

Town of Legal
Strategic Plan
2022 - 2025



About this Plan

The Town of Legal develops and implements Term of Council, and longer term priorities to ensure that programs and services address the changing needs of the community. These priorities are presented in the Town's Strategic Plan every four years with each new Term of Council.

The 2022-2025 Strategic Plan is the key corporate planning document that defines what Council plans to accomplish over its four-year term. It contains the Term of Council Priorities, approved by Council in 2022.

This Strategic Plan identifies our key strategic priorities over a 4-year period from 2022-2025. The Strategic Plan guides our decision making, and informs the annual Operating and Capital Budgets to allow Council's priorities to be realized.

From the annually approved budgets, key operational work will be identified that will achieve Council's strategic priorities, including performance measurements and indicators that will showcase success.

The priorities are centered around five *Foundations for Success*: **Diverse Business & Residential Growth, Excellence in Service Delivery & Infrastructure, Effective & Responsible Governance, Enviable Quality of Life, and Strong Partnerships & Advocacy**. Under these *Foundations* there are 12 Strategic Priorities, with clear outcomes and concrete actions.

Actions and roles

The Town of Legal will take or contribute strategic actions to achieve these Priorities in three ways:

1

The Town will take actions and lead in achieving the priority outcomes.

2

The Town will collaborate directly with strategic stakeholders to achieve the priority outcomes, but is not the main lead.

3

The Town will support and indirectly help others achieve the priority outcomes.

Our Strategy

OUR VISION

An inclusive and growing community that celebrates its diverse heritage.

OUR MISSION

Through strong partnerships and advocacy, we provide our community with effective & responsible governance, high quality infrastructure, excellent service delivery and a fulfilling quality of life.

OUR VALUES

We commit to the following core values in every aspect of governance, oversight and operations.

Respectful: *We build and support a diverse community and culture. We consider other opinions and perspectives and support one another.*

Collaborative: *We encourage participation, partnerships & feedback while carefully considering its application. We regularly communicate decisions, supporting information and purposes.*

Responsible: *We are professional and accountable for our behaviour, actions and decisions. We provide honest, factual, relevant and timely information to enable informed decisions. We are wise stewards of finance and of the environment.*

Innovative: *We proactively seek out new opportunities and solutions. We are optimistic, approachable and positive.*

Our Foundation

Diverse Business & Residential Growth



What we Plan to do

Encourage growth by raising the awareness of the Town of Legal as an ideal place to live and operate a business. We will ensure that our uniqueness and competitive advantages are front and center.

Our outcomes during the term of Council

- Grow awareness of the Town's potential as a highly desirable community to live
- Increase the Town's residential population and housing starts
- Increase the Town's affordable housing options
- Collaborate with Stakeholders and Partners to ensure the Town is supporting local businesses
- Increased residential, business and industrial growth

Our Foundation

Diverse Business & Residential Growth



We will take the following actions during the term to achieve our outcomes.

Initiative	Outcomes
<p>Strategic Priority: increase the Town’s residential population and affordable housing options.</p>	
<p>Create a comprehensive marketing plan that will attract a diverse group of new residents and key housing partners.</p>	<p>We will receive constructive feedback from Stakeholders and Partners regarding the Town’s Marketing Efforts</p>
<p>Create a comprehensive Economic Development Plan that will outline specific and achievable opportunities for residential, business and industrial growth.</p>	<p>We will raise the awareness of the Town of Legal’s potential as a place to operate a business or live while measuring the results of our efforts</p>
<p>As part of an overall marketing plan, collaborate with local & regional organizations to feature and promote local businesses.</p>	<p>We will see an increase in residential home starts in the next 5 years as compared to the previous 5 years, and an increase in citizens</p>
	<p>We will have an increase in business licences by 2% annually</p>
<p><i>Strategic Priority: Create local and regional opportunities for industrial development</i></p>	
<p>As part of an Economic Development Plan, explore administrative and collaborative opportunities to enable development of local and regional lands to support industrial development, including the potential use of a P3 option.</p>	<p>We will see an increase in revenues and industrial development locally and within the Intermunicipal Development Plan area compared to 2021</p>

Our Foundation

Excellence in Service Delivery and Infrastructure



What we Plan to do

Maintain and update existing infrastructure to meet the service level expectations set by Council, provide new services and infrastructure to meet the needs of our growing community and ensure that our key facilities are accessible to all.

Our outcomes during the term of Council

- Begin to develop service level standards to ensure that our services are transparent to all and that we are meeting our obligations
- Continue to invest in needed infrastructure upgrades as identified by the Infrastructure Assessment
- Working with private sector partners and Government Agencies to advocate for high speed internet accessibly for residences and business
- Continue to build an inclusive community by ensuring that key Town facilities are fully accessible to all
- Upgrade infrastructure to reduce our environmental footprint

Our Foundation

Excellence in Service Delivery and Infrastructure

2

We will take the following actions during the term to achieve our outcomes.

Initiative

Outcomes

Strategic Priority: Maintain and update existing infrastructure in line with Council-approved service level standards.

Council sets Service Level for standards for infrastructure maintenance and development

Water and Sewer Lines are repaired and upgraded

Invest in Road and Sidewalk upgrades to meet community expectations

Work with private sector partners and Government Agencies to secure High Speed internet for the community

Invest in staff development and training

Develop three Service Level Standards per year

Continue investing in water, sewer, road and sidewalk infrastructure

High speed internet is available to every individual and business.

Staff are capable and trained



Strategic Priority: Update existing Town buildings and infrastructure to ensure accessibly and multi-use opportunities.

Ensure buildings are accessible for those with mental and physical disabilities. - **Completed**

Pursue and provide opportunities to retro-fit existing buildings to be more environmentally friendly.

Pursue Opportunities to retrofit existing buildings through external grant opportunities

Citadel will be fully accessible by the end of 2022 Improvements to public facilities will include features to promote mental health and well being

Upgrade the Citadel to reduce power usage by 2025 and improve environmental performance

Public Infrastructure and structures will be upgraded for accessibility where opportunities exist (e.g. sidewalk ramps)



Strategic Priority: Provide new services and infrastructure that will retain and attract residents and businesses

Provide digital options for municipal program use, registration and payment.

Encourage and promote use of existing gathering spaces to create new opportunities

Ensure the outputs of the newly completed infrastructure assessment are incorporated into a long-term investment strategy.

Implement digital options for citizens to register for programs by 2023

Construct a Dog Park by the end of 2022 that can serve as a community gathering place

A Long Term Infrastructure Investment Strategy is in place for the 2024 Budget discussions



Our Foundation

Effective and Responsible Governance



What we Plan to do

Become a model of responsive government through engagement and transparency. We will actively seek input from our citizens, as well as report on our progress towards our strategic goals.

Our outcomes during the term of Council

- Engage the community via survey to increase engagement and feedback for Council
- Educate citizens on all Bylaws to ensure that the legislated expectations are understood and abided by
- Report to citizens Yearly on the progress of the Town's Strategic Plan
- Council will be ambassadors for the Town of Legal in all our dealings

Our Foundation

Effective and Responsible Governance

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We will take the following actions during the term to achieve our outcomes.

Initiative	Outcomes
<i>Strategic Priority: Accessible, timely and understandable information about Council decisions, actions and priorities.</i>	
Increase community engagement and feedback on key priorities through the use of a variety of proactive techniques that will reach a diverse and representative range of individuals and organizations in the community.	Receive greater than 100 responses from the 2022 Community Survey  Conduct an awareness campaign to educate citizens on bylaws
Provide accessible and clear communication on community standards, bylaws and enforcement.	Develop and adopt a Community Standards Bylaw by Summer of 2022 
Review and revise bylaws, plans, standards and processes to create a sense of pride and fulfilling quality of life.	Review & Update the Municipal Development Plan & Land Use Bylaw by 2024 Conduct a Review of Fees & Charges by 2023, and develop a Fees & Charges Bylaw for Council approval
Inform the community on the Town's Strategic Priority progress and achievements by creating a community facing dashboard with notification through social media and the local newsletter.	Report Annually to the public on the progress of the Strategic Plan by July 2022 and ensure the dashboard is posted quarterly on the webpage
<i>Strategic Priority: Fiscal sustainability and responsibility through new funding sources and innovative actions.</i>	
Ensure the Strategic Plan, Operational Plan, budget and other key town documents align and provide a good foundation for well-informed & balanced council and administration decision making.	Council receives a 5 year financial forecast as part of the 2023 budget to ensure future costs are anticipated well in advance
Maintain existing financial reserves to address long term asset management needs.	Ensure that 90% of Development and Business Permits are completed within the approved service level targets
Review administrative barriers for new and existing businesses.	

Our Foundation

Enviably Quality of Life



What we Plan to do

Create a sense of pride in the Town of Legal by promoting and encouraging civic beautification, along with fostering community engagement opportunities and volunteerism. Work with partners to ensure that affordable housing for every income and stage of life is available.

Our outcomes during the term of Council

- Update Bylaws and educate residents so that community expectations are well understood
- Ensure that citizens desires for recreation and leisure opportunities are well understood to aid in Council's decision making
- Envision and deliver additional events that will help build community spirit and relationships, ultimately leading to a stronger connection between citizens

Our Foundation

Enviably Quality of Life

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We will take the following actions during the term to achieve our outcomes.

Initiative	Outcomes
Strategic Priority: Residents feel a sense of pride in their community through active participation.	
Actively promote the Community Standards bylaw to ensure awareness and foster community pride.	We will receive fewer complaints regarding untidy or unsightly properties than the average of the last 5 years
Promote and deliver community events that will allow neighbours to connect and become engaged with the Town and Volunteer programs	
Survey Town residents to determine their satisfaction with municipal recreational opportunities	The Town will have a documented perspective from residents as to their satisfaction with recreational services
Explore new Recreation opportunities for the Town with low long term operating costs	We will measure success by observing an increase in volunteerism, participation at events and community spirit
Explore opportunities to maximize or optimize the year round use of existing Town recreation facilities.	
Strategic Priority: Residents are supported to live the full continuum of their lives in the Town.	
The Town will engage youth and seniors to ensure that the needs of these groups are well understood and are reflected in Council's decision making	Youth and Seniors issues and needs are well understood by Council

Our Foundation

Strong Partnerships and Advocacy



What we Plan to do

Working with partners, the Town will leverage our strengths and alignment with others to advance our agenda.

Our outcomes during the term of Council

- Work with the County to identify opportunities to enable development where possible
- Collaborate with community organizations and other agencies to leverage resources for the benefit of all residents
- Prepare for growth by ensuring that appropriate lands are available

Our Foundation

Strong Partnerships and Advocacy



We will take the following actions during the term to achieve our outcomes.

Initiative	Outcomes
<i>Strategic Priority: Continue to collaborate with regional partners to create more opportunities for service delivery and economic growth.</i>	
Engage with the County to identify opportunities to exploit the Intermunicipal Collaboration frameworks to increase economic development	Explore partnerships with the County that support Economic Development opportunities or lower service delivery costs
Advocate to Alberta Transportation for upgrades to Highway 2 / 651 intersection	The Town will observe an increase in Revenues, housing starts, employment and develop strong relationship with Government Agencies and Partners
<i>Strategic Priority: Increase collaboration with local organizations to help support and promote economic growth and to ensure residents have a diverse range of available programming.</i>	
Engage with community partners to leverage funds and provide recreational opportunities for residents	Success will be measured by increased recreational, social or cultural activities and programs, and observing increased volunteer participation and community spirit
<i>Strategic Priority: Engage surrounding land owners as part of the solution to economic growth.</i>	
Begin a dialogue with landowners to identify lands that could potentially be developed	Lands are identified that could be developed and steps have been taken to prepare them for use