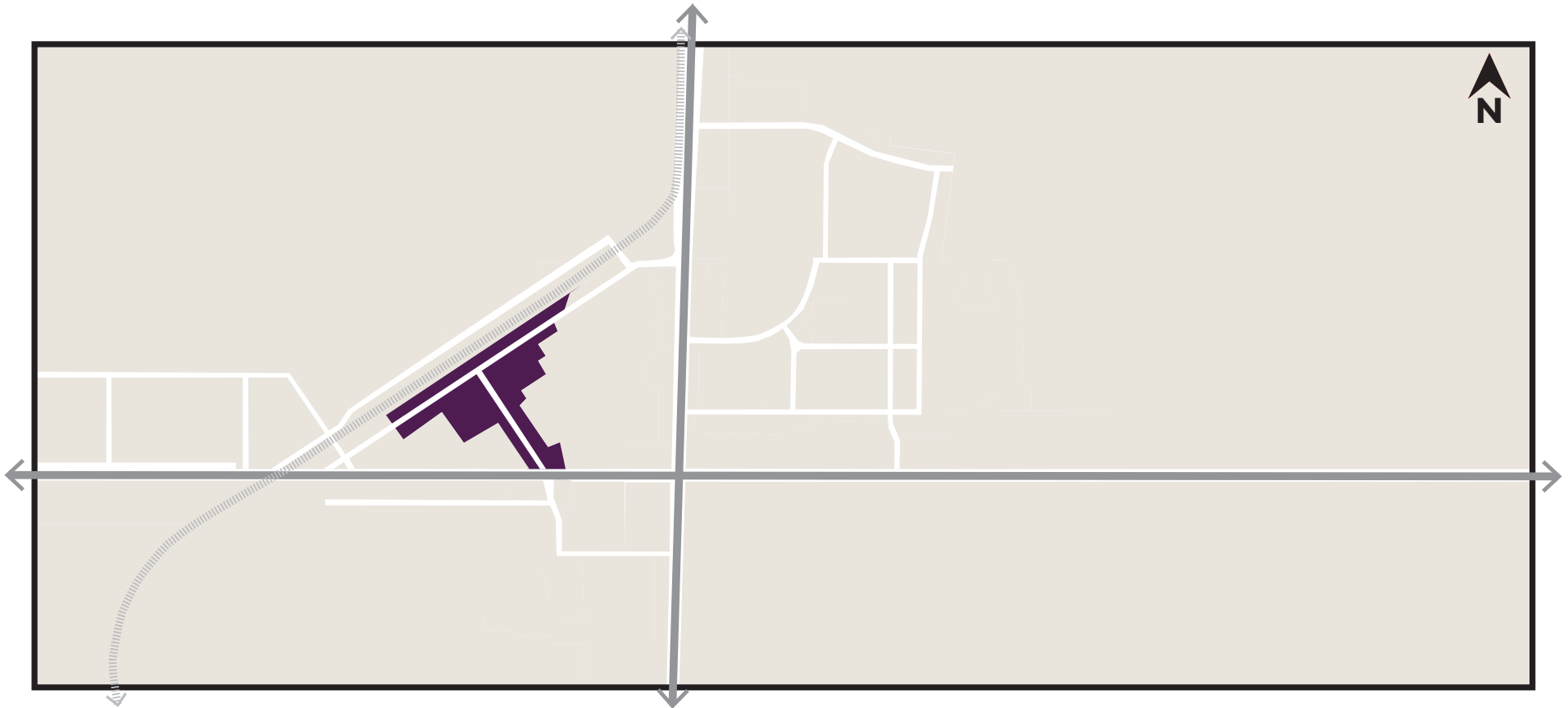
Westlock's overall community concept (Map 2) illustrates the general intent and land use framework for the Town. This concept takes into consideration the Town's regional context, development constraints, existing development and infrastructure, and planned infrastructure. The concept is made up of eight (8) policy areas, the boundary of each which is based on the nature of its existing land uses and the intent for future development. Each policy area represents a specific character area within the Town and outlines specific objectives & policies that are intended to guide the unique development of each area.



Map 2 - Community Concept

4.2 Downtown Core

The downtown policy area includes the existing downtown core of the Town and is envisioned to promote the downtown as a mixed-use urban core of the Town.



Goals

- 4.2.1 Promote and enhance the Downtown as a business and cultural heart of the Town.
- 4.2.2 Develop a diverse, lively, and cohesive Downtown through supporting mixed-use development, active pedestrian scale frontages, events, and animated public spaces.
- 4.2.3 Foster local business retention, attraction and expansion in the Downtown.
- 4.2.4 Provide incentives for improvements to existing storefronts and businesses in the Downtown.
- 4.2.5 Invest in quality public realm improvements to build a sense of place and contribute to community identity and heritage.
- 4.2.6 Encourage mixed-use and high density residential development in and adjacent to the Downtown.

Policies

- 4.2.7 The Town should undertake a coordinated approach to reinvestment and growth of the Downtown through the adoption of a Downtown Area Redevelopment Plan (DARP) that:
- Establishes design guidelines for the area;
 - Coordinates economic development initiatives and programs specific to the Downtown;
 - Provides a detailed land use concept for the Downtown; and
 - Provides direction on future programming, maintenance and expansion of public spaces.
- 4.2.8 Reinvestment into the Downtown policy area shall be encouraged in order to promote a sense of ownership and enhance the quality of design and aesthetic appeal of the area. Developments will be encouraged to incorporate:
- Engaging and attractive façade and building design;
 - Public art; and
 - Improved landscaping.
- 4.2.9 Future improvements to road network and public realm within the Downtown should be encouraged to incorporate a variety of measures such as:
- Enhancing the streetscape design, signage and street furniture along 100 Avenue and 107 Street as key main streets of the downtown.
 - Wider sidewalks, traffic calming and other specific measures to improve walkability and aesthetic appeal of the area.
- 4.2.10 New developments in the downtown policy area should be developed with high-quality design features that:
- Engage pedestrians and create a pedestrian-friendly environment and streetscape;
 - Contribute to a sense of place; and
 - Reinforce the importance of the Downtown.
- 4.2.11 High-density residential developments in the Downtown should be encouraged to incorporate retail at the ground level.
- 4.2.12 Redevelopment of sites within the downtown policy area for low-density residential shall be discouraged.
- 4.2.13 New developments shall be encouraged to incorporate alternative ways of providing parking demand within their sites using methods such as structured parking, and shared parking. Where possible, surface parking areas should be screened from public streets.



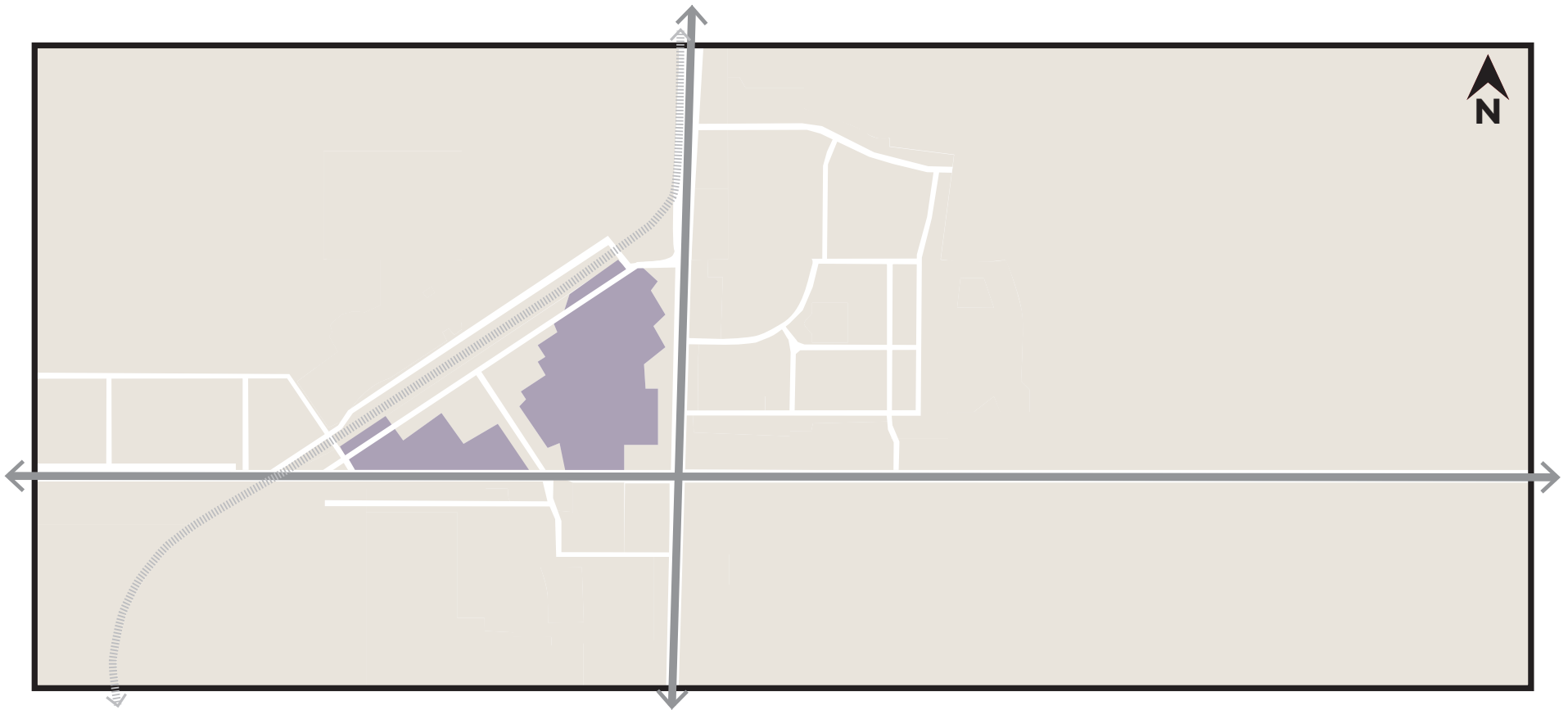


Figure 7 - Downtown Design Features

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4.3 Greater Downtown

The Greater Downtown policy area extends from the boundary of the traditional downtown within the Town's original "triangle" formed by the railway, Highway 18 and Highway 44.



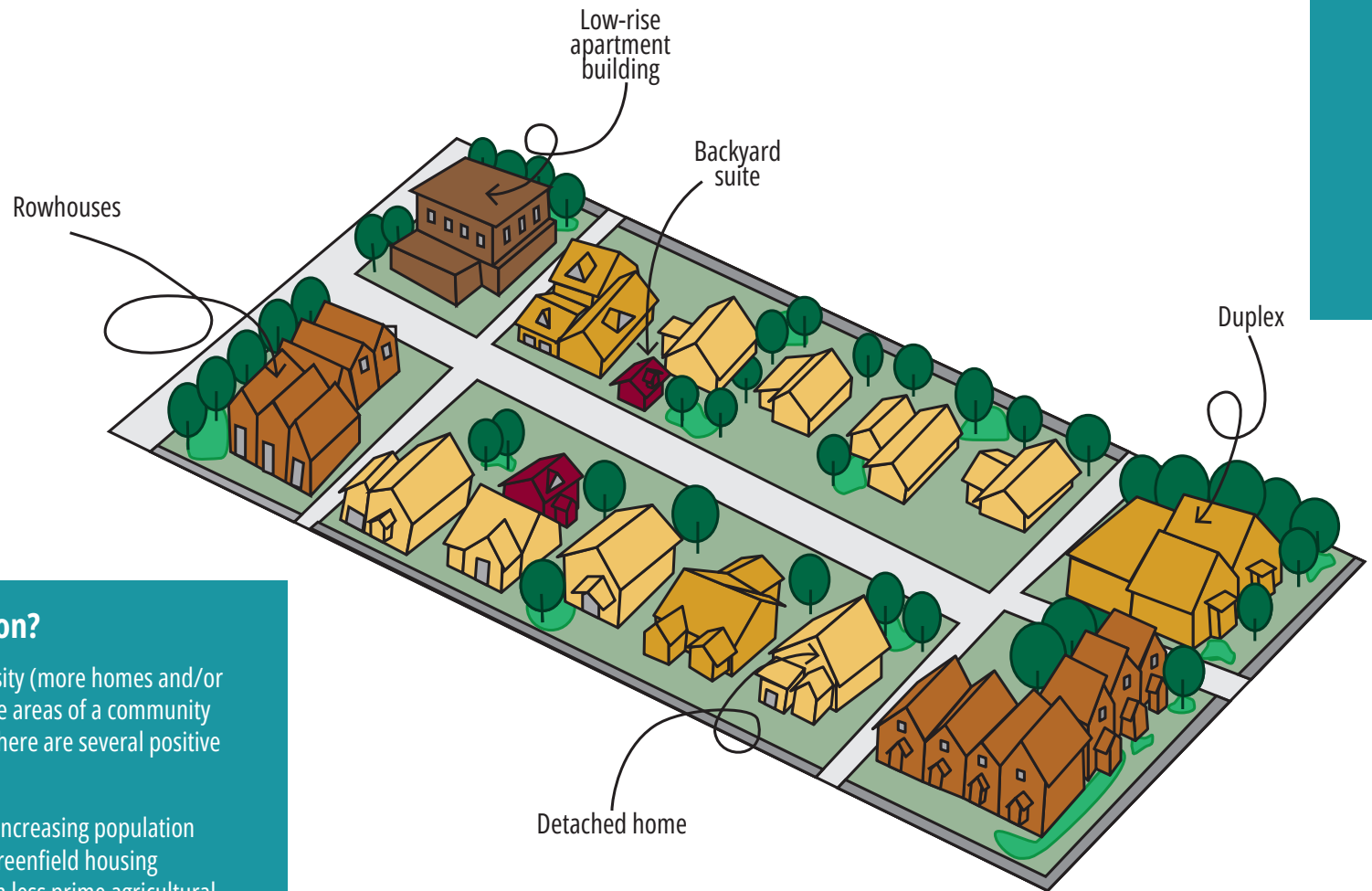
Goals

- 4.3.1 Promote and enhance the Greater Downtown as a high priority growth area for redevelopment and infill development to support activity in the Downtown Core.
- 4.3.2 Allow for complementary uses to the Downtown Core to allow for sensitive transition to the surrounding policy areas.
- 4.3.3 Incentivize continued upkeep and renewal of older housing stock to increase the vibrancy and long-term viability of the Greater Downtown.
- 4.3.4 Provide opportunities for intensification in the Greater Downtown while respecting the existing residential character and surrounding context.

Policies

- 4.3.5 Small-scale infill projects should be encouraged and supported the in Greater Downtown - development proposals for such shall consider:
- Sufficiency of infrastructure capacity;
 - Compatibility in height, scale and design of other buildings in the vicinity;
 - Respectful continuity with the streetscape;
 - Compatibility with surrounding land uses;
 - Appropriate landscaping;
 - Adequate provisions for parking, lighting, and fencing; and
 - A variety of housing types and ownership options.
- 4.3.6 Continued investment into aging housing stock through conversion to compatible uses or renovation shall be encouraged.
- 4.3.7 The development of secondary, garage, and garden suites shall be encouraged to provide for gentle densification and a variety of housing types.
- 4.3.8 The redevelopment and consolidation of existing low-density residential lots may be encouraged to accommodate the construction of medium density housing forms such as fourplexes and rowhousing. Redevelopments will be prioritized that are sensitive to the surrounding neighbourhood through architectural features such as:
- Street-orientated features including front doors, porches, etc.;
 - Stacked designs that decrease site coverage and accommodate off-street parking;
 - Private yard space available to each dwelling; and
 - Height differentials of no more than one (1) storey between the new development and adjacent dwellings.
- 4.3.9 Neighbourhood commercial developments should be encouraged to locate on corner sites, particularly those adjacent to the Highway corridor and other collector roadways.
- 4.3.10 Redevelopment should be encouraged to prioritize pedestrian connections, implement high-quality design, and explore creative and innovative approaches to development.





Why intensification?

Intensification can be described as adding density (more homes and/or businesses) to an already established or mature areas of a community which are currently unused or underutilized. There are several positive benefits:

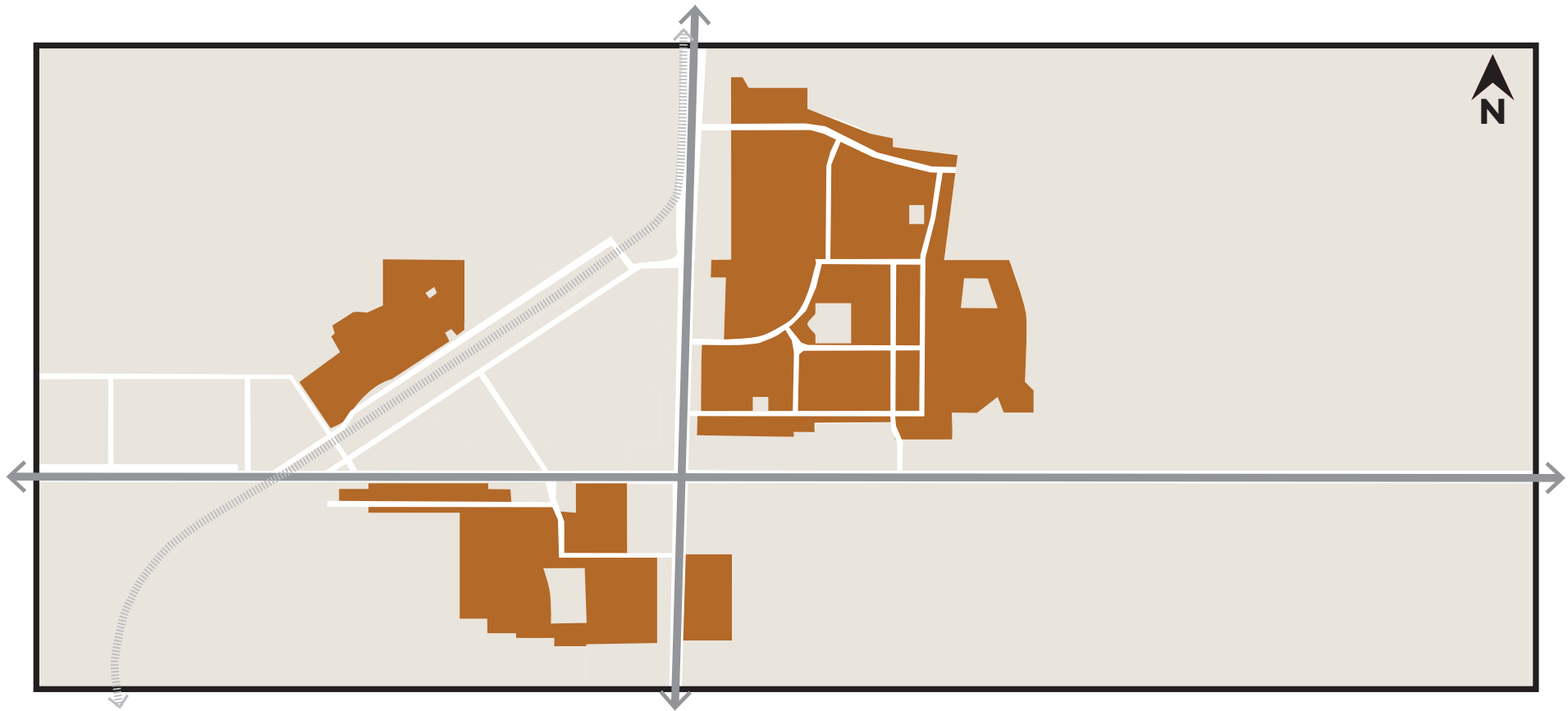
1. **Conservation of Agricultural Land:** increasing population density in existing areas results in less greenfield housing required for new housing - this results in less prime agricultural land being lost to urban development.
2. **Efficient Use of Infrastructure:** where capacity exists in developed areas, adding development and people to those areas makes more efficient use of existing infrastructure - this reduces the Town's long term costs to maintain and replace infrastructure such as underground utilities and roads.
3. **Active Lifestyles:** research shows that increasing density in areas in close proximity to services results in increases of active transportation modes such as walking or biking - this results in healthier residents, more social activity, and a lower burden on the healthcare system.

Figure 8 - Neighbourhood Intensification

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4.4 Mature Neighbourhoods

The mature neighbourhoods policy area includes existing mature residential neighbourhoods such as Whissellville, Southview, Eastglen, Altador, Belvedere, Aspendale and Polymanth.

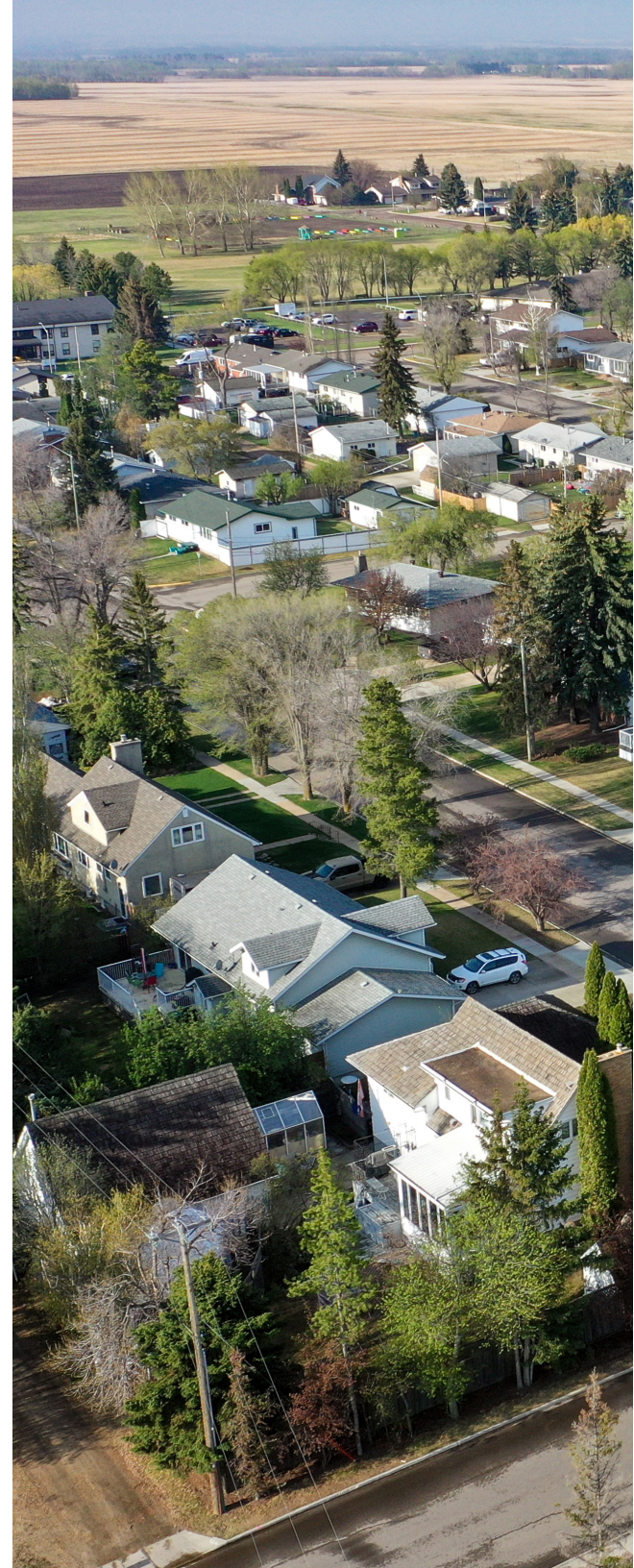


Goals

- 4.4.1 Maintain and enhance the character of existing mature neighbourhoods.
- 4.4.2 Encourage the diversification of housing types through strategic redevelopment to provide opportunities for residents at different life stages, incomes and preferences.
- 4.4.3 Promote adaptive reuse and reinvestment of under-utilized or vacant lots to maximize the efficient use of land and municipal services.
- 4.4.4 Ensure the high quality maintenance and upgrade of existing public realm including parks, open spaces, sidewalks, trails, boulevards and publicly owned land.
- 4.4.5 Encourage high quality building and site design that minimizes land use conflicts between existing and new uses.

Policies

- 4.4.6 A variety of land uses should be provided for within the Mature Neighbourhoods Policy Area including single detached, duplexes, and multi-attached developments as well as complementary neighbourhood-level amenities.
- 4.4.7 The Town will have regard to the following when considering application regarding development within this policy area:
- Compatibility of adjacent land uses;
 - Transition from low-density areas to higher density areas;
 - Buffers from incompatible land uses;
 - The ability of the Town to provide cost-effective municipal services and the sufficiency of infrastructure capacity;
 - Existing street layout, and site planning; and
 - The use of natural topography and drainage patterns to minimize the cost and risks associated with storm drainage.
- 4.4.8 Neighbourhood revitalization should be encouraged through sensitive redevelopment where existing servicing capacity exists that adds new housing options, attracts new residents, and brings in neighbourhood orientated services.
- 4.4.9 High-density residential development should be located at the periphery of mature neighbourhoods, in close proximity to school or community facilities, or along collector and arterial roads.
- 4.4.10 Large-scale redevelopment projects should be encouraged to provide publicly accessible amenity areas to contribute positively to the town's existing parks and open space network.
- 4.4.11 Manufactured homes on individual lots should be permitted only in existing manufactured home subdivisions. New manufactured home parks and subdivisions or expansions of existing may only be located in specific areas identified within an Area Structure Plan or Area Redevelopment Plan.
- 4.4.12 Neighbourhood scale commercial development should be encouraged where it complements and integrates into the existing neighbourhood.
- 4.4.13 The development of secondary, garage, and garden suites shall be encouraged as a gentle form of densification and revitalization.





Years 1 to 20

As a new community develops, the first residents to arrive are typically young families. As the community reaches completion, those families continue to grow and population reaches its peak.



Years 20 to 40

As a children move away from home, the population begins to decline.



Years 40 - 60+

Without revitalization, homes and buildings age while the population continues to drop or flatline. Businesses often struggle to thrive or find workers.

OR

Years 40 - 60+

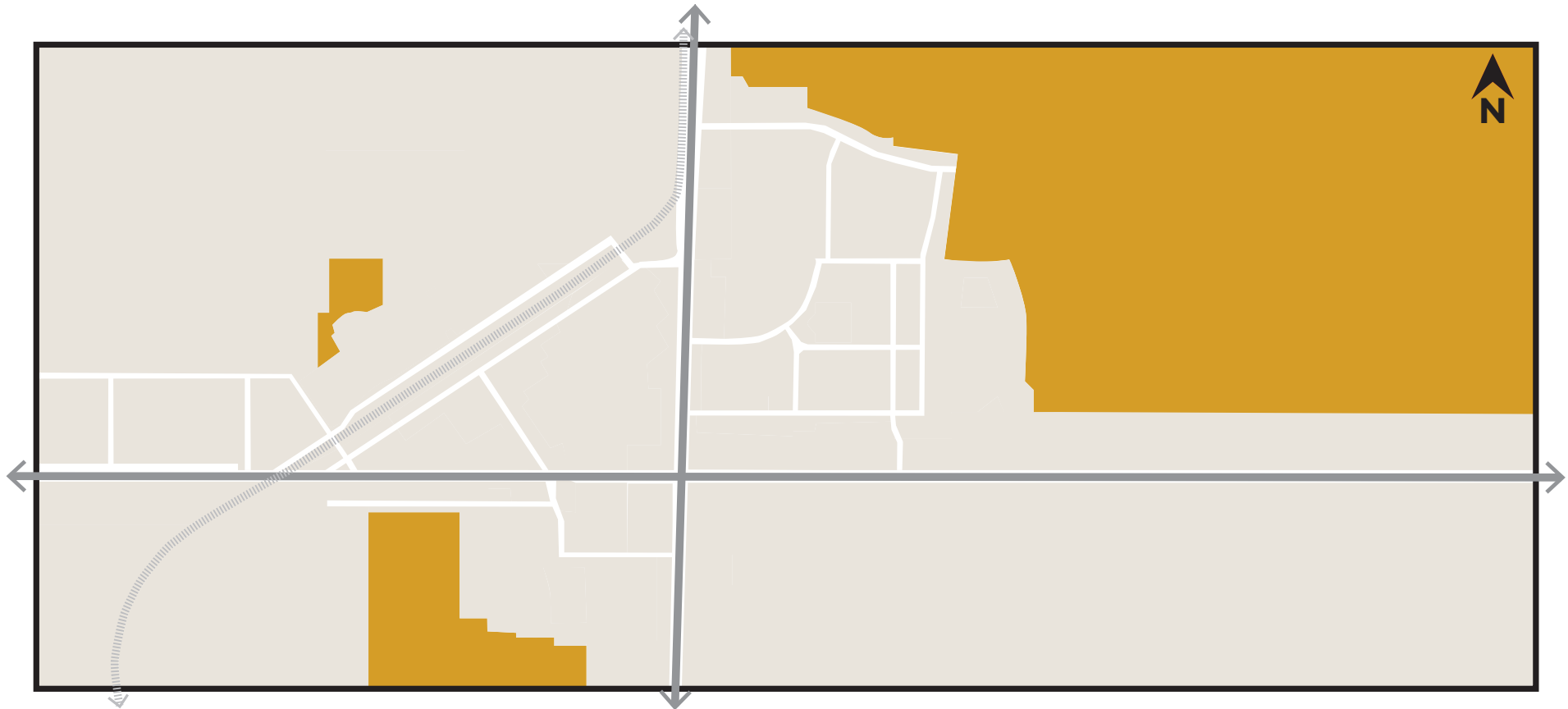
The community is revitalized through redevelopment and reinvestment, bringing new families, people & stability. Local businesses and amenities thrive.

Figure 9 - Lifecycle of a Neighbourhood

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4.5 Future Neighbourhoods

The future neighbourhoods policy area includes undeveloped areas in the town that may be developed as future residential neighbourhoods.



Goals

- 4.5.1 Provide for the sustainable and orderly growth of new neighbourhoods that can be supported by economical and timely infrastructure and utility extension.
- 4.5.2 Support the development of new neighbourhoods that provide a mix of land uses and opportunities to residents and are connected to the community as a whole.
- 4.5.3 Enhance quality of life through the planning and design of safe, dynamic, and adaptable communities.
- 4.5.4 Ensure new neighbourhoods are welcoming to those from a variety of life stages, income levels and preferences.
- 4.5.5 Support a seamless transition from existing to new neighbourhoods.

Policies

- 4.5.6 Prior to any new development within a Future Neighbourhood area, an Area Structure Plan shall be required to provide a framework for the development of the area to ensure a coordinated and complete design that includes:
- The designation of neighbourhood-scale commercial and public services that are easily accessed by residents;
 - Complete streets which prioritize active modes and connectivity to the existing network;
 - A diversity of housing types with high quality building and site design;
 - High quality parks and open space and the protection of natural assets; and
 - Designated areas for schools or other necessary public services determined by the Town, in liaison with education authorities.
- 4.5.7 New neighbourhoods will have a minimum density of 18 dwelling units per net hectare and a minimum housing mix of 80% low density and 20% medium to high-density housing types.
- 4.5.8 In order to establish a unique character and image to each new residential neighbourhood, the developers and builders should be encouraged to provide:
- Architectural Control Guidelines for the new subdivision;
 - Unique entrance features to each neighbourhood;
 - Variations in house size, height, structure and setback; and
 - Lots with a maximum of two (2) identical floor plans sited adjacent to one another.
- 4.5.9 Prior to the development of future neighbourhoods, existing agricultural operations should be maintained through sustainable and environmentally responsible development.
- 4.5.10 Premature fragmentation of greenfield land, through subdivision or development of the land, should not be allowed, with the exception of the following, at the discretion of the Town:
- Municipal infrastructure;
 - Interim use of the land for agriculture, public parks, or outdoor passive recreation; and
 - Subdivision or consolidation of land in order to prepare the land for future development.
- 4.5.11 Existing activities in greenfield areas will be allowed to remain until such time as the land is redeveloped for its intended use. Land use activities or development that may inhibit urban style development in the future will be discouraged in the future neighbourhoods policy area, including, but not limited to:
- Single parcel Country Residential Subdivisions;
 - Intensive agriculture-related operations, industries or livestock operations





- 4.5.12 The fragmentation and conversion of prime agricultural lands for urban development shall only be considered when the following criteria are met:
- Lands are contiguous with built up urban areas and/or planned areas;
 - An Area Structure Plan is in place that identifies the potential adverse impacts of the proposed development on agricultural lands and existing agricultural operations and associated mitigation measures; and
 - The development has incorporated those mitigation measures into its planning & design to minimize impacts on agricultural operations.
- 4.5.13 Staging of residential development shall be contiguous and compatible with the orderly extension of utilities and roadways, and should conform to staging principles established in the applicable Area Structure Plan.
- 4.5.14 Residential developments along collector and arterial roadways, Provincial highways, rail corridors, and adjacent to industrial areas should provide appropriate noise attenuation measures such as berms, barriers, setbacks and fencing.
- 4.5.15 New residential development adjacent to industrial and commercial policy areas may be required to provide additional landscape buffers including trails or berms to provide visual transition from non-residential uses.
- 4.5.16 New manufactured home parks may only be located in specific areas identified in an Area Structure Plan.

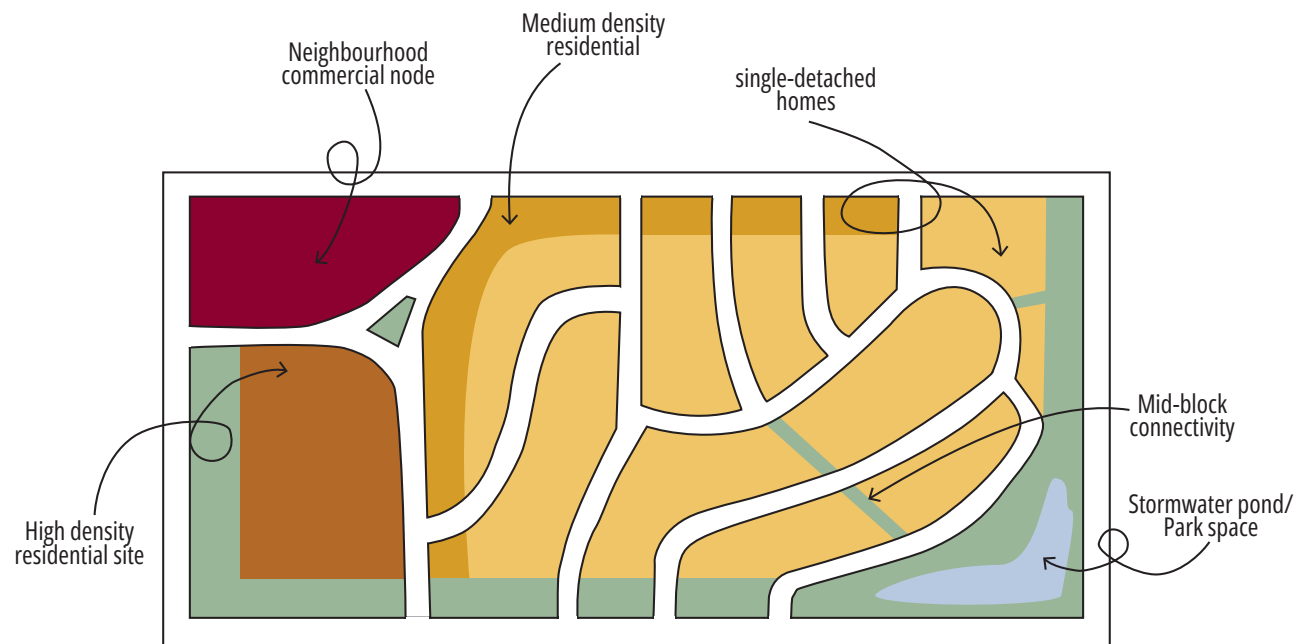
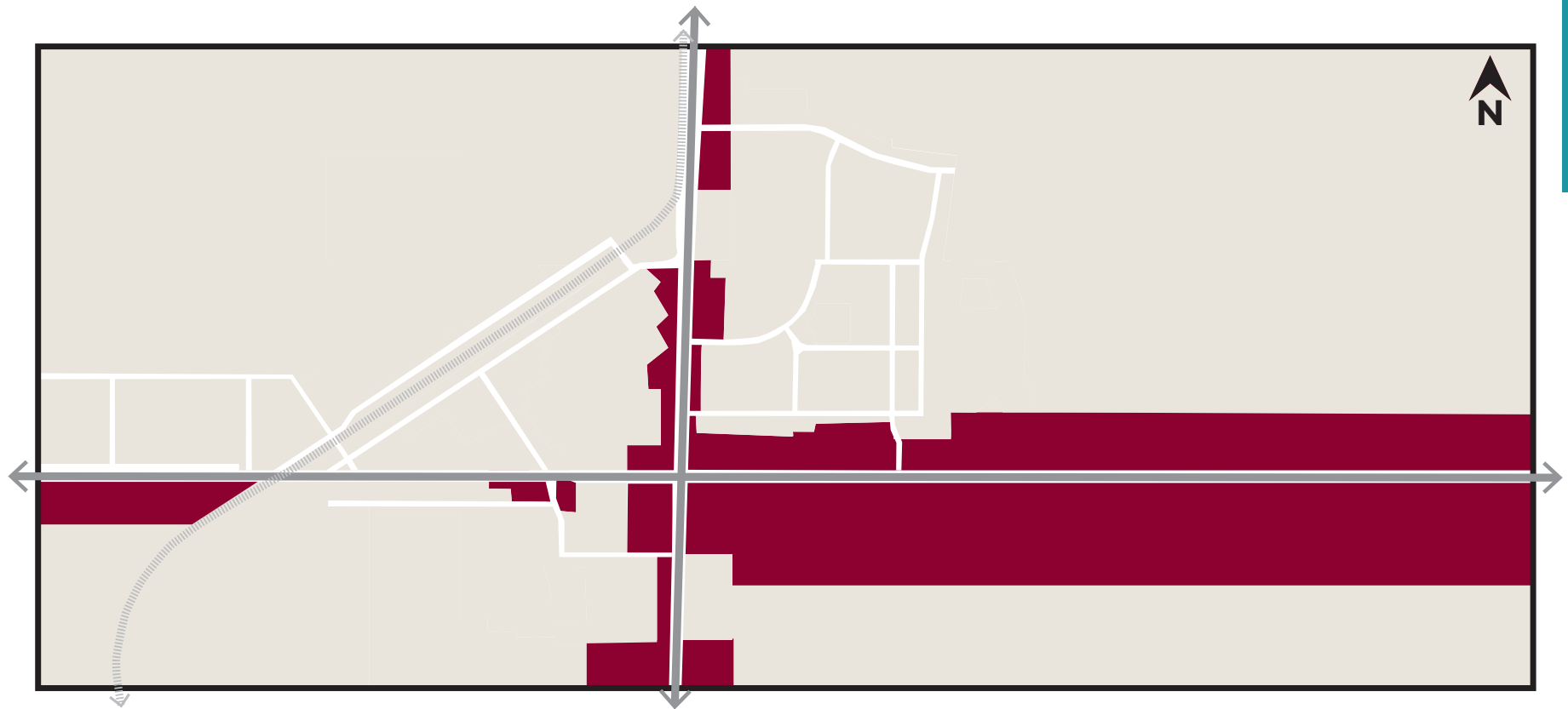


Figure 10 - Neighbourhood Design

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4.6 Highway Corridor

The Highway Corridor policy area includes existing highway commercial areas and land identified for future highway commercial development along Highway 18 and Highway 44. The preferred uses include commercial uses that serve the travelling public or are not suitable for the downtown area.

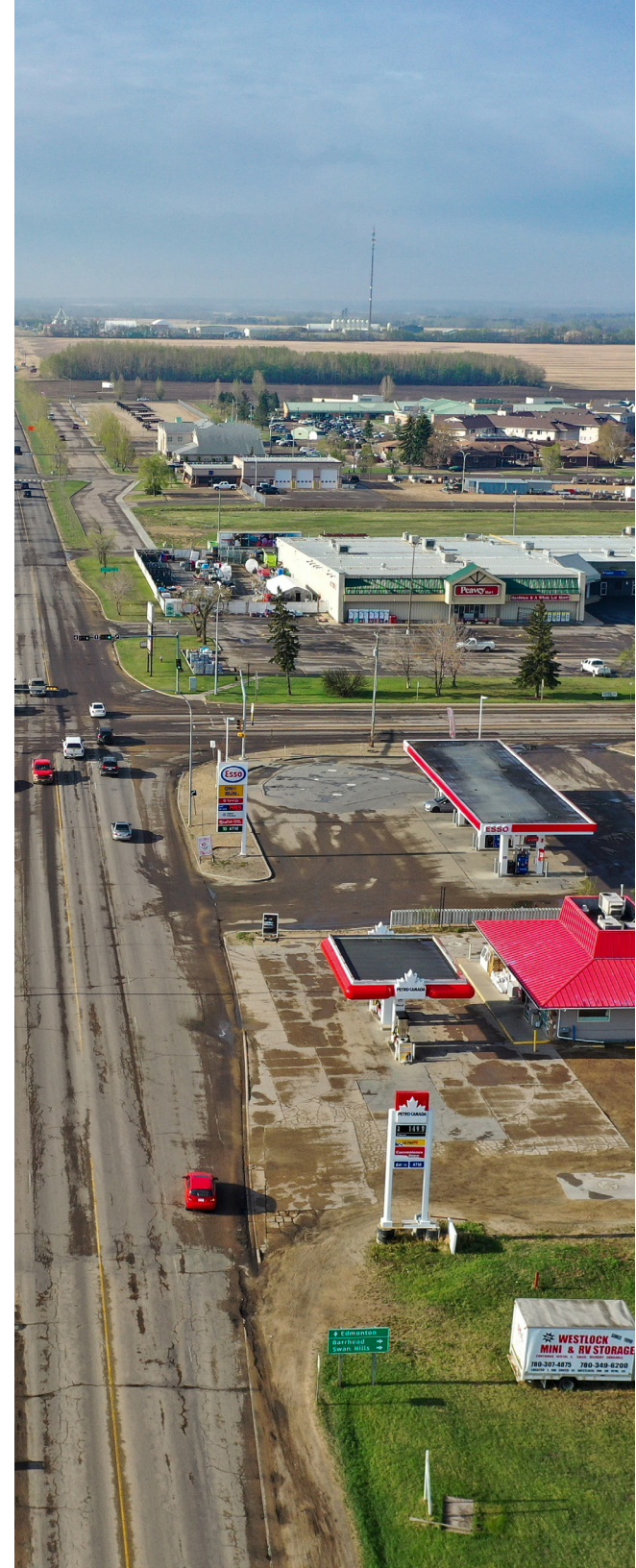


Goals

- 4.6.1 Maintain, enhance and extend the Highway Corridor as a hub of commerce and services for Westlock, the region, and the travelling public.
- 4.6.2 Ensure the Town maintains a sufficient supply of commercial land for the continued expansion and enhancement of the Highway Corridor.
- 4.6.3 Support the efficient utilization of commercial land and related infrastructure.
- 4.6.4 Encourage, where feasible, the adaptive re-use of incompatible land uses within the Highway Corridor for commercial and service related uses.
- 4.6.5 Promote high-quality and visually appealing design of buildings and sites in the Highway Corridor.

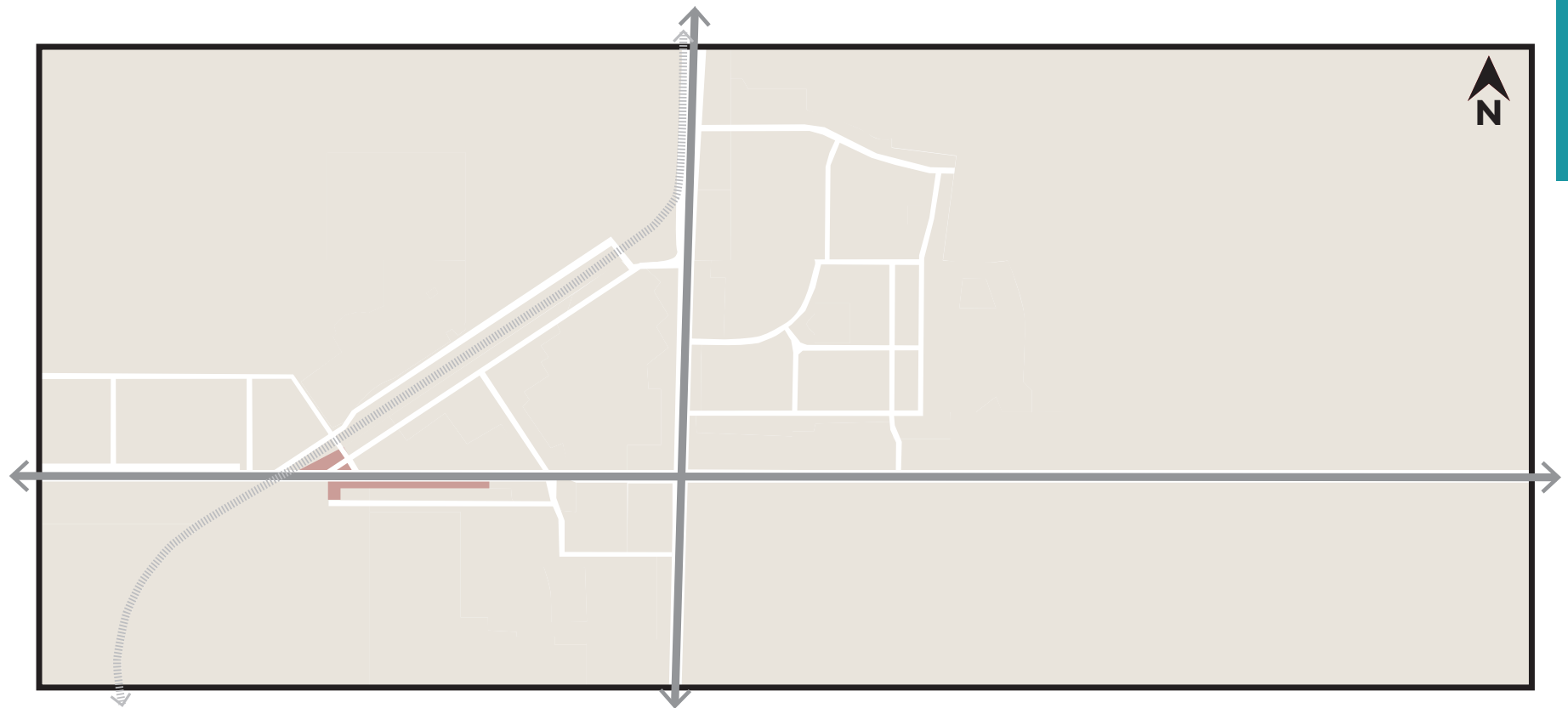
Policies

- 4.6.6 The Highway Corridor Policy Area should be developed to provide a wide range of commercial development opportunities suitable along the highway corridors.
- 4.6.7 Diversification of commercial services available to the Town residents and the region shall be encouraged.
- 4.6.8 Infill development and intensification in existing commercial areas shall be encouraged.
- 4.6.9 Redevelopment of and investment in older properties along the Highway Corridor shall be encouraged in order to maximize the existing potential and enhance the aesthetic appeal of the area.
- 4.6.10 New development and redevelopment of existing sites and buildings should be encouraged to implement high quality design elements, including but not limited to:
 - a. Provide enhanced landscaping along the highway frontage;
 - b. Screen parking areas from highway frontage;
 - c. Minimize the amount of used equipment located along the frontage within display areas and maximizing the amount of new equipment located along the frontage within display areas by achieving an appropriate balance with landscaping elements; and
 - d. Orientating buildings rather than parking areas towards the public street.
- 4.6.11 The Highway Corridor Policy Area should be marketed to attract commercial development that may be inappropriate for the Downtown for reasons such as heavy traffic volume or large site requirements.
- 4.6.12 Buildings and sites in proximity to one another should be encouraged to coordinate common services such as vehicle and pedestrian circulation, landscaping, waste collection.
- 4.6.13 Opportunities for high-density residential development near key commercial service areas should be supported where feasible, particularly in areas of transition between the Highway Corridor and other incompatible land uses.
- 4.6.14 Lands used for non-compatible development such as low-density residential within the Highway Corridor Policy Area should be encouraged to redevelop at the end of its lifecycle to compatible commercial or service uses.



4.7 Transitional Corridor

The Transitional Corridor policy area includes land between 96 Avenue and 99A Avenue identified for transitional uses between the highway commercial areas to the east, industrial and recreational areas to the west and residential areas to the north and south.



Goals

- 4.7.1 Ensure appropriate transition is provided between the Highway Corridor and low density residential areas.
- 4.7.2 Provide for a pedestrian-friendly interface between the Highway Corridor and the surrounding residential neighbourhoods.
- 4.7.3 Maintain the function of the corridor as a primary traffic corridor.

Policies

- 4.7.4 New developments in the Transitional Corridor shall have safe and functional access for vehicles and pedestrians.
- 4.7.5 The Town shall continue to work with the Province to determine the future nature and use of the Highway Corridor through Westlock, to minimize potential land use conflicts.
- 4.7.6 The impact of future highway realignment shall be considered when assessing potential redevelopments.
- 4.7.7 A variety of medium-density residential, mixed-use, and small neighbourhood-level retail uses should be encouraged along the transitional corridor.
- 4.7.8 Vehicular access directly from the highway should be discouraged and redevelopments shall be designed to provide vehicular access from alternative parts of the street network or from rear lanes.
- 4.7.9 Underutilized or vacant sites should be encouraged to be creatively repurposed, including redevelopment for mixed-use or higher density residential development.

How do we transition between incompatible land uses?

Planning for appropriate transitions between incompatible land uses such as a major highway corridor and a small scale residential neighbourhood can minimize impacts such as noise, privacy, and pollution. Some tools that can be used include regulating building form to require stepping down building heights between taller and lower-scale buildings, ensuring appropriate separation distances, and encouraging complementary or mixed-use developments.

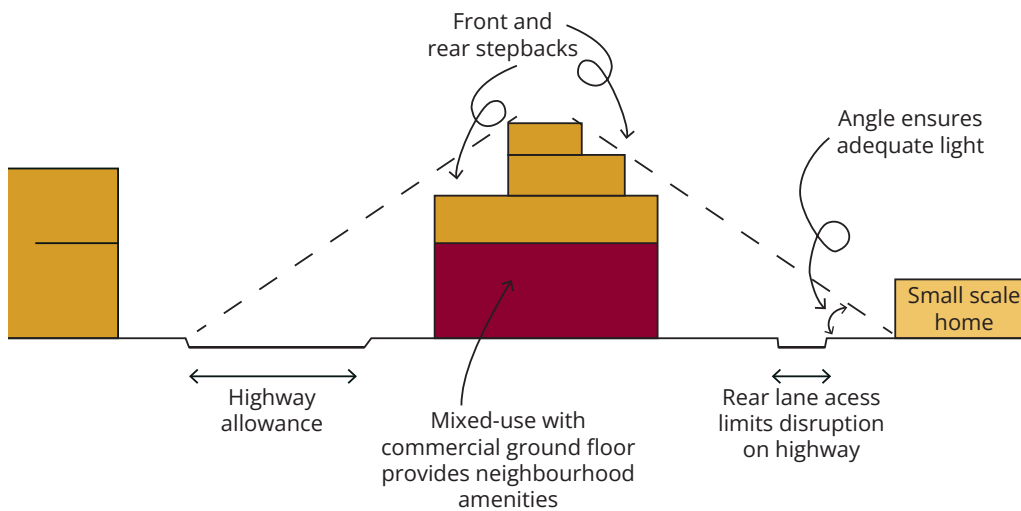
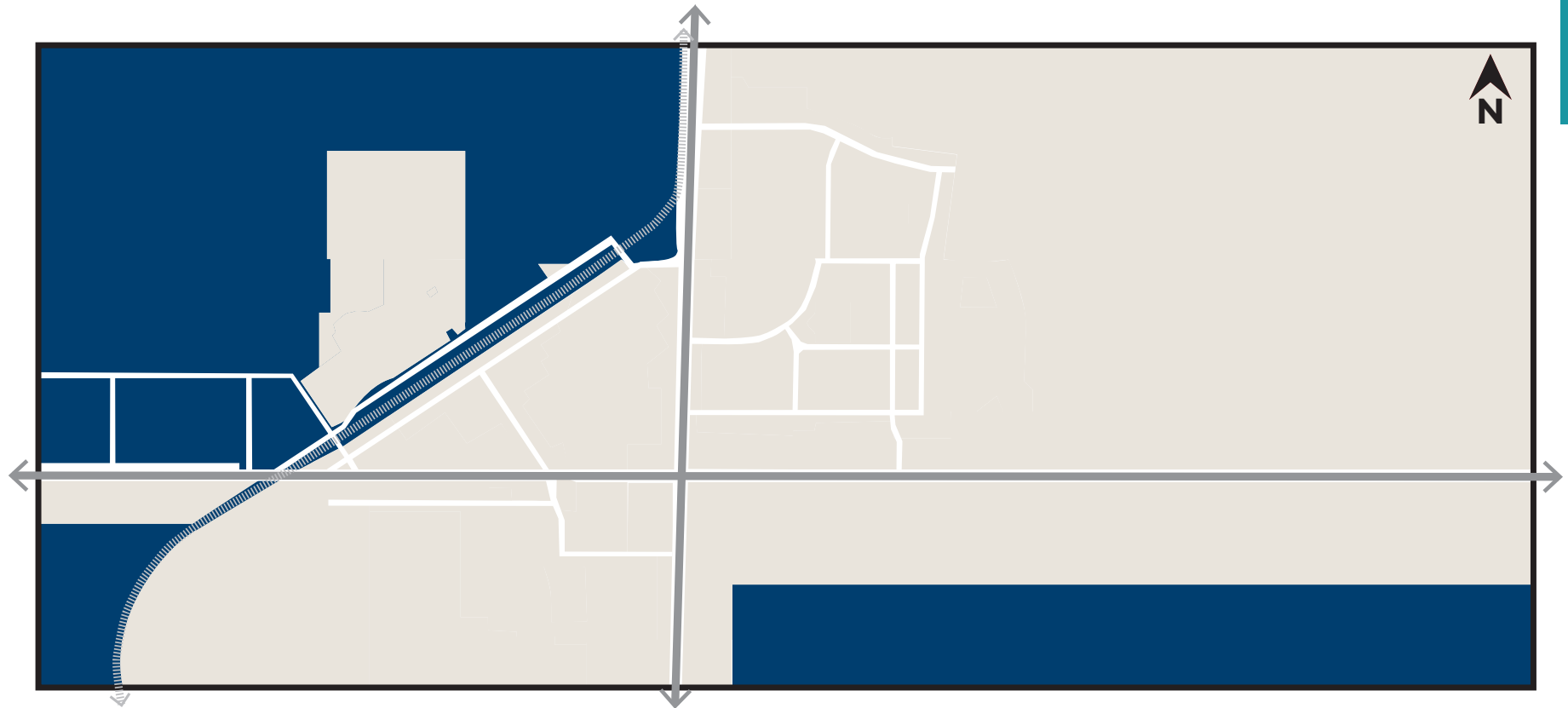


Figure 11 - Transition Example with Mixed-Use Development and Building Stepbacks.



4.8 Industrial Park

The Industrial Park policy area includes the existing West Industrial Park and lands identified for the future industrial and business park development (located north of the CN rail line and west of Highway 44, and in the south-west and east corners of Town). The purpose of this policy area is to ensure that sufficient land is designated for future industrial development to meet market demand and ensure appropriate policies are in place to provide appropriate transition to existing and future residential developments.



Goals

- 4.8.1 Attract new industrial, value-added agricultural, and manufacturing operations to the Town to further strengthen its tax base.
- 4.8.2 Ensure the Town retains a satisfactory inventory of serviced, industrial land for future development.
- 4.8.3 Minimize the potential for land use conflicts between the Industrial Park and adjacent, incompatible uses.
- 4.8.4 Promote well-designed and well-maintained industrial buildings and sites to improve and enhance the character of the Industrial Park.
- 4.8.5 Ensure that growth of the Town's Industrial Park is aligned with its servicing capacity and expansion abilities.

Policies

- 4.8.6 The Industrial Park Policy Area should be promoted for future industrial development and growth that requires larger lots, requires separation from non-compatible land uses, and does not require direct highway frontage.
- 4.8.7 The Town shall ensure an adequate inventory of serviced industrial sites of various lot sizes and type to meet the needs of business and industry is maintained.
- 4.8.8 The Industrial Park Policy Area shall accommodate a broad range of industrial and service uses and in particular, innovative and creative industrial uses, including but not limited to breweries, studios, and light manufacturing shall be encouraged to locate within the policy area.
- 4.8.9 Infill development on vacant industrial land or expansion of developed industrial areas will be encouraged prior to expansion into new undeveloped areas.
- 4.8.10 Industrial development and sites shall be required to minimize negative impacts on the surrounding area and adjacent non-compatible land uses by utilizing a variety of measures such as:
- Provision of landscape buffers;
 - Scheduling of industrial activities; and
 - Nuisance mitigation measures such as soundproofing, filtering, etc.
- 4.8.11 Existing developments shall be encouraged to keep their site and buildings in a well-maintained and attractive manner.
- 4.8.12 Future subdivision in the Industrial Park Policy Area should be encouraged to include a variety of lot sizes and configurations appropriate to anticipated industry demand.
- 4.8.13 New development and redevelopment of existing Industrial sites shall be encouraged to incorporate high standards of site development through the uses of screening, site landscaping, pedestrian connections, and attractive building design.
- 4.8.14 Heavy industrial activities or activities involving dangerous goods shall be directed away from the existing commercial and residential areas to mitigate use conflicts. Lower impact industrial development may be located adjacent to an existing or planned residential area if it is adequately screened or buffered.



5. IMPLEMENTATION



5.1 Administrative Procedures

General

- 5.1.1 All new statutory plans adopted by the Town shall be consistent with this Municipal Development Plan.
- 5.1.2 The direction within this Municipal Development Plan shall be implemented through Area Structure Plans, Area Redevelopment Plans, Concept Plans, the Land Use Bylaw, and other non-statutory plans and instruments, polices, decisions, and practices.
- 5.1.3 All programs and activities necessary to administer and implement the Municipal Development Plan shall be carried out within the budgets set forth by Council.
- 5.1.4 Phasing of new development shall be in accordance with efficient extension of infrastructure and the Town's capital budget.

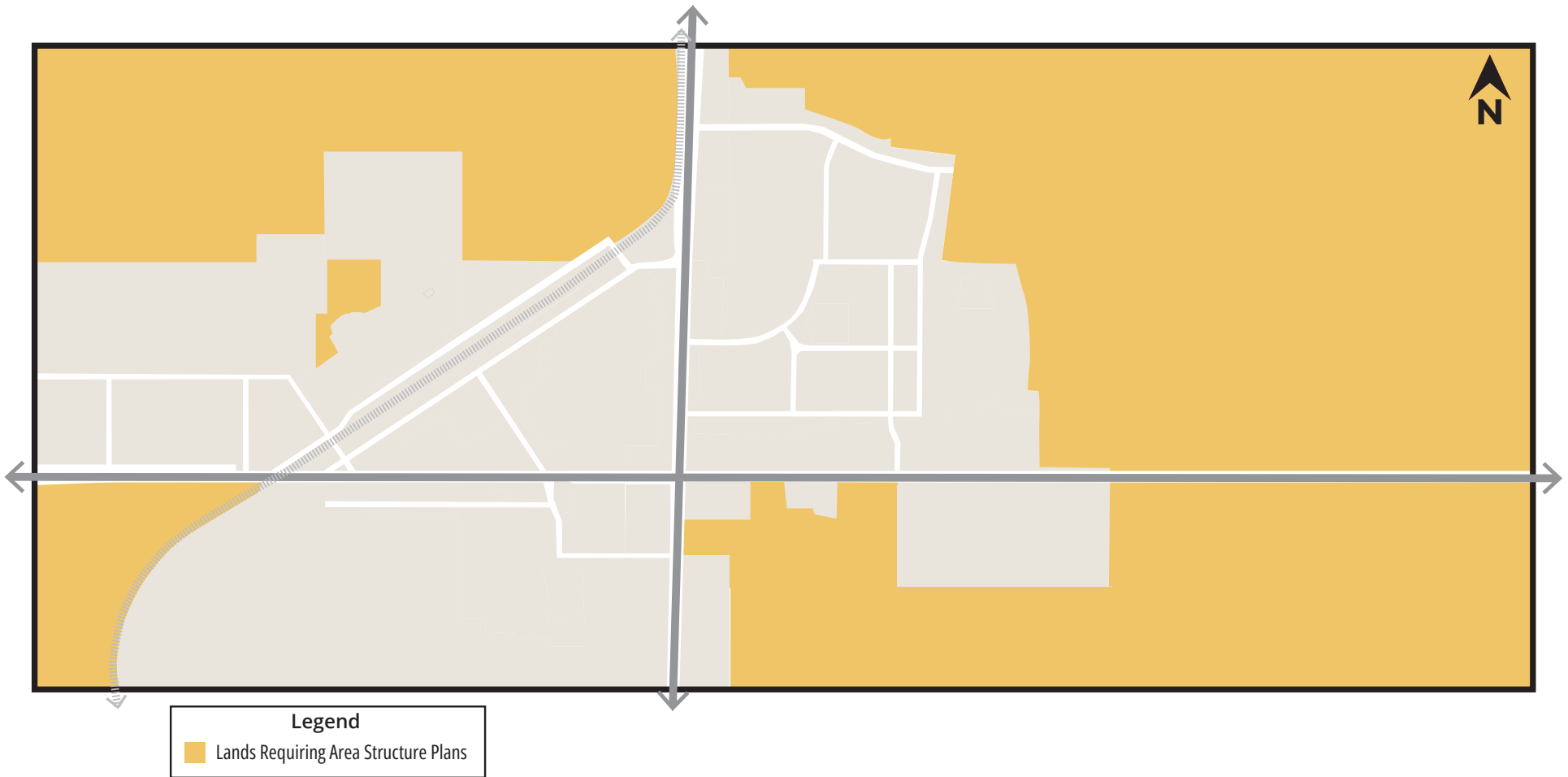
Area Structure Plans

- 5.1.5 Area Structure Plans (ASP) and Area Redevelopment Plans (ARP) may be initiated by the Town or by a private landowner. An ASP or ARP initiated by the Town will be funded by the Town. An ASP or ARP initiated by a private landowner shall be funded by the private landowner and completed to a standard acceptable to the Town.
- 5.1.6 The Town may require that an Area Structure Plan be prepared, and approved by Council prior to or with, any application for subdivision or development approval of any new development that due to the scale, scope, or circumstances warrants the preparation of such a plan. The preparation of an ASP will be required for any proposed new development, within the identified areas indicated in Map 3.
- 5.1.7 In addition to the requirements of the *Municipal Government Act*, an Area Structure Plan will include but not be limited to the following:
 - a. Conformity with the policies and objectives of the MDP or the IDP (if applicable);
 - b. Detailed layout of future land uses proposed for the area and impacts on adjacent land uses;
 - c. Detailed layout of internal roadways based on the Town's municipal standards;
 - d. Detailed provisions for stormwater management;
 - e. Detailed provisions for potable water and, if appropriate, a water distribution concept;
 - f. Detailed methods of wastewater disposal and, if appropriate, a sanitary collection concept;
 - g. Detailed location of public utility lots and corridors wherever possible to the satisfaction of the Town and utility provider;
 - h. Detailed provisions for municipal and environmental reserves including the protection and integration of natural areas, where applicable;



- i. A Transportation Impact Assessment, Biophysical Assessment, and/or Geotechnical study prepared by a qualified professional;
- j. A report outlining 1:100 year flood plain assessment prepared by a qualified engineer;
- k. Proposed phasing of development; and
- l. Any other information Administration deems necessary.

5.1.8 Area residents shall be engaged as required by the Town’s Communication and Citizen Engagement policy as part of the planning process for ASPs and ARPs.



Map 3 - Lands Requiring Area Structure Plans

Concept Plans

- 5.1.9 The Town may require a Concept Plan in place of an Area Structure Plan for a proposed new development involving five (5) or fewer parcels.
- 5.1.10 The Concept Plan shall include but not be limited to the following:
- Conformity with the policies and objectives of the MDP or the IDP (if applicable);
 - Conceptual layout of future land uses proposed and impacts on adjacent land uses;
 - Conceptual layout of internal roadways based on the Town's municipal standards;
 - Conceptual provisions for stormwater management;
 - Detailed provisions for potable water and, if appropriate, a water distribution concept;
 - Detailed methods of wastewater disposal and, if appropriate, a sanitary collection concept;
 - Detailed location of public utility lots and corridors wherever possible to the satisfaction of the Town and utility provider;
 - Detailed provisions for municipal and environmental reserves including the protection and integration of natural areas, where applicable; and
 - Any other information Administration deems necessary.

Municipal Development Plan Amendments

- 5.1.11 The Town or a landowner may initiate an amendment to the Municipal Development Plan. The Town may require the submission of background information as part of the application. Amendment of the Municipal Development Plan shall follow the procedures set out in the *Municipal Government Act* for amendment to statutory plans.
- 5.1.12 The existing use of land may continue until a change of use is proposed that is consistent with the direction outlined in the Municipal Development Plan.

Rezoning of Land

- 5.1.13 The Town will consider the following when assessing applications to redesignate (rezone) land:
- Conformity to the MDP;
 - Suitability of the site and provision of dedicated lands for the proposed development;
 - Compatibility of existing adjacent land use;
 - The Town's financial capability to support the development;
 - The adequate provision and timing of development of municipal services; and
 - The completion of a servicing agreement for onsite and offsite services.





Reserve Land

- 5.1.14 Subject to the *Municipal Government Act*, the subdivision authority of Town of Westlock shall require the owner of land that is the subject of a proposed subdivision to provide part of that parcel of land as environmental reserve if it consists of:
- A swamp, gully, coulee or natural drainage course;
 - Land that is subject to flooding or is in the opinion of the subdivision authority, unstable;
 - A strip of land, not less than 6m in width, abutting the bed and shore of any lake, river stream or other body of water for the purpose of preventing pollution;
 - Public access to and beside the bed and shore; or
 - Any wetland to which the provincial policy applies.
- 5.1.15 The owner of a parcel of land that is the subject of the proposed subdivision shall be required to provide land, up to the statutory maximums for parks, open spaces or schools as municipal reserve in accordance with the MGA.
- 5.1.16 School authorities and recreation boards shall be consulted regarding location and configuration of potential school parcels if the reserve is to be a school site it will be designated as a municipal and school reserve.
- 5.1.17 The Town may accept cash in lieu in place of reserve in accordance with the MGA if it is determined appropriate and would not significantly impact the future provision of services for the subject area or the community as a whole.
- 5.1.18 The majority of municipal reserves in new residential neighbourhoods should be contiguous.

Sour Gas Facilities

- 5.1.19 The Town will ensure safety with respect to the development of sour gas or other oil and gas facilities and surrounding land uses.
- 5.1.20 The Town shall identify and maintain an inventory of any sour gas facilities in the town.
- 5.1.21 All provincial setback regulations and guidelines respecting sour gas and other oil and gas facilities, including pipelines, shall be applied when considering subdivision and development.

5.2 Collaboration

- 5.2.1 The Town shall be committed to building strong relationships for regional collaboration and improvement of the broader regional community through the continual review of its IDP, and the creation or review of other plans and agreements.
- 5.2.2 The Town will continue to explore opportunities with Westlock County, the Village of Clyde, and other regional agencies as a means of providing and sharing services effectively and efficiently.
- 5.2.3 The Town will consult with Westlock County on land use planning matters to support orderly development of neighbouring lands and protect the Town's long-term growth interests.
- 5.2.4 The Town will evaluate development referrals from Westlock County based on the potential for land use conflict and compatibility with adjacent municipal development or planned development.
- 5.2.5 Where development proposals will have a broader regional impact, both Westlock County and the Village of Clyde will be included in the referral process.
- 5.2.6 The Town shall facilitate public input on matters of general or specific planning interest wherever possible. The Town shall also continue to advise residents, businesses, and other community members of existing planning policies and the outcome of key planning decisions.
- 5.2.7 The Town should consider opportunities to leverage financial resources through cost-sharing agreements and other innovative financing models.

Table 1 - Intermunicipal Referrals & Notifications

Type of Referral	Referred To	Response Time
Statutory plans and amendments	Westlock County	21 working days
Concept Plans and Schemes	Westlock County	21 working days
Land Use Bylaw amendments, including redistrictings	Westlock County	21 working days
Development Permit applications (Discretionary uses, commercial or industrial variances, and Direct Control districts)	Westlock County	10 working days
Subdivisions of more than 5 lots	Westlock County	10 working days
Disposition of reserve, conservation easements, public utility lots, or road allowances	Westlock County	10 working days





Map 4 - Regional Context

5.3 Implementation Indicators and Targets

Table 2 - Implementation Indicators and Targets

Indicator	Desired Trend	Data Source
Commercial vacancy rates	TBD	Planning & Development
Dwelling units	Increase	Planning & Development
Building Permits Issued & Construction Value	Increase	Planning & Development
Business Licenses Issued	Increase	Planning & Development
Size of Labour Force	Increase	Statistics Canada
Employment and Participation Rates	Increase	Statistics Canada
Average Home Price	Stability	Statistics Canada
Median Family Income	Increase	Statistics Canada
Number of Housing Starts	Increase	Planning & Development
Percentage of housing units by type	Increase in missing middle forms	Planning & Development
Total Assessed Property Value	Increase	Finance
Core Housing Need Household Percentage	Decrease	Statistics Canada
Average Life Expectancy	Increase	Alberta Health
Recreation Facility Usage	Increase	Community Services
Event Participation Numbers	Increase	Town of Westlock Events Committee
Kms of gaps in the Pedestrian Network	Decrease	Planning & Development
Length of pedestrian network	Increase	Planning & Development
Number of Missing Pararamps	Decrease	Planning & Development
Town Total Water Consumption per Capita	Stability/Decrease	Westlock Regional Water Commission
Average Monthly Energy Consumption Per Capita	Stability/Decrease	Fortis Alberta
Renewable Energy Microgeneration	Increase	Fortis Alberta
Waste Generation Per Capita	Stability/Decrease	Westlock Regional Waste Commission
Waste Diversion	Increase	Westlock Regional Waste Commission

The indicators and desired trends in Table 2 are used to measure the successful implementation of the Municipal Development Plan.

These indicators quantify the progress towards reaching the goals of this plan and evaluate the plan for its effectiveness.

5.4 Implementation Projects

The following matrix (Table 3) lists projects that will help the Town of Westlock meet the measures and objectives of this Municipal Development Plan. Each project is linked to the Guiding Principle(s) within the plan it supports and is provided a target implementation term to ensure projects are undertaken strategically and in a timely manner.

Immediate: these projects should be commenced within the 6-months to 1 year after the adoption of this MDP.

Short: these projects should be commenced within 1-4 years after the adoption of this MDP.

Medium: these projects should be commenced within 3-7 years after the adoption of this MDP.

Long: these projects should be commenced within 6-10 years after the adoption of this MDP.

Table 3 - Implementation Projects				
Project	Purpose	Implementation Term	Lead Department	Guiding Principle
Land Use Bylaw Review	Review and update the Land Use Bylaw accordingly to align with the refreshed MDP	Immediate	Planning & Development	All
Housing Needs Assessment Update	Review and update the housing needs assessment as required, in particular in regards to affordable housing	Short	Planning & Development	Build a Livable, Welcoming Community
Derelict Properties Tax Rate	Introduce new tax rate for derelict properties to encourage their upkeep and/or demolition	Short	Planning & Development/Finance	Build a Livable, Welcoming Community
Cemetary Master Plan	This plan will provide direction for operations and future development at the cemetery.	Short	Community Services	Build a Livable, Welcoming Community
Crime Prevention Through Environmental Design Guidelines	Provide developers & builders with CPTED principles and strategies for their use in building and neighbourhood design.	Long	Planning & Development	Build a Livable, Welcoming Community
Infill Guidelines and/or Mature Neighbourhood Overlays	Develop guidelines to identify how best to revitalize and ensure the sustainability of mature neighbourhoods through intensification, while retaining community character. This would include consultation, and articulate built form requirements and guidelines, and may provide recommendations for land use bylaw revisions and amendments.	Medium	Planning & Development	Build a Livable, Welcoming Community

Project	Purpose	Implementation Term	Lead Department	Guiding Principle
Downtown Area Redevelopment Plan	Develop a Downtown Area Redevelopment Plan (DARP), a policy document that guides the redevelopment of Downtown including building appearance, streetscape (design guidelines). The DARP would incorporate both the land use policy and implementation information and the design guidelines for both the Downtown Core and Greater Downtown.	Short	Planning & Development	Develop a Vibrant, Re-Energized Downtown
Downtown Business Revitalization Zone	Engage the downtown business community on interest in participating in a Business Revitalization zone.	Medium	Planning & Development/Finance	Develop a Vibrant, Re-Energized Downtown
Highway Commercial architectural guidelines/urban design study	Study the opportunity to establish urban design requirements for Highways 18 and 44 in a comprehensive and holistic manner to determine how best to achieve a heightened level of building and public realm design and establish clear design directions for developers to follow.	Long	Planning & Development	Support a Strong, Diverse Local Economy
Economic Development Strategy & Work Plan	Develop and identify key initiatives for business attraction, business retention, as well as tourism and marketing.	Immediate	Planning & Development	Support a Strong, Diverse Local Economy
Commercial and Industrial Land Inventory	Assess and understand the current situation and future growth prospects for commercial and industrial land requirements.	Short	Planning & Development	Support a Strong, Diverse Local Economy
Brownfield Renewal Strategy	Develop and identify ways to reduce the barriers associated with the redevelopment and renewal of properties that have potentially been negatively impacted by past commercial and industrial activities.	Medium	Planning & Development	Support a Strong, Diverse Local Economy
Retail and Office Space Inventory and Analysis	A comprehensive inventory further will assist the Town in future projections of how much new retail and office space is required. The Inventory will add another tool to the toolbox the Town is building to help attract new businesses and investors as well as help retain established businesses that have either outgrown their current space or require less space by providing them with an up-to-date and accurate list of available building spaces.	Medium	Planning & Development	Support a Strong, Diverse Local Economy

Project	Purpose	Implementation Term	Lead Department	Guiding Principle
Water and Energy Conservation Strategy/Climate Adaptation Plan	Develop a plan that identifies key methods the Town can use to conserve water and energy and limit its consumption of both, both in public facilities and parks as well as private homes and businesses.	Medium	Operations/Planning & Development	Lead in Environmental Sustainability
Procedures and Design Guidelines for Development Update	Update engineering standards to include environmental design & green technologies	Long	Operations	Lead in Environmental Sustainability
Public Art Program	Create and adopt a Public Art Master Plan and Policy to guide the provision of public art throughout Town.	Immediate/Short	Planning & Development	Provide Quality Culture & Recreational Opportunities
Wayfinding Strategy	Create a wayfinding strategy to produce a signage and information system that is consistent, accessible and predictable. It is an opportunity to reduce visual clutter in parks, and encourage the use and discovery of the Town's open space network by residents and visitors.	Short	Community Services/Planning & Development	Provide Quality Culture & Recreational Opportunities
Pedestrian Master Plan	Adopt and implement a Pedestrian Master Plan in order to address and close gaps in the existing pedestrian network.	Short	Planning & Development/ Operations	Provide Quality Culture & Recreational Opportunities
Public Engagement Strategy	Create a town-wide public engagement strategy that ensures all community members have opportunities to be involved in the decision making process. This project will also include review and amendment (if necessary) of the Town's Communication and Citizen Engagement policy.	Medium	All	Foster Collective Community Based Decision Making
ICF/IDP Reviews	Maintain commitment to sub-regional agreements with Westlock County such as the regular review and update of the Intermunicipal Collaboration Framework (ICF) and Intermunicipal Development Plan (IDP).	Short	CAO	Foster Collective Community Based Decision Making

5.5 Progress Reporting & Plan Review

- 5.5.1 Administration will monitor and report on key performance indicators within the Municipal Development Plan every two (2) years in order to assess progress on the initiatives contemplated by the MDP. This review may also include a review of land development and infrastructure improvement projects.
- 5.5.2 This MDP shall be comprehensively reviewed every eight (8) years to ensure it reflects the market trends and development needs. The comprehensive review shall:
- Consider the current socio economic, population, and development context of the Town;
 - Evaluate the Town's progress towards achieving the high level vision and goals;
 - Assess the relevance of the MDP vision and goals; and
 - Take into account previous Progress Report recommendations which may or may not have led to MDP amendments.

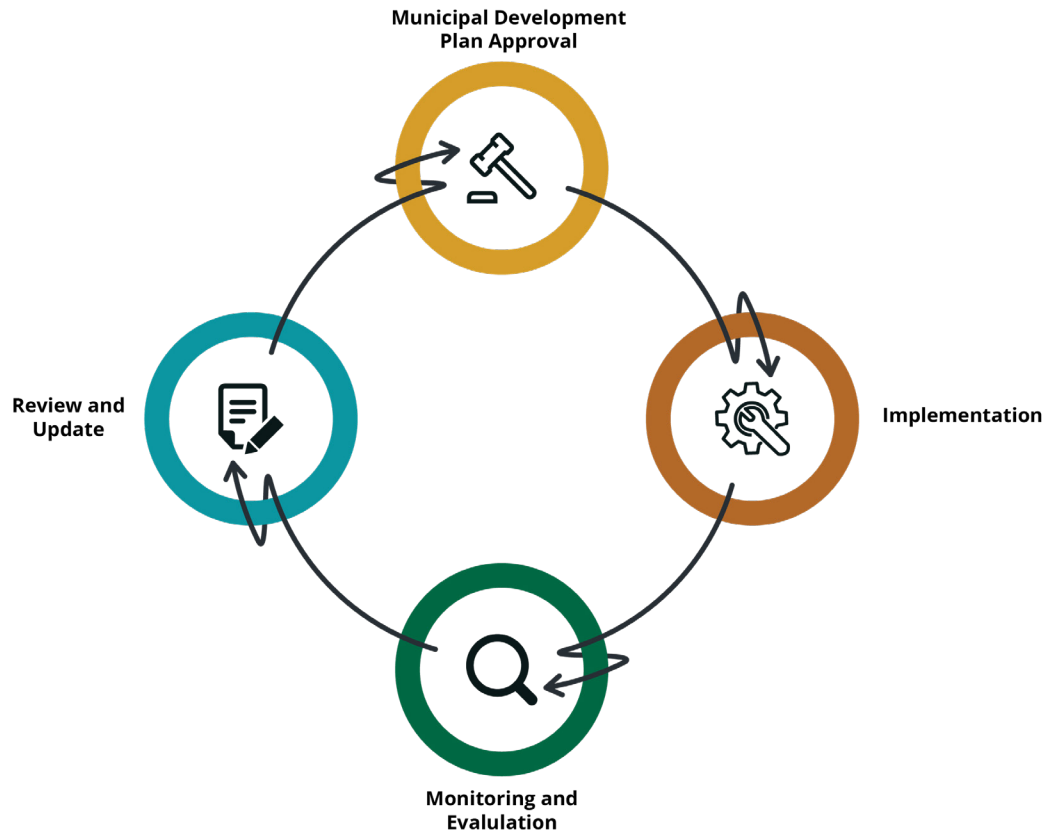
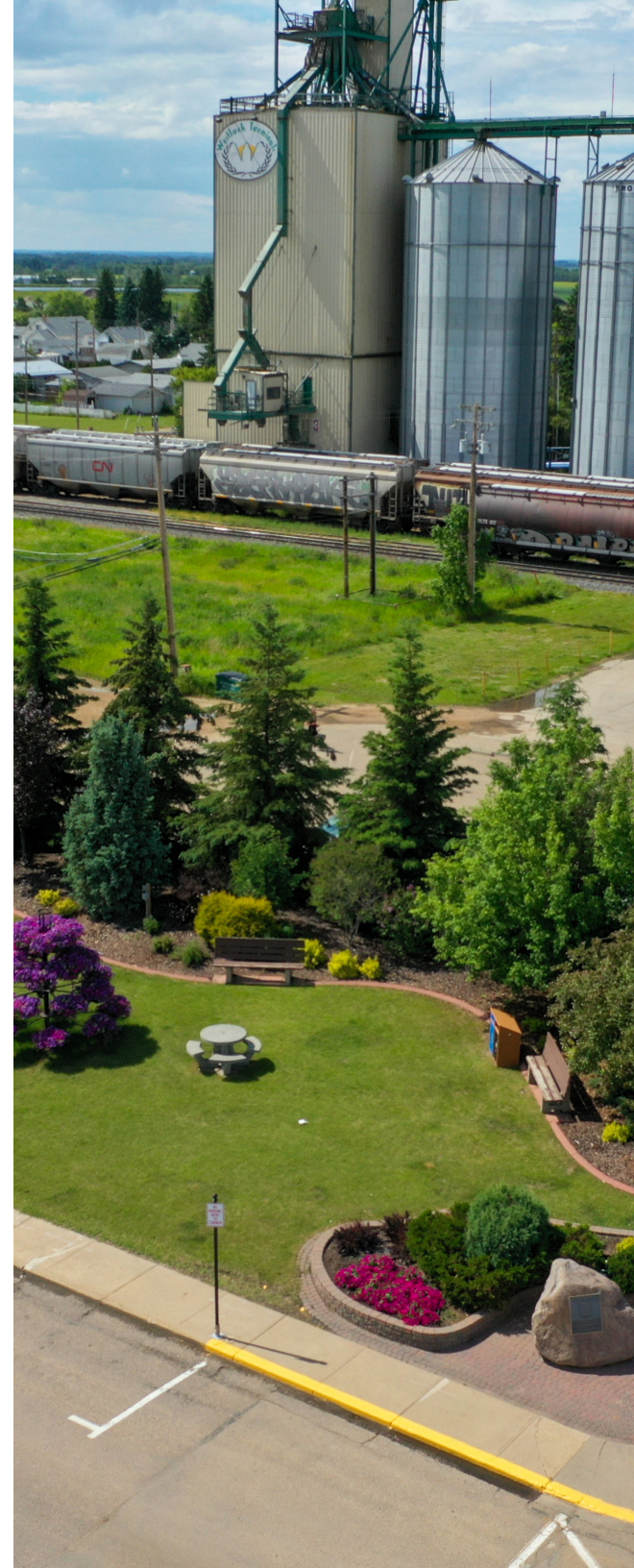


Figure 12 - MDP Update Cycle



APPENDICES



Appendix A: Definitions

Active Transportation: Any mode of transportation by which people use their own energy to power their motion including but not limited to, walking, cycling, and travel with the use of mobility aids

Affordable Housing: Housing which adequately suits the needs of low and moderate income households at costs below those generally found in Westlock, particularly for those in “core housing need” who spend more than 30% of their income on shelter.

Agriculture: The use of land or buildings for the raising or production of crops, livestock, or poultry and other related industries.

Approving Authority: A governing body (federal, provincial or municipal level) that is authorized through legislation to make decisions concerning land use.

Area Redevelopment Plan (ARP): A statutory plan prepared pursuant to the MGA that provides a framework for the redevelopment, preservation or rehabilitation of existing lands and buildings, generally within existing areas.

Area Structure Plan (ASP): A statutory plan prepared pursuant to the MGA that provides a framework for more detailed subdivision and development including future land use patterns, transportation, utility networks, and the sequence of development in new areas of a municipality.

Arterial Road: A major or main road intended to provide for through traffic between or within communities or to and from collector roads.

Asset Management Plan: A planning tool for managing existing and new municipal assets in order to maximize benefits, reduce risks and provide satisfactory levels of service to a community in a sustainable manner.

Biophysical Assessment: A review of an area defined as an Environmentally Sensitive Area (ESA) by the Environmental Conservation Plan or an area proposed for subdivision or development that contains natural features. The review must be prepared by an environmental scientist that identifies and assesses the environmental significance and sensitivity of existing vegetation, wetlands and other water features, wildlife habitat and unique physical features.

Brownfield: An abandoned, vacant, derelict or underutilized parcel of land, the expansion, redevelopment or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

Buffer: A separation space between incompatible land uses, or adjacent to a public roadway, that may contain trees and shrubs, an earth berm or fencing to provide visual or physical separation or noise attenuation or both.

Building: Anything constructed or placed on, in, over or under land, but does not include a highway or road or a bridge that forms part of a highway or road.

Complete Streets: Roads designed, built, and operated to enable safe, attractive, and comfortable access and travel for all users, including pedestrians, cyclists, and private vehicle users.

Concept Plan: A detailed nonstatutory land use plan for an area of land that is typically smaller than the land covered by an Area Structure Plan, and which conforms to all Statutory Plans.

Connectivity: The directness of links and the density of connections in a path or road network. A connected transportation system allows for more direct travel between destinations, offers more route options and makes active transportation more feasible.

Corridor: A designated right-of-way or route for moving people and goods as well as accommodating above and below ground linear service infrastructure piped services. This includes, but is not limited to: major arterial roads, transit routes, product pipelines, utility lines, power transmission corridors, regional water and waste corridors and recreation corridors.

Council: Refers to the Town of Westlock Council.

Crime Prevention Through Environmental Design (CPTED): A proactive crime prevention strategy that focuses on the proper design and effective use of the built environment, which can lead to a reduction in the fear and incidence of crime and an improvement in quality of life.

Density: A form of measurement representing the ratio of population per unit area.

Development: A change of use of land or a building; the construction of a building; an extraction or stockpile; or change in intensity of use, as defined in the *Municipal Government Act*.

Development Agreement: A legal agreement between a developer and the Town of Westlock that specifies the financial obligations and the terms and conditions for the construction and warranty of municipal improvements necessary to service lands approved for development.

Development Authority: Established by bylaw, the person, body or committee that is authorized to exercise development powers and perform duties on behalf of the municipality.

Development Permit: Means a document that is issued under a land use bylaw and authorizes a development which includes (where applicable) a plan or drawing or a set of plans or drawings, specifications or other documents.

Disaster: An event that results in serious harm to the safety, health or welfare of people or in widespread damage to property.

Estate Residential: Means larger urban residential lots, between 1/3 acre to 1 acre in area, used for single-detached homes.

Economic Development: Programs, policies, or activities that seek to improve the economic well-being and quality of life for a community.

Emergency Services: The public organizations that respond to and deal with emergencies when they occur, especially those that provide police, ambulance, and firefighting services.

Environmental Reserve: Land that is not suitable for development and contains features such as a wetlands, coulee, floodplain, or natural drainage course. Environmental reserves are used to reserve natural features of land, prevent pollution, ensure public access, and prevent the development of land that is unstable or subject to flooding.

Environmental Stewardship: Citizens, industry, communities, and governments working together to responsibly care for and manage natural resources and the environment.

FireSmart: A national program aimed at addressing common concerns on the issue of wildfire in the wildland-urban interface.

Fragmentation: When a contiguous agricultural area is divided into isolated parcels separated by non-agricultural land uses, and can impact the productivity of the land. Fragmentation can also occur within a given agricultural parcel of land by access roads, oil and gas developments and/or linear infrastructure.

Greenfield Development: Land that has not previously been developed to urban density levels or utilized for more intensive purposes other than agricultural production.

Hazardous Lands: Lands that are, or may be, inappropriate for subdivision or development due to inherent or natural environmental hazards, such as susceptibility to flooding, erosion, poor drainage, organic soils, steep slopes or any physical condition or limitation that, if developed, may lead to the deterioration or degradation of the environment, cause property damage or loss of life. Additional hazards may include surface and subsurface features, such as active and abandoned gas or oil wells, mines, unstable slopes, areas exhibiting subsidence and other natural or man-made features.

Heritage: The history, culture and historical resources of an area and its residents.

Heritage Resource(s): A structure, building, group of buildings, district, landscape, archaeological site, or other place that has been formally recognized by the Town, provincial and/or federal government for its heritage value.

High-Density Residential: Development of housing forms such as multi-plexes, rowhousing, or apartment buildings. In the Westlock context, this type of development typically has a maximum density of 80 units/ha.

Highway: A provincial highway under the *Highways Development and Protection Act*, as amended.

Infill: Development in mature or built up areas of Westlock occurring on vacant or underutilized lands, behind or between existing development and which is comparable with the characteristics of surrounding development.

Infrastructure: Systems and facilities (e.g. roads, water and wastewater treatment and distribution networks, power lines, telephone and cable systems) that service a community.

Institutional: Land uses which serve a community's social, educational, health, cultural and recreational needs. This may include government owned and operated facilities or not-for profit organizations.

Intensification: Development at a higher density than currently exists in mature or built-up areas. Intensification can be achieved through redevelopment, development of vacant/underutilised lots, the conversion of existing buildings, or through infill development in previously developed areas.

Intermunicipal Collaboration Framework (ICF): An Intermunicipal Collaboration Framework as described in the *Municipal Government Act* (MGA). An ICF is intended to provide for the integrated and strategic planning, delivery and funding of intermunicipal services, to steward scarce resources efficiently in providing local services, and to ensure municipalities contribute funding to services that benefit their residents.

Intermunicipal Development Plan (IDP): A statutory plan adopted by two or more municipal councils in Alberta to include specified areas of land lying within the boundaries of both municipalities, outlining the future uses of the lands, manner for developing land in the area, and procedures for resolving conflict, repealing and administering the plan.

Land Use Amendment: A change to the Land Use Bylaw that requires council approval, which can include, but is not limited to, a redistricting (rezoning) or development regulation amendment.

Land Use Bylaw: Refers to the Town of Westlock's Land Use Bylaw, as amended from time to time, which sets out the rules for what kind of building or activity can take place on private property and outlines the process for issuing Development Permits that give approval for new buildings or activities.

Levy: A levy refers to the imposition and payment to the municipality, in accordance with its bylaws and the MGA, during the subdivision and development process.

Livestock: Livestock as described in the *Agricultural Operations Practices Act*, as amended.

Low-Density Residential: Development of small scale single-detached or semi-detached homes of one (1) or two (2) units.

Low Impact Development (LID): A planning and engineering approach for managing stormwater runoff. LID emphasizes conservation and using on-site natural features to protect water quality. This approach implements engineered, smallscale hydrologic controls that replicate the predevelopment hydrologic regime of watersheds through infiltrating, storing, evaporating, and detaining runoff close to its source.

Medium-Density Residential: Development of a range of housing forms including duplexes, tri- or four-plexes, and rowhousing. In the Westlock context, this type of development typically has a maximum density of 50 units/ha.

Mixed-use Development: Development that mixes compatible residential, commercial, institutional, and recreational land uses within or close to buildings in order to increase density, reduce the developmental footprint, and improve public accessibility to amenities.

Municipal and School Reserve: Land provided, as part of a subdivision, by the developer without compensation for park and school purposes in accordance with the provisions of the *Municipal Government Act* (MGA). This includes lands dedicated as Municipal Reserve (MR), School Reserve (SR) and Municipal and School Reserve (MSR).

Municipal Development Plan (MDP): A Planning Document, adopted by Council that provides land-use policy direction for planning and development activity over a prescribed period of time.

Municipal Government Act (MGA): Alberta’s provincial law which defines how a municipality can function, develop land, raise funds for things like services, and more. The three themes of the MGA are planning and development, governance and administration, and assessment and taxation.

Municipal Reserve: Means the land designated as municipal reserve under the MGA; it refers to land provided as part of a subdivision by the developer, without compensation, for parks, buffering, trails, and school purposes in accordance with the provisions of the MGA.

Municipal Servicing Standards: Standards which are intended to provide specific guidelines to assist municipalities and developers in the design, preparation and submission of plans and specifications for construction of municipal improvements and systems (roadways, water distribution systems, sewer systems, storm water facilities).

Natural Features: Refers to landscapes that are found in their natural state and may be remnant, undisturbed, diverse or contain unique environmental characteristics.

Non-Market Housing: A category of housing that is government subsidised or priced below market levels. Social housing is a type of nonmarket housing where ongoing cost of housing is subsidised by the federal or provincial government.

Non-Statutory Plans: Plans that are not approved through a bylaw of Town Council. Such plans include complementary plans, guidelines, strategies, and suborder plans.

Open Space: Passive and structured leisure and recreation areas that enhance the aesthetic quality and conserve the environment of the community. Urban and rural open space includes parks, recreation and tourism nodes, as well as natural areas.

Parcel of Land: The aggregate of one or more areas of land described in a certificate of title or described in a certificate of title by reference to a plan filed or registered in a land titles office.

Park: An area of space provided for recreational uses, set aside for human enjoyment for active or passive recreational use or for the protection of wildlife or natural habitats. Parks include all natural and manmade facilities or structures.

Pedestrian: A person on foot or using a personal mobility device.

Plan of Subdivision: A plan of survey prepared in accordance with the *Land Titles Act* for the purpose of effecting a subdivision.

Policy: Refers to a statement or high-level instruction identifying a specific course of action for achieving goals.

Public Art: Artwork which is in the public realm or accessible to the general public and has aesthetic qualities.

Public Engagement: An opportunity for members of the community to provide input on a proposed plan, bylaw amendment, or other activity being undertaken in the town, either by the municipality or another party.

Public Space: Space on public or private property within an establishment or outside an establishment that is open to the public.

Public Utility Lot: A lot owned by the municipality that is designated as a Utility Lot with the Land Titles Office, and is to accommodate one or more public utilities, pedestrian walkways, or multi-use trails.

Redevelopment: The creation of new units, uses, or lots on previously developed land, including brownfield sites.

Regional: Of a scale or significance that is relevant to more than one municipality within the Region.

Renewable Energy: Energy that comes from resources that are naturally replenished during a human timescale such as sunlight, wind, rain, watercourse, and geothermal heat.

Resilience: The capacity of a system to withstand and bounce back intact from environmental or human disturbances.

School Board: Means the board of trustees of a school district, school division or regional division.

Secondary Suite: A self-contained dwelling unit that includes a kitchen, bathroom, living area, and sleeping area, but that is incorporated as a secondary use within an existing structure that was originally designed as a single dwelling unit.

Statutory Plan: An Intermunicipal Development Plan, a Municipal Development Plan, an Area Structure Plan and an Area Redevelopment Plan adopted by a municipality under the MGA.

Stormwater Management Facility (SMF): Infrastructure that is designed and utilized to gather rainfall and surface water runoff to reduce the possibility of flooding and property damage. This can include stormwater ponds, dry ponds, and other open spaces.

Strategic Plan: An overarching document that determines how Town Council establishes policies and how Administration enacts the established policies into programming, services and infrastructure.

Subdivision and Development Regulation: Regulations established by the Province that govern the baseline process, legislation and regulation regarding subdivision and development within Alberta.

Subdivision Authority: The body or person(s) granted, by Town Council through bylaw, the authority to make decisions about subdivisions on behalf of the municipality.

Subdivision: The creation or separation of new titled parcels of land from an existing parcel of land.

Town: The municipal government or the corporation of the Town of Westlock or the geographical area of the Town of Westlock.

Traffic Calming: The use of physical design and other measures to improve safety for motorists, pedestrians and cyclists.

Transportation Impact Assessment (TIA): A study that estimates and assesses the effects of proposed development and redevelopment on the transportation network. The study identifies infrastructure needs to ensure that the transportation network maintains an acceptable level of service, is well connected and safe for all modes of travel, and supports the long-term needs of the community.

Transportation Network: The system of transportation uses (i.e. public transit, rail, air, pedestrian, etc.) that are interconnected.

Urban Forest: The collection of trees located within town limits, whether planted or naturally occurring, located on both Town and private property.

Vision Statement: A statement, adopted by Town Council that encapsulates the future identity and ideals of the community. The statement guides overarching policy regarding community growth, principles, and values.

Walkable: A measure of how useful, safe, comfortable, and interesting an area is for walking.

Water Act: Province of Alberta legislation for managing and protecting water resources.

Water Body: Any location where water flows or is present, whether or not the flow or the presence of water is continuous, intermittent or occurs only during a flood, and includes but is not limited to, wetlands and aquifers.

Watercourse: Flow or movement of the water in rivers, creeks and other streams; a moving body of water of any size.

Wetland: Land having the water table at, near, or above the land surface or which is saturated for a long enough period to promote wetland or aquatic processes as indicated by hydric soils, hydrophytic (“waterloving”) vegetation, and various kinds of biological activity which are adapted to the wet environment.

Appendix B: Plan Update Process & Engagement

2024 Update

MDP Review

Town Administration began the first comprehensive review of 2015 Municipal Development Plan in November 2022. This review looked at changes to the Town's context and demographics since the plan's adoption as well as progress made in its implementation. The review found that there were several demographic and contextual shifts which indicated a update to the MDP was needed, including a population decline, a growing proportion of the population nearing or at retirement age, aging housing stock, and a distinct lack of "missing middle" housing forms. Following Administration's presentation of their review findings, Town Council directed Administration to proceed with a Plan Update at the February 21, 2023 Committee of the Whole Meeting.

Stage 1: Project Launch & Background

The MDP Update project officially launched in March 2023 with a news release, informational video (What is a MDP?) and a short survey providing the public the ability to sign up for project updates and let the project team know how they'd like to be engaged with throughout the project. A dedicated project page was also created on the Town's website.

The first stage of the project was comprised mainly of background research, which included a review of best practices, comparator research, and an extensive policy alignment audit. The policy alignment audit looked at how the 2015 MDP aligned with other Town policies, plans, and bylaws, as well as with Provincial legislation such as the *Municipal Government Act*. The findings of the background research was utilized to create an initial inventory of potential revisions to the 2015 MDP and identify topics for the first phase of public engagement.

Stage 2: Public Engagement - Phase One

The first phase of Public Engagement offered two modes of participation:

1. Community Message Boards at the Heritage Building & Rotary Spirit Centre
2. Online Survey at www.westlock.ca

Both the message boards and survey were focused on obtaining broad feedback on ideas for the next 20 years in Westlock. The survey also featured questions regarding the current MDPs' vision and guiding principles, and policy topic areas such as housing and the environment.

A total of 58 survey responses and 174 message board comments were received - a full What was Said report of all the feedback received was completed and made available to the public on the project website.

Stage 3: Draft Revised Plan

The findings of Stages 1 and 2 were utilized by the project team to create a working draft of the revised MDP. The objectives of the changes proposed in the draft were as follows:

- a. Align the MDP with changes to provincial legislation, and plans & studies adopted or approved by the Town since the adoption of the MDP.
- a. Refine and clarify policies within the MDP for ease of use, implementation, and clarity.
- a. Improve and expand on key policy areas such as housing, the environment, economic development, and emergency management

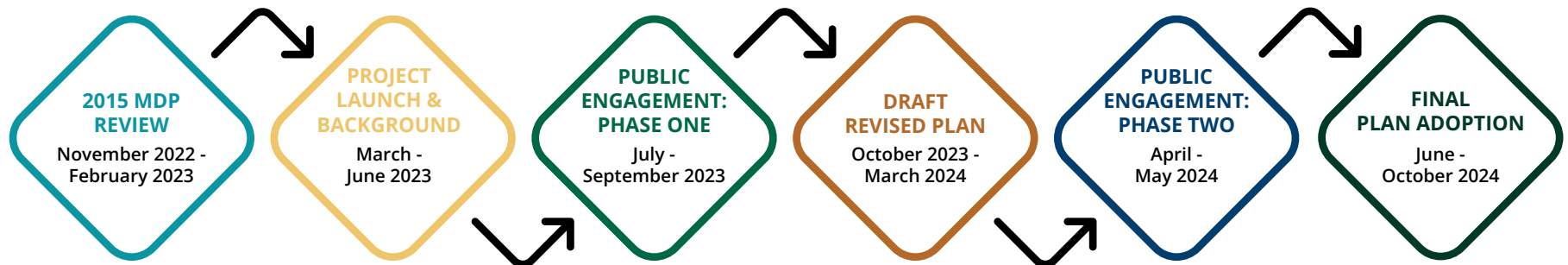


Figure 13 - 2024 MDP Update Project Timeline

Stage 4: Public Engagement - Phase Two

The second phase of Public Engagement involved a series of three (3) Open Houses as well as a direct presentation to the Town’s business community through the local Chamber of Commerce:

1. Chamber of Commerce Presentation - Tuesday, April 23
2. Open House #1 - Wednesday, April 24 - 9 a.m. to 4 p.m.
3. Open House #2 - Thursday, April 25 - 5 to 8 p.m.
4. Open House #3 - Wednesday May 1 - 1 to 8 p.m.

51 community members joined the Project Team at one of the three Open House sessions. Participants were able to view the key highlights & changes of the draft Plan and provide feedback through dot stickers and open comments. For those that were unable to attend one of the sessions, the display boards were also posted on the project website.

Following the completion of the public engagement activities for this phase, the project team compiled a What was Said report which included all verbatim feedback. The report was subsequently released back to the public and was posted on the project website.

Stage 5: Final Plan Adoption

Utilizing the feedback from the previous round of Public Engagement, the project team further refined and finalized the final draft of the revised MDP. This process also included circulating the draft MDP internally amongst all Town departments.

Administration presented the final draft of the revised MDP to Council at the September 16, 2024 Committee of the Whole Meeting. Following Council’s review and consideration, the revised MDP was brought back for first reading at the September 23, 2024 Regular Meeting.

After receiving first reading, the final draft of the revised MDP was posted on the project website and the project team began communication regarding the upcoming Public Hearing. Additional methods of advertisement were utilized to communicate this critical milestone, include a dedicated utility insert and a summary video of the key highlights of the revised MDP.

The Public Hearing for the proposed revised MDP was held on October 28, 2024, which provided community members a final opportunity to comment and provide input on the MDP prior to Council adoption.

Project Communication

A variety of communication methods were utilized to provide information and gather participation in the project, including:

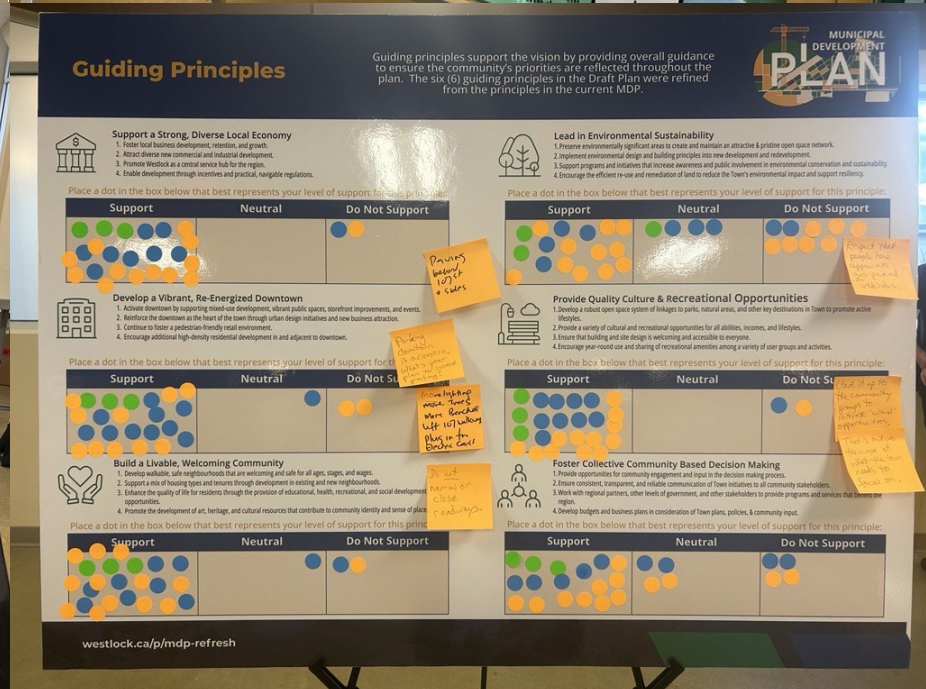
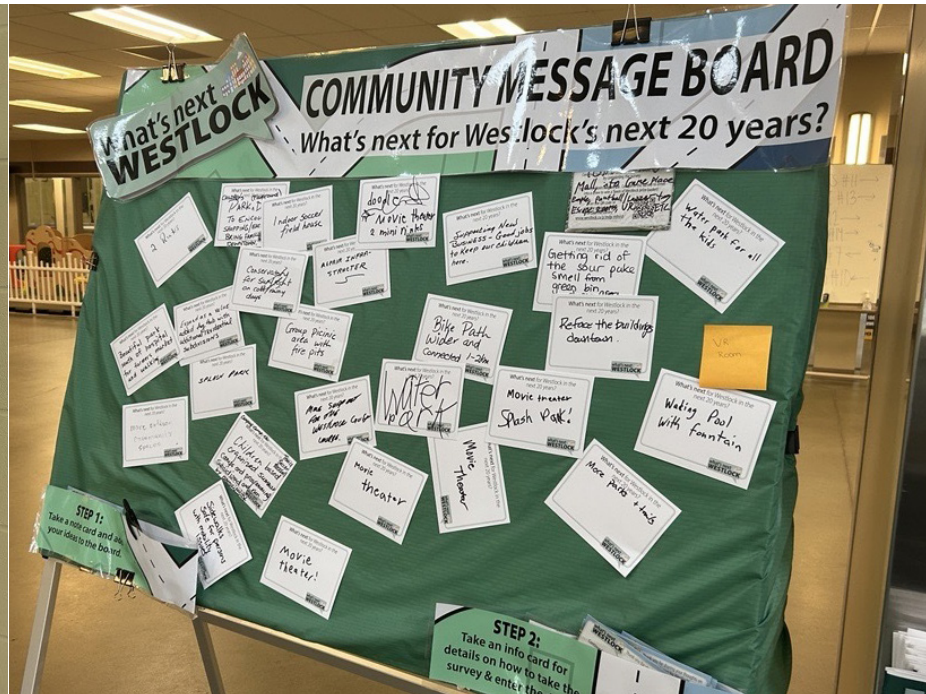
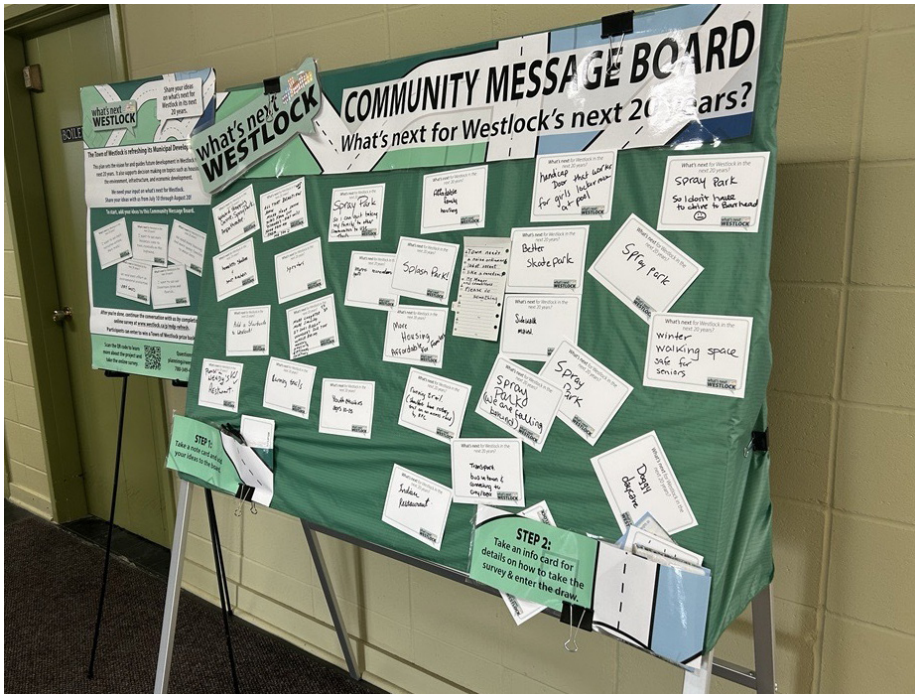
- a. Town social media channels, including Facebook & LinkedIn;
- b. A dedicated project web page on www.westlock.ca;
- c. Advertisements in the Westlock News;
- d. Radio advertisements on 97.9 The Range;
- e. Videos at the start and end of the project;
- f. Posters in Town facilities; and
- g. Regular project updates by email to those signed up for project updates.

Project Team

The MDP Update was completed entirely in-house by Town Administration.



Figure 14 - Considerations in the MDP Update Process



Top Row: Community Message Boards with Comment Cards at Heritage Building & Rotary Spirit Centre
 Bottom Row: From left - Open House Set-up and Final Board Example with Participant Feedback

2015 Plan

The main focus of stakeholder consultation process when developing the 2015 MDP was to seek a detailed input from a variety of local stakeholder groups on identifying key issues and opportunities, preparing future development concepts, establishing a future vision and developing a policy framework for the MDP area.

The following key stakeholder groups were consulted to seek their input:

- Citizens;
- Local developers, real estate agents, builders and land owners;
- Civic organisations, service providers;
- Municipal staff of the Town of Westlock; and
- Business owners.

The following consultation and communication tools were used to meet the unique demands of each stakeholder group:

Media Release

The MDP update project was officially launched in June 2014 by issuing a Media Advisory Statement on the Town's website and in the local newspaper.

Online Survey/Email Questionnaires

A questionnaire was uploaded on the Town's Website and paper copies were also made available at the Town's office, community facilities and public events. A total of 25 questionnaire responses were received from stakeholder groups.

Stakeholder Advisory Committee

A Stakeholder Advisory Committee (SAC) was established to steer the project and provide an ongoing direction to the Project Team. The SAC comprised of 10 members representing a number of stakeholder groups and two Town Councillors. Four SAC meetings were organized to take place throughout the course of this project:

- SAC Meeting #1 (July 2014)
- SAC Meeting #2 (October 2014)
- SAC Meeting #3 (November 2014)
- SAC Meeting #4 (January 2015)

Multi-stakeholder Workshop

A multi-stakeholder workshop was held at the Town Council Chambers on August 12, 2014 to provide an opportunity to all stakeholders to work together. At this event, approximately 25 stakeholders, representing different backgrounds, were invited to provide additional input on issues and opportunities and also brainstorm ideas for overall vision and future development concept for the Town.

Open Houses

Three Public Open Houses were organized to provide additional opportunities for public input. These sessions were organized as drop-in sessions. The Town staff and the Consultant were available to answer questions raised by citizens.

- Open House #1 (November 13, 2014)
- Open House #2 (January 2015)
- Extended Display: In addition to Open House #2, the Display Panels were also made available to the Town for extended display at the Town Hall for a period of two weeks after the Open House #3.

Special Information Sessions

In addition to the Open House Sessions and extended display opportunities, the following two special information sessions were organized in an effort to make the information available at venues traditionally attended by stakeholders.

- Westlock Show and Shine (July 12, 2014)
- Westlock and District Fair & Rodeo (August 15 & 16, 2014)

Council Updates

Two Council Update Sessions were organized to ensure Council buy-in at key stages of the project.

- Session #1 (July 21, 2014) Familiarize Council with the MDP & LUB Update process.
- Session #2 (December 2, 2014) Endorse final drafts of MDP and LUB.

Public Hearing

In accordance with the MGA, a Public Hearing was held in May 2015 to provide a last opportunity to citizens and stakeholders to provide additional input on the Plan.

Appendix C: Community Profile

Development History and Trends

Before Europeans arrived in the area, which would begin with Anthony Henday in 1754, the Indigenous People inhabited the land that would one day be Westlock. They would follow the bison through the area and artifacts have been found through the years in the area. The area of future Westlock was a popular stopping place because of the Pembina River. It is believed that when the fur trade opened up, around 1750 in the west, the Cree entered the area as mobile groups of 50 to 100 people who hunted, fished and gathered.

Today, Westlock is home to hundreds of Indigenous and Metis individuals and the community sits on Treaty 6 land. The Treaty was signed on August 21, 1877 and the Cree, who had traded through Fort Assiniboine for decades, relocated to Lac La Nonne, near future Westlock. When Treaty 6 came into effect, the Cree moved to Alexander First Nation Reserve, around 1880.

The original settlement was founded five kilometres to the east of present-day Westlock. Four Edgerson brothers built a stopping place there, and that stopping place formed the basis of a community for settlers from eastern Canada, the United States and Europe. The community was going to be named Edgson but misspellings in the mail led them to change it to Edison, in honour of Thomas Edison.

The present-day townsite of Westlock was first surveyed in 1912 on land purchased from William Westgate and William Lockhart. Westlock was incorporated as a village on March 13, 1916 with an original population of 65. The village was named after the two property owners who provided the village site. Buildings were moved from Edison to take advantage of the railroad that ran through the new village.

Two trains per week came through the village and it grew rapidly, providing stores, livery stables, churches, schools, a blacksmith shop, a hardware store, restaurants, a doctor's office and, most important of all, elevators to serve to the surrounding agricultural community. The first elevator was constructed in 1916 by the Albera Farmers and in November of 1918 the Merchant's Bank opened for business. A permanent brick schoolhouse was built in 1925. The Sisters of Charity of St. Vincent de Paul of Halifax came west and opened a hospital in 1927. This hospital was one of the most modern hospitals of the era. With excellent medical facilities, new churches, a good gravel road and an improving farm economy, the Village of Westlock continued to grow even through the great depression.

Westlock came into its own as one of the finest farm service towns north of Edmonton after and during the boom that followed the Second World War. Westlock was incorporated as a Town on January 7, 1947 with a population of 854.



During the 1950s to 1980s, the Town of Westlock experienced substantial development of residential neighbourhoods, community facilities, places of worship and schools. The highest concentration of residential development within Westlock occurred during the 1960s to 1980s.

Development of the West Industrial Park near the western boundary of the Town occurred primarily in the 1980s. The West Industrial Park offers a range of support services and industries related to agriculture, manufacturing and trades. The Westlock Health Care Centre, built in 1995, provides health services for the Town of Westlock and the surrounding Westlock County as well as residents from the broader Northern Alberta.

Commercial development along the highway corridor of Highway 18 originated during the 1960s and continues to grow. As of January 1st, 2008, the Town annexed 6 (six) quarter sections of land, on the previous eastern Town boundary, from Westlock County. To allow for additional commercial development, the Town developed the land located in the south east portion of the Town along Highway 18 which allowed for the significant development of commercial properties.

The Town of Westlock boundaries encompass a total area of approximately 1,395 hectares. Developed lands within Westlock contain a total of 594 hectares and undeveloped lands of approximately 801 hectares. As of 2024, 42.6% of the Town has been developed and 57.4% remains undeveloped.



East Business Park during its development in 2007.

Demographics

Prior to 2015, Westlock's population had seen recent growth, especially from 2011 onward to reach a all-time high population of 5240. As of 2021, Westlock's population was recorded as 4921, representing a -3.5% decline from the population recorded in the 2016 census (5101) and the second lowest population recorded since 2001.

Westlock has a large aging population while also having a sizeable amount of families with young children. The largest proportions of Westlock's population land within the 30 to 49 and 65 to 84 age groups. The next highest age group is those between 0 and 14 years. 57% of Westlock's population is of "work force" age – ie. 15 to 64 years. It is also important to note that 18% of Westlock's total population – the 50 to 64 years age group – will be reaching retirement by 2036.

Economic Trends

In the 2021 Census, it was determined that of those aged 15 and older, 49% were considered employed. 6% were categorized as unemployed, but actively searching for work. According to the 2021 census, 80% of workers living in Westlock work within Town limits. 11% of workers commute outside of Westlock within the same census division (Division 13 – includes Athabasca, Barrhead, Onoway and Whitecourt). The last 9% commute within Alberta but outside of Westlock and its census division.

Of those in Westlock's work force, the majority are employed in Sales and Service industries. Between the 2008 Census and the 2021 Census, the top employment and labour types remained mostly unchanged, with 2 exceptions. Those employed in Primary Industry declined by 3.41% and the number employed in the Manufacturing and Utilities industry increased to 4.43%. The average household income (before tax) in 2020 was \$78,500.00.

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