



# Strategic Plan

*2020-2030*





# A Community with SPIRIT

The Town of Westlock's 2020 - 2030 strategic plan should look and feel much different than any that have come before it. Town Council started this process by asking, "Why does the Town of Westlock exist?" The answer was simple yet powerful - the Town of Westlock exists to provide its citizens with the best quality of life it can. The Town of Westlock is an essential part of our citizens' well-being. This strategic plan recognizes that responsibility. The strategic plan is clear and concise about what goals are to be pursued to maximize our community's well being.

Town Council's first step to creating these strategic goals was asking citizens what they valued most and what they felt was needed to improve their well-being. The Council used their responses to create this strategic plan's goals. These goals will also inform the Town of Westlock's administrative team to develop its corporate business plan.

*The Town of Westlock exists to provide its citizens with the best quality of life it can.*

Ranking these goals by importance is vital to creating the most value possible with limited resources and constrained revenue. The corporate business plan is intended to deliver maximum value to our community's well-being and is built on the programs and projects identified within the goals.

The Town of Westlock is also embracing an innovative new tool to create its corporate business plan. The Town will embed the programs and projects within the corporate business plan through an extensive value identification exercise before being recommended for inclusion. This work includes staff ranking all their programs in two areas: results and attributes. Results are how much the program influences each goal in the strategic plan. At the same time, attributes include such things as community impact and the degree of the mandate. Basing these valuations on the big picture of delivering well-being to citizens places the Town of Westlock in a position as a municipal sector leader. We are proud to continually improve our efforts furthering Westlock as a "Town with Community Spirit."

# Strategic Framework

What do our community stakeholders see in their ideal Town of Westlock?

What goals does Council feel best moves us towards our ideal Town of Westlock?

What programs and projects does Town administration feel best supports achieving success in our goals?

What activities are required in departments to provide the most value in our programs and projects?

What resources are required in what areas to maximize the value for our community?

Community's Future

Strategic Plan  
2020-2030

Corporate Business Plan  
2021-2024

Department Operational Plans  
Master Plans & Frameworks

Operating and Capital Budgets

# Strategic Goals



Westlock is a municipal leader in community resiliency and prosperity.



Westlock is a Health Service Centre of Excellence.



We are a regional destination of choice for recreational amenities.



The Town of Westlock asset management plan is the foundation of infrastructure investment decision making.



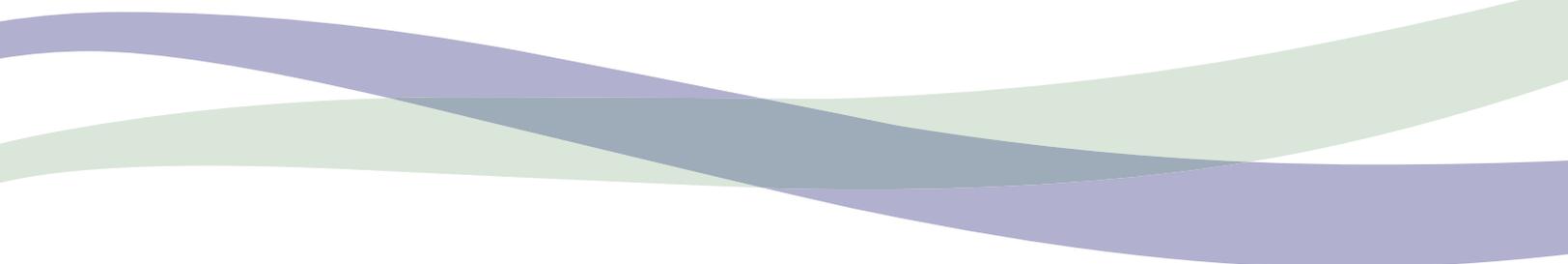
Our reputation for excellence in providing great governance and a commitment to community is widely recognized.





# ***Goal:***

*Westlock is a municipal leader in community resiliency and prosperity.*



# Community Development

*Westlock is a municipal leader in community resiliency and prosperity.*

We aim to expand our understanding of growth in the Town beyond population numbers. We know that a prosperous community needs a diverse set of businesses and services to ensure citizens can access what they need to be happy and healthy. The existing businesses and services in Westlock work together to maintain

and increase community well-being in the Town, and we recognize them as the benchmark for incoming business owners. We will not only attract new and entrepreneurial business owners, but the next generation of Westlock will see they don't have to go to the big city to jump-start their careers.

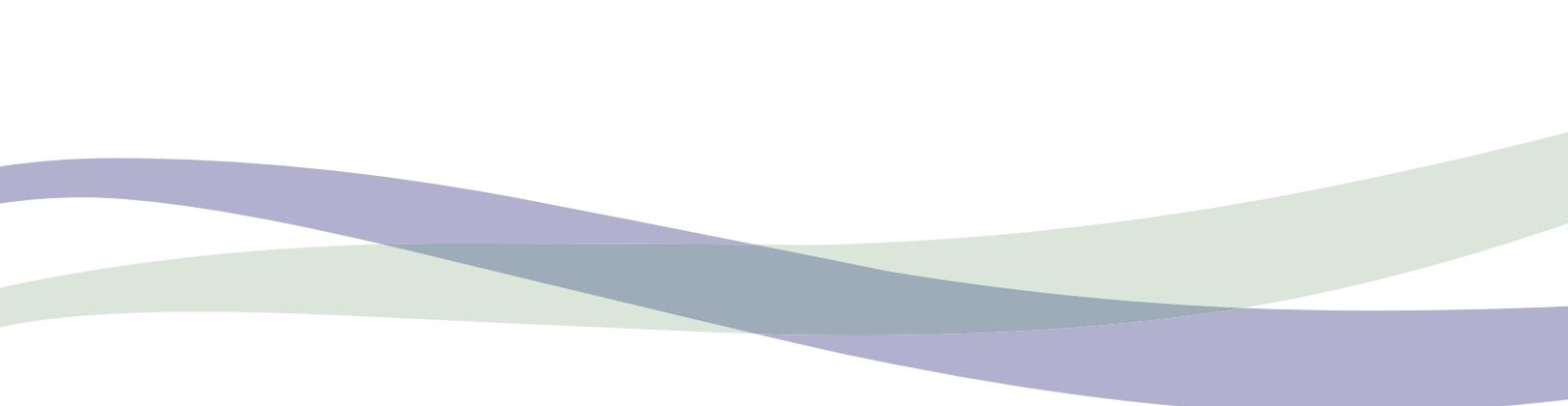
## **Our measures of success**

- Citizens and businesses choose to stay in Westlock.
- Citizens feel they are connected to the right community supports.
- Our assessment base has grown in both size and diversity.
- Our citizens' average length of time pursuing further education is high.
- Our youth choose to be engaged in the community.



# ***Goal:***

*Our reputation for excellence in providing great governance and a commitment to community is widely recognized.*



# Relationships

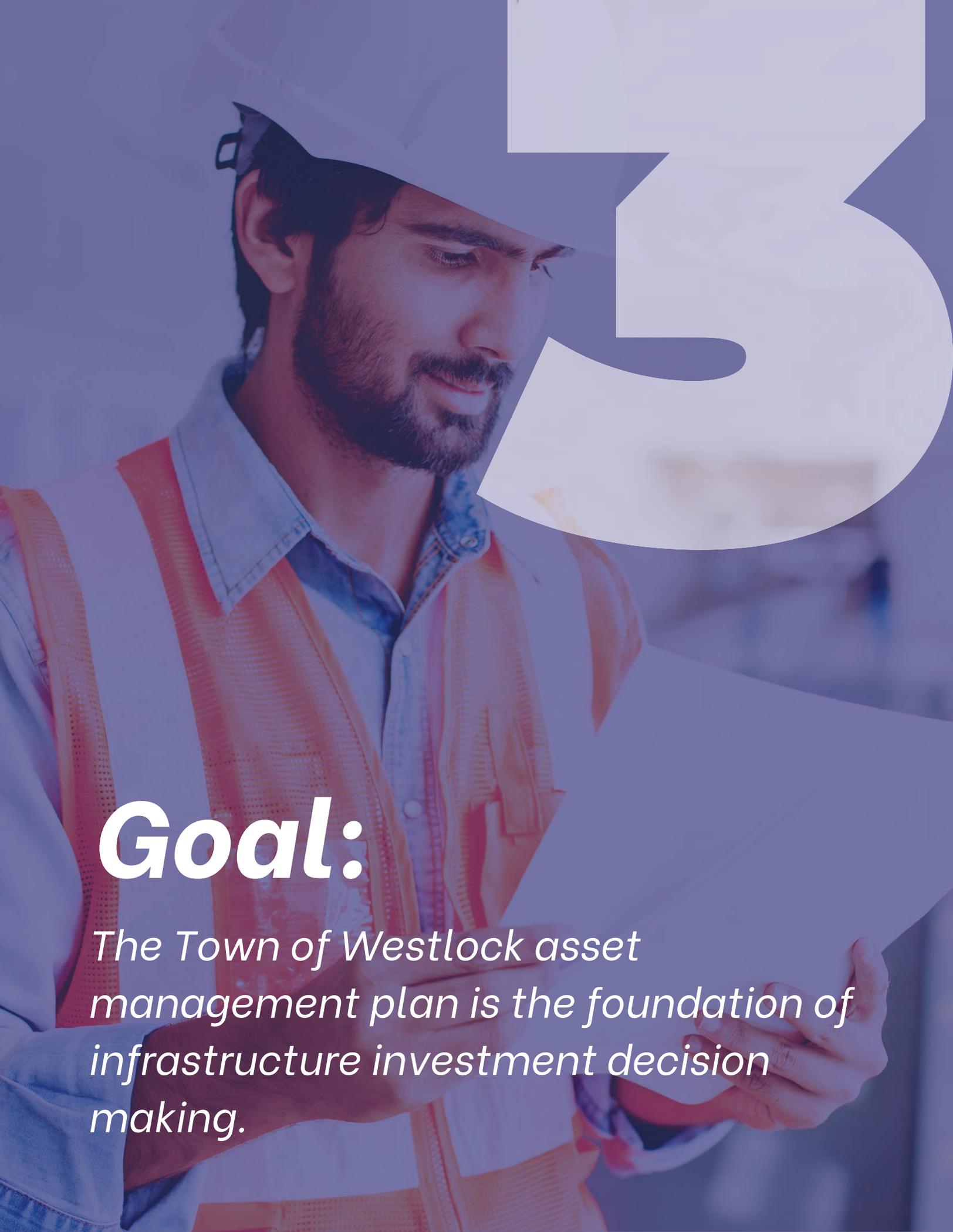
*Our reputation for excellence in providing great governance and a commitment to community is widely recognized.*

The goals in this strategic planning year begin with a healthy governing body. To ensure we are always working towards the same goal, we will enhance the relationship between council and administration and ensure that lines of communication are open and transparent. With a strong council and administration, we can role model our achievements to the rest of the region, and beyond.

Recognizing that a pillar for good governance is listening to citizens to inform critical decisions, we cannot forget to sustain the rich dialogue between citizens, community organizations, and the administration and council to ensure a cohesive vision for bettering our community.

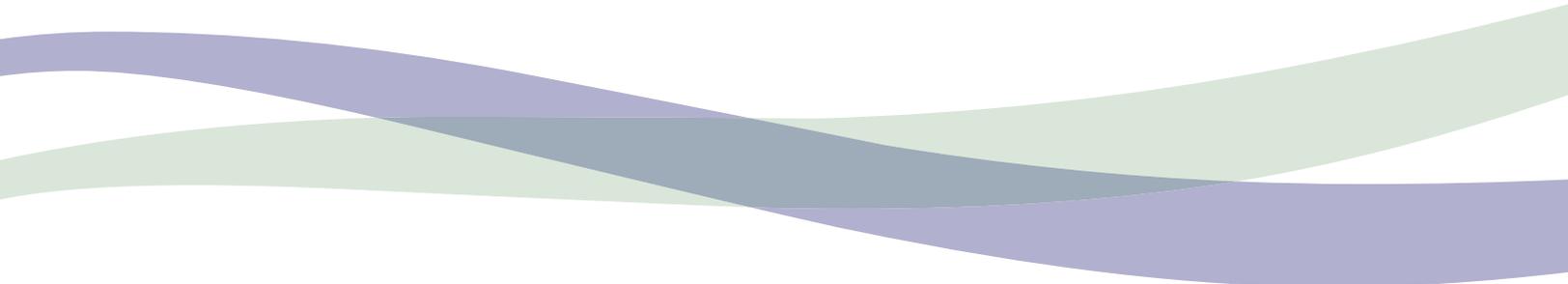
## **Our measures of success**

- Staff and Council consider each other part of a team.
- Working for the Town of Westlock comes with recognizing and embracing the role of public servants.
- We have numerous proactive agreements with many municipal partners.
- We are active members in many regional, Provincial, Federal groups/boards/commissions/committees.
- Our community feels their best interests are well represented by their Council.



# **Goal:**

*The Town of Westlock asset management plan is the foundation of infrastructure investment decision making.*



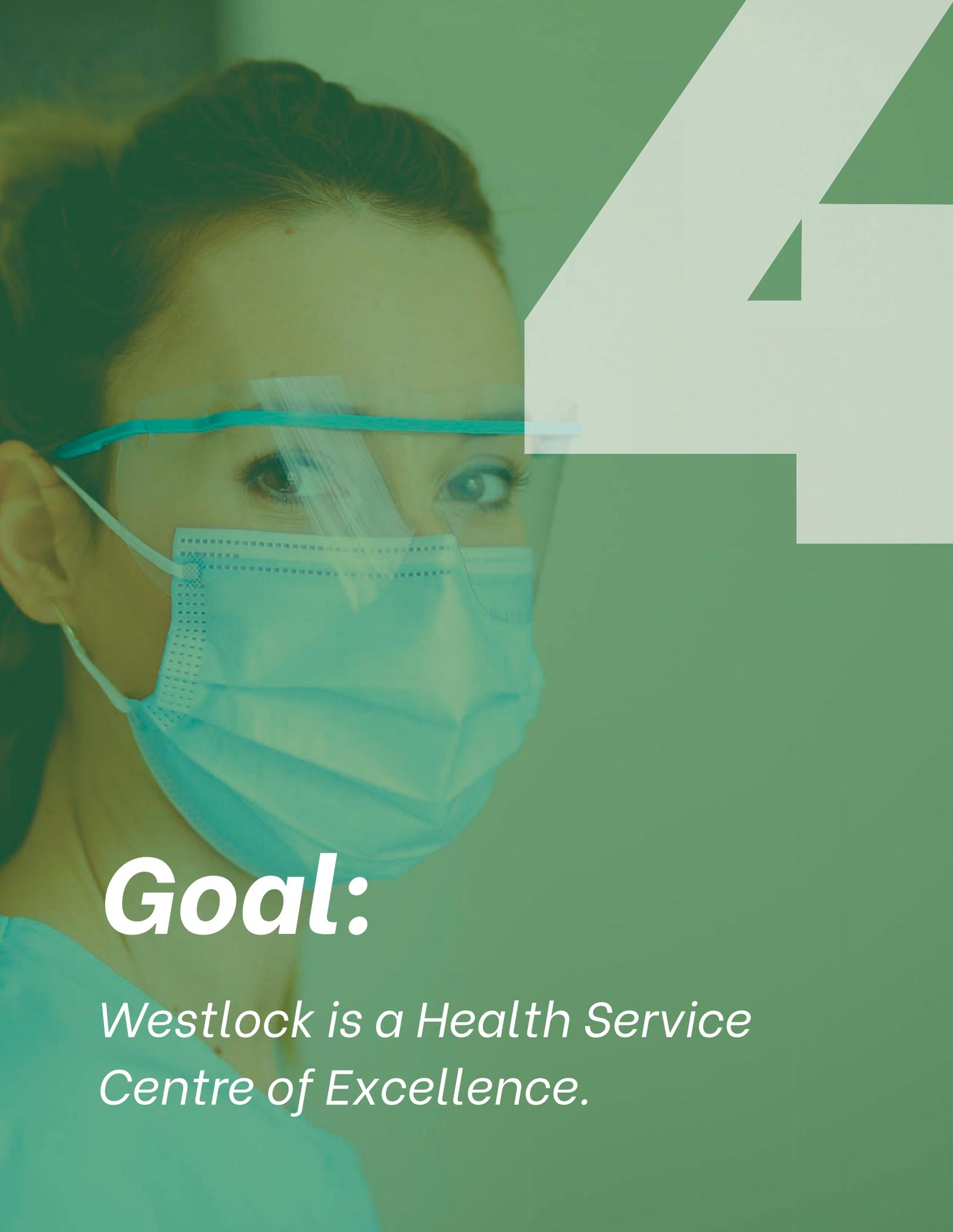
# Community Infrastructure

*The Town of Westlock asset management plan is the foundation of infrastructure investment decision making.*

Infrastructure decisions are made using evidence and data we have confidence in. Our vision for community well-being includes the ways that we plan our built and natural environments. With health and happiness in mind, we want the community's input to be heard and for that sentiment to empower the process. Through meaningful consultations with those who will be most affected in the community, we envision any new infrastructure to come to Westlock to promote a high quality of life.

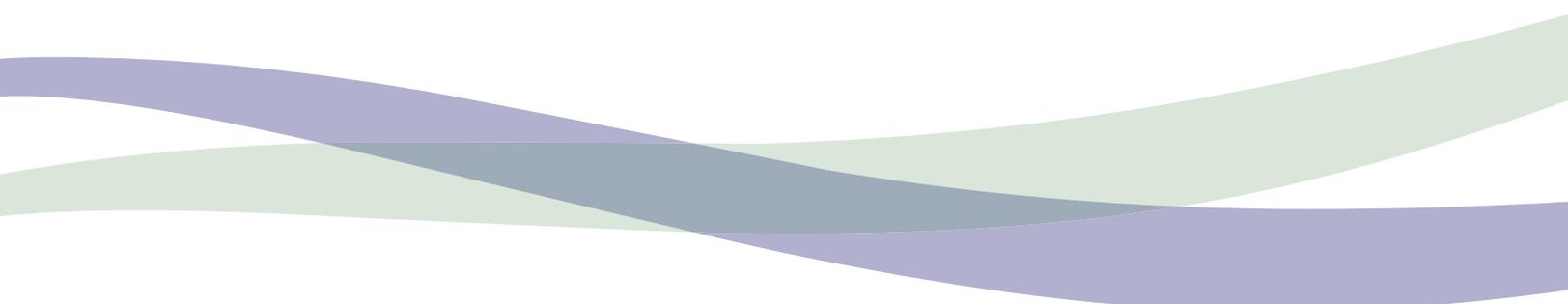
## **Our measures of success**

- Our infrastructure asset management plan informs our business plans and budgets.
- Our assets achieve their maximum useful life.
- Citizens feel satisfied with the state of our community's assets.



# ***Goal:***

*Westlock is a Health Service  
Centre of Excellence.*



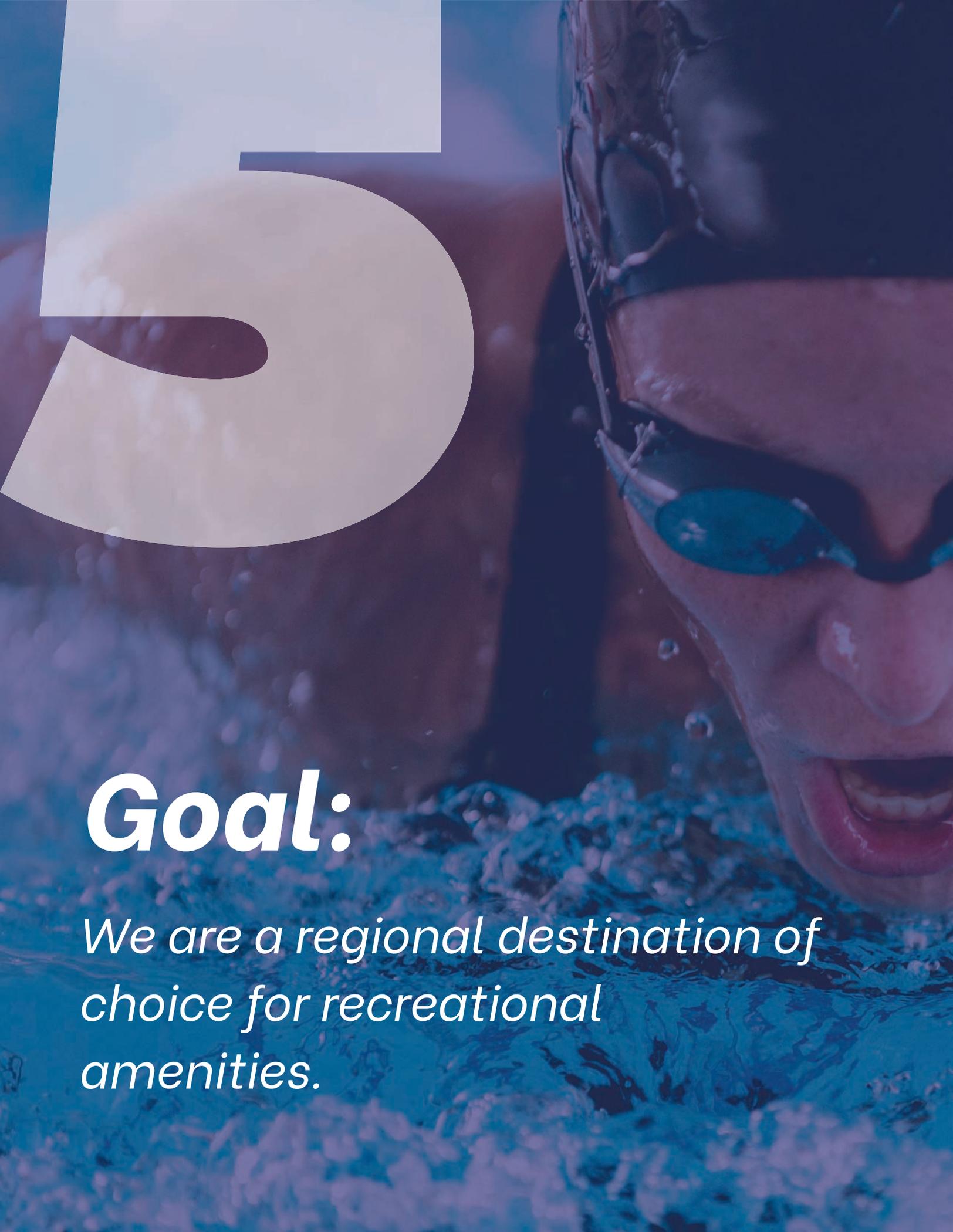
# Health Care

*Westlock is a Health Service Centre of Excellence.*

As public health remains at the forefront of everyone's priorities, all citizens of the Town of Westlock deserve access to equitable and high-quality healthcare in their community. By working to position ourselves as the ideal location for new and seasoned physicians to establish a practice, we can create a diverse health practitioner network to serve our Town.

## **Our measures of success**

- Our community feels their health-related needs can be fulfilled locally.
- New specialty services have been established.
- Retention and expansion efforts for health professionals have been successful.



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## ***Goal:***

*We are a regional destination of choice for recreational amenities.*



# Recreation

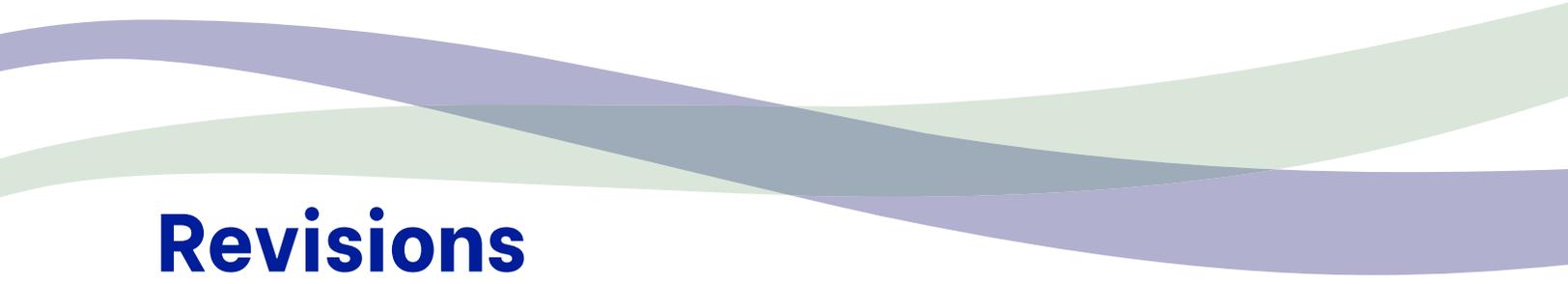
*We are a regional destination of choice for recreational amenities.*

We are a town with big-city amenities. Westlock facilities have hosted large events and we are poised to continue doing so. Westlock Aquatic Centre and Westlock Rotary Spirit Centre are prepared for sports and events. With neighbouring towns and cities often saturated during busy sports and event seasons, Westlock looks forward to being the go-to option in the region.

We are proud to market our resources broadly and help the Town continue to attract those seeking a first-class recreational experience. The more successful we are the better off our community is when it comes to our facilities.

## **Our measures of success**

- Our utilization rate of our rentable space is high.
- Our facilities are accessible to all.
- The Town's recreation facilities have a growing list of programming opportunities and new uses.



# Revisions

