
Strategic Planning 2023 - 2028

Town of Wainwright



Roam to Wainwright, Alberta... We Welcome You!



Table of Contents

1	Introduction	Pg. 3
----------	---------------------------	--------------

2	Vision Mission Values	Pg. 4
----------	--	--------------

3	Strengths Weaknesses Opportunities Threats	Pg. 5
----------	---	--------------

4	Priorities	Pg. 6
----------	-------------------------	--------------

5	Next Steps	Pg. 7
----------	-------------------------	--------------

6	Measuring Progress	Pg. 8
----------	---------------------------------	--------------

7	Acknowledgements.....	Pg. 11
----------	------------------------------	---------------



Town Council 2021 – 2025



*Back row (left to right): Clr. Vince Saretsky, Clr. Will Challenger, Clr. Bob Foley, Clr. Rick Fountain
Front row (left to right): Clr. Patrick Moroz,
Mayor Bruce Pugh, Clr. Ariel Haubrich*

On September 10, 2022, members of the Town of Wainwright Council and Administration participated in a day-long strategic planning workshop to consider future direction for the Town and build a framework for the Strategic Plan 2023-2028.

This workshop was facilitated by Tamara Sloboda, Chartered Professional Accountant, with experience in municipal government consulting and previous financial advisor for Municipal Affairs.

The workshop objectives were to identify a shared vision, mission and values for the Town of Wainwright, as well as, to identify the main priorities for the infrastructure and community wellness.

Following the planning workshop, the facilitator and Administration developed a survey for public participation. The survey received over 400 responses from residents and these responses are helping to guide the work of Council.

Council and Administration is committed to follow-up on the plan by implementing yearly reviews and updates on the priorities setup in this report.

Council and Administration is tracking progress toward the priorities and updated financial results to ensure timelines are being met.





Vision and Mission

Wainwright is the **Regional HUB** of East Central Alberta providing **quality services**



Visionary

Accessible

Dedicated

Sustainable

Growing

Caring

Quality of Life

Partnerships



Stable

Integrity

Fiscally Responsible



Progressive

Vibrant



COMMUNITY

Kind & Giving

Values





SWOT Analysis

A SWOT analysis is a simple, but powerful, framework for leveraging the organization's strengths, improving weaknesses, minimizing threats, and taking the greatest possible advantage of opportunities.

STRENGTHS

- Healthy collaboration between Council and Administration;
- Increasing population;
- Strong Partnerships with neighboring communities, Not-for-Profits, businesses, residents;
- Diverse and balanced economy (agriculture, oil, military base, retail);
- Multiple education choices;
- Lower cost of living, short commutes and increased quality of life.

WEAKNESSES

- Departments are short staffed;
- Equipment for Public Works needs industrial capacity and staff to operate it;
- Shortage of Family Doctors, Nurses and Childcare;
- Pool at the CPlex is outdated and outgrowing programming;
- Limited after school and during weekend program activities;
- Community promotion;
- Airport runway.

OPPORTUNITIES

- Regional hub with quality services due to partnerships;
- Affordable housing for low-income residents;
- Retail to attract and retain residents due to diversified industries available;
- Grain industry due to rail access;
- Childcare attraction and post secondary diversification;
- Continue to attract professionals;
- Oil & Gas growth.

THREATS

- Houselessness and addictions;
- Infrastructure capacity impacts future growth in population;
- Military base change of direction;
- Climate changes and Natural Disasters (i.e. floods, tornados);
- Technological advancements;
- Political changes environment and decreased funding (i.e. Federal & Provincial Governments);
- Oil & Gas instability;
- Retaining professionals.





Priorities

Council has identified a few targets as strategic priorities to support current residents and a few other priorities to attract and retain future residents. While they are all important and interrelated, for 2023 - 2028, some will be more relevant to our community than others.

This section is identifying the specific targets our community is prioritizing, and demonstrating they align with internal strategies and goals.



1st Avenue and 23rd Avenue



Rehabilitation of 1st Avenue and Extension of 23rd Avenue

Infrastructure for the underground as well as above ground on 1st Avenue

- Study is to be completed to determine condition of the underground infrastructure
- Paving will follow any underground infrastructure work

The extension of 23rd Avenue to Hwy 41 is a strategic growth-related transportation infrastructure project that forms part of broader road improvements in the Town's planned street network

Parks and Recreation Facilities



Pool | Outdoor Recreation | Parks and Recreation Facilities Improvements

- Research and provide assessment for the current pool facility
- Oversee and plan for All-Seasons Park
- Provide schedules for facilities improvement

Houselessness and Affordable Housing



Housing options for low income Albertans, including families, seniors, and individuals with special needs

Transforming Town of Wainwright's affordable housing system so it is financially sustainable, accessible and equitable now and into the future. These actions include increasing the number of affordable housing units, improving access to housing for Albertans in need, creating innovative and collaborative partnerships with governments, organizations and communities, and enabling more non-government investment



Next Steps

2023 - 2028

Infrastructure



1. 1st Avenue (Paving and underground infrastructure)
2. Extension of 23rd Avenue to Highway 41 to improve access to the industrial area
3. 9th Avenue road and storm sewer improvements
4. Downtown back alley project
5. 15th Avenue Cornerstone Co-op project
6. Canola Road 1st Street milling and overlay

Parks and Recreation Facilities



1. Needs Assessment for the Community
2. PMM / Cplex Renovations
3. Pool improvement to increase capacity and availability for more services
4. Emergency Operations - increase level of service and prepare for unexpected events



Houselessness and Affordable Housing

1. Research the creation of a health and housing foundation
2. Educate members and community on current and future issues
3. Apply for grant funding
4. Have a needs assessment completed to identify key issues



Staffing

1. Review current level of staffing and identify deficiencies
2. Determine costs and funding resources
3. Hire staff and reevaluate





Measuring Progress

Key Indicator	Activity / Project	Data / Outcome
Airport Runway Expansion	<ul style="list-style-type: none"> • Research and determine costs of expansion shared with the MD of Wainwright; • Obtain feasibility report. 	
Assessment for Natural Gas System	<ul style="list-style-type: none"> • Investigate an alternate gas supply in case service is ever interrupted; • Work with Gas Alberta to determine next steps; • Present long-term expansion plan to Council. 	
Canola Road 1st Street Milling and Overlay	<ul style="list-style-type: none"> • Collaborate with MD of Wainwright to cost share project. 	
Citizen Self-Serve	<ul style="list-style-type: none"> • Assess feasibility of citizen self-serve; • Research leading practices from other municipalities; • Develop report, including costs, and present it to Council; • Council to review and provide direction. 	
Emergency Operations	<ul style="list-style-type: none"> • Research and provide costs for new generator at Peace Memorial Multiplex; • Continue to develop the Regional Emergency Management Agency within the Wainwright region; • Provide additional staff training and exercise opportunities to strengthen emergency management skills. 	
Extension of 23rd Avenue to Hwy 41 to provide access for growing industrial area	<ul style="list-style-type: none"> • Complete traffic impact assessment; • Detailed design engineering. 	
Health and Safety	<ul style="list-style-type: none"> • Achievement of Certificate of Recognition (COR) compliance. 	
Houselessness and Affordable Housing	<ul style="list-style-type: none"> • Assist with creating a non-profit foundation; • Apply for grant funding; • Complete a needs assessment; • Continue to research and educate various issues. 	
LED Highway Signs	<ul style="list-style-type: none"> • Research and provide costs analysis for highway signs. 	





Measuring Progress

Key Indicator	Activity / Project	Data / Outcome
Outdoor Recreation	<ul style="list-style-type: none"> • Work with the Rotary Club on the planning of the All-Seasons Park and oversee construction of the facility. The Rotary will provide input as needed and oversee fundraising; • Once constructed, the Town will operate the facility; • Continue to work on phases of improvement of Wallace Park; • Continue to make walking trail improvements. 	
Parks and Facilities Improvements	<ul style="list-style-type: none"> • Identify and provide schedules for all maintenance and upgrades for parks and recreation facilities. 	
Partnerships	<ul style="list-style-type: none"> • Continue to grow relationships and presence with CFB (Military base), post secondary institutions and neighboring municipalities. 	
Pool Improvements - New Pool vs Renovations	<ul style="list-style-type: none"> • Complete Recreation Facility needs assessment to help determine priorities, the next steps and feasibility. This will help us formulate a plan and direction for the future. 	
Rehabilitation of 1st Avenue	<ul style="list-style-type: none"> • Complete study of infrastructure, given projected population increase; • Detailed design and tendering of project; • Phase 1 Construction; • Phase 2 Construction. 	
Snow Removal	<ul style="list-style-type: none"> • Equipment Investment <ul style="list-style-type: none"> ◦ Purchase Industrial Blower; ◦ Purchase additional equipment; ◦ Hire more trucking contractors; • Additional Staff <ul style="list-style-type: none"> ◦ Hire staff to operate Industrial Blower/Loader 2023; ◦ Hire staff to operate Tandem Gravel truck 2024/2025; ◦ Hire staff to operate Tandem Gravel truck 2026; • Improve level of services <ul style="list-style-type: none"> ◦ Incorporate snow removal zones for residential areas to provide unbiased service for all residents; ◦ Provide better communication and transparency to residents through the Town Website and social media; 	





Measuring Progress

Key Indicator	Activity / Project	Data / Outcome
Snow Removal (cont'd)	<ul style="list-style-type: none"> Improve communication and provide warning to residents by placing sandwich boards on snow removal streets daily that their streets will be plowed the following day; Have contractor tow vehicles that are abandoned or obstructing the grader to improve efficiency and speed; Increase bylaw presence to deter homeowners from putting snow from their property onto roads. 	
Staff Needs Assessment	<ul style="list-style-type: none"> Provide report to Council to address staffing needs for 2023. 	
Strategic Planning Awareness in the Council Chambers	<ul style="list-style-type: none"> Marketing materials for all strategic planning priorities in the Council Chambers to build awareness. 	
Strategic Planning Policy	<ul style="list-style-type: none"> Adopt a strategic planning policy / process with yearly review and updates following audited financial statements. 	
Tax Rates - Feasibility Review	<ul style="list-style-type: none"> Assess feasibility of minimum tax rates; Research leading practices from other municipalities; Develop report and present it to Council; Council to review and provide direction. 	
Training and Convention Policy	<ul style="list-style-type: none"> Research leading practices from other municipalities; Draft and present policy to Council; Approve and implement policy. 	
Water Backup Supply	<ul style="list-style-type: none"> Participate in the water study with Highway 14 Regional Water Service Commission to provide backup water supply. 	



Acknowledgements



**Council &
Administration**
would like to thank
residents for their
participation in the
**Strategic Planning
Process.**

WAINWRIGHT

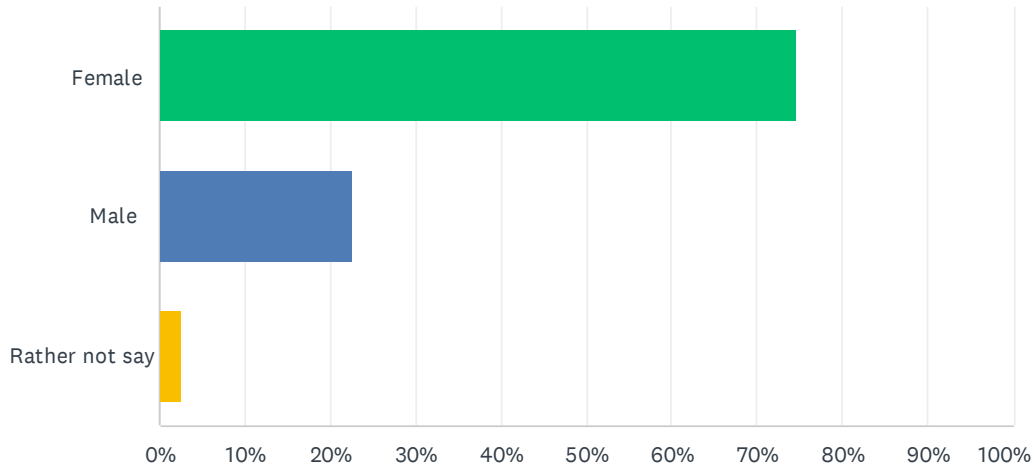
Contact

Town of Wainwright
1018 – 2nd Ave, Wainwright, AB T9W 1R1 | P 780.842.3381 F 780.842.2898
www.wainwright.ca



Q1 What is your gender?

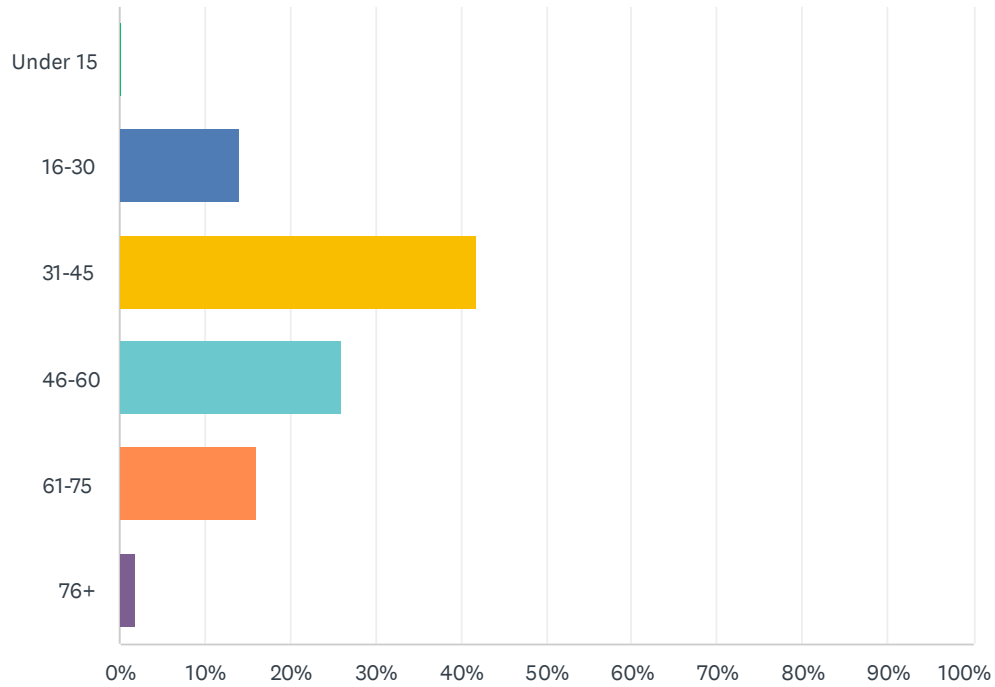
Answered: 414 Skipped: 0



ANSWER CHOICES	RESPONSES	
Female	74.64%	309
Male	22.71%	94
Rather not say	2.66%	11
TOTAL		414

Q2 What is your age?

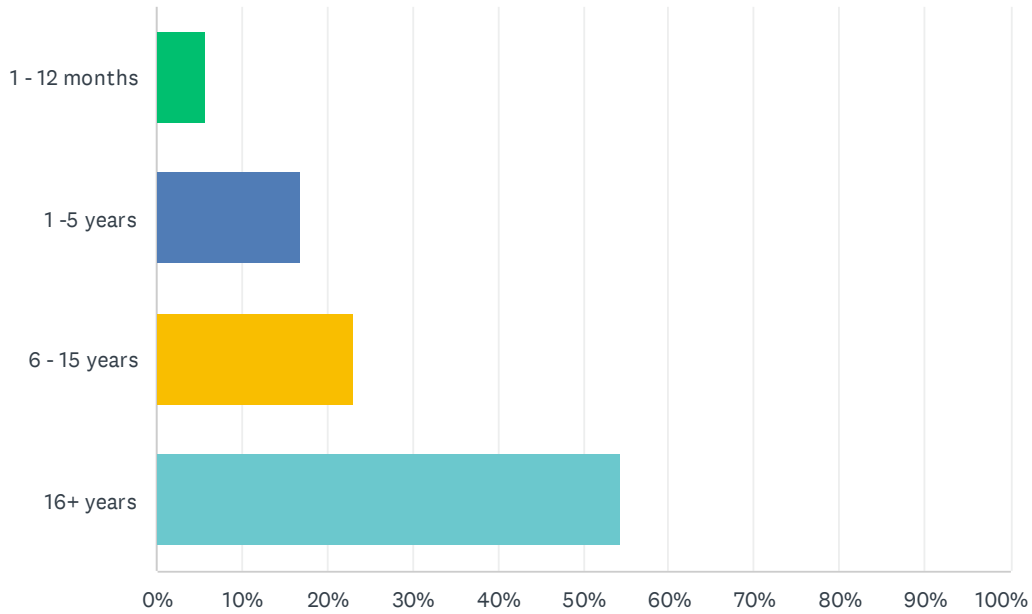
Answered: 414 Skipped: 0



ANSWER CHOICES	RESPONSES
Under 15	0.24% 1
16-30	14.01% 58
31-45	41.79% 173
46-60	26.09% 108
61-75	15.94% 66
76+	1.93% 8
TOTAL	414

Q3 How long have you lived in the Town of Wainwright?

Answered: 414 Skipped: 0



ANSWER CHOICES	RESPONSES	
1 - 12 months	5.80%	24
1 - 5 years	16.91%	70
6 - 15 years	22.95%	95
16+ years	54.35%	225
TOTAL		414

Strategic Planning – Public Survey

Question 4: What 3 things do you value the most about living in the Town of Wainwright?

Recurring answers:

1. Sense of community, friendly people (253)
2. Outdoors – parks, walking trails, green spaces (110)
3. Necessary amenities, variety of stores & services (104)
4. Size, small-town feel (93)
5. Downtown businesses, unique shopping, small businesses, support local shopping (72)
6. Indoors recreation facilities and programs (62)
7. Lack of traffic, short commute, proximity and accessibility (58)
8. Events (ex. Stampede) and activities (56)
9. Safe, low violence (52)
10. Cleanliness (32)
11. Healthcare, hospital (29)
12. Affordable (ex. Low taxes, utilities) (29)
13. Quiet, peaceful (26)
14. Beautiful, pretty (14)
15. Military town (9)
16. Schools (9)
17. Library (6)
18. Fire department, emergency services (3)

Strategic Planning – Public Survey

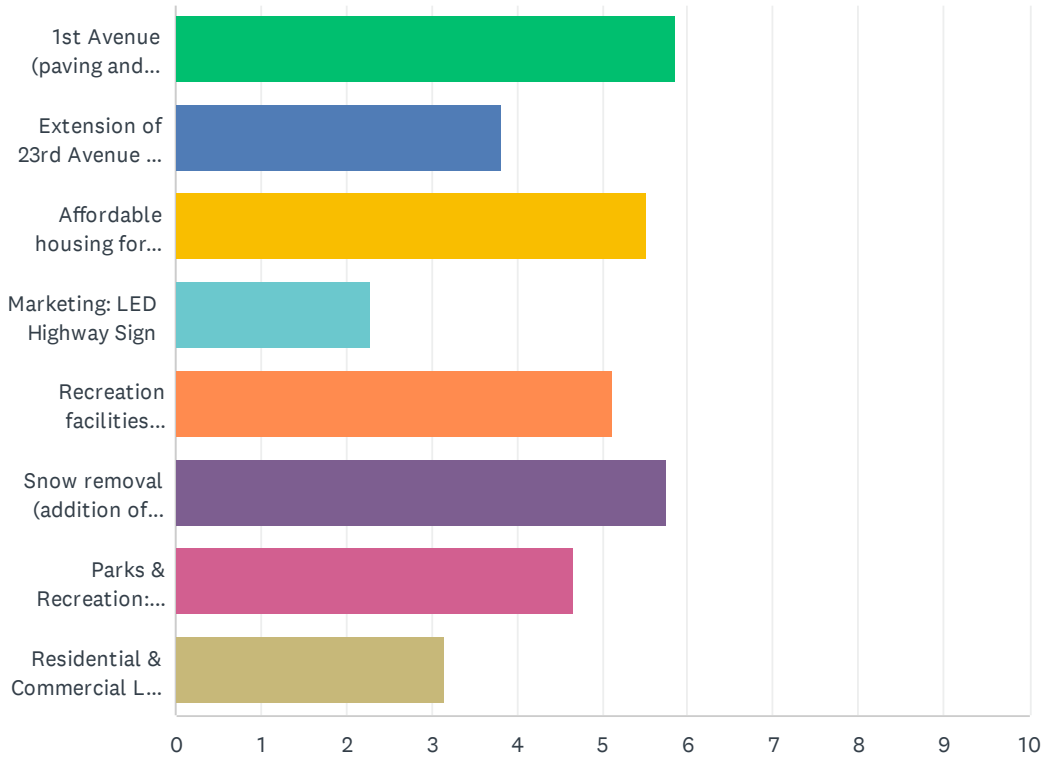
Question 5: What 3 things do you least value about living in the Town of Wainwright?

Recurring answers:

1. Crime, theft, drugs, unsafe, homelessness (160)
2. Lack of shopping, limited services, businesses & amenities (92)
3. Lack of things to do, events, activities, sport facilities, entertainment (69)
4. Lack of access to doctors, medical care; poor hospital (61)
5. Road conditions (59)
6. Snow removal – roads, sidewalks (58)
7. Lack of variety of restaurants (45)
8. High cost of living, not affordable (ex. Housing) (39)
9. Location is far from city; isolated (31)
10. Intersection and traffic congestion issues (20)
11. Police services are lacking (16)
12. Lack of Bylaw enforcement (15)
13. Condition of sidewalks (14)
14. Tap water quality (12)
15. Uncleanliness of town, too many yards unkept, parking on grass (11)
16. Lack of public transportation or unsafe/unaffordable (11)
17. Poor garbage pick-up service (11)
18. Pool – need a new one or upgrades to old one (9)
19. Lack of quality childcare options (7)
20. Photo radar (6)
21. Lighting on streets (5)
22. Recycling service (4)
23. Speeding (4)
24. Noisy vehicles (3)

Q6 From the list below, please rank the projects, that you feel the Town of Wainwright should focus on. Rank #1, meaning the project that has the highest importance from the list; Rank #8, meaning the project that has the lowest importance from the list.

Answered: 413 Skipped: 1

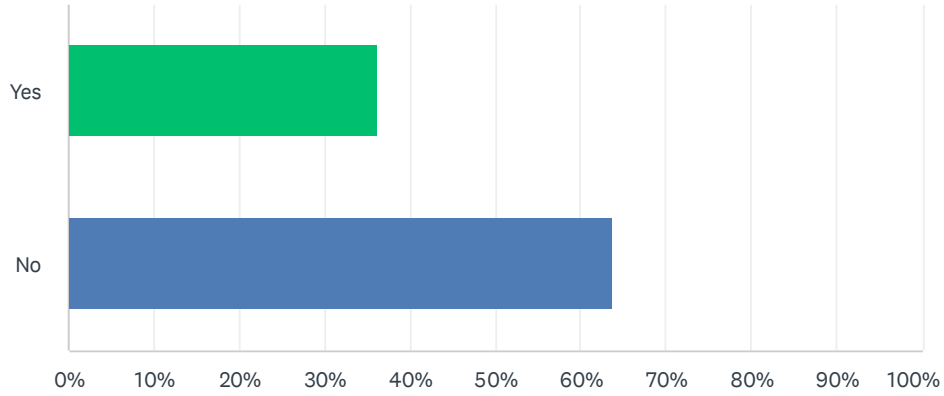


Strategic Planning - Public Survey

	1	2	3	4	5	6	7	8	TOTAL	SCORE
1st Avenue (paving and underground infrastructure)	30.85% 124	15.92% 64	15.92% 64	9.95% 40	10.70% 43	9.20% 37	5.47% 22	1.99% 8	402	5.87
Extension of 23rd Avenue to Highway 41 (access to industrial area)	4.24% 17	9.23% 37	13.97% 56	7.98% 32	12.72% 51	19.20% 77	18.70% 75	13.97% 56	401	3.82
Affordable housing for low-income residents	24.82% 101	18.67% 76	14.25% 58	12.04% 49	7.62% 31	8.11% 33	7.37% 30	7.13% 29	407	5.52
Marketing: LED Highway Sign	0.25% 1	0.50% 2	3.01% 12	6.52% 26	11.78% 47	12.03% 48	23.31% 93	42.61% 170	399	2.29
Recreation facilities upgrades / renovations	11.66% 47	14.39% 58	15.38% 62	19.60% 79	20.35% 82	11.66% 47	3.97% 16	2.98% 12	403	5.12
Snow removal (addition of equipment)	18.32% 74	23.27% 94	19.80% 80	14.85% 60	9.65% 39	8.91% 36	2.48% 10	2.72% 11	404	5.75
Parks & Recreation: Trails and Lighting	8.19% 33	14.89% 60	13.40% 54	16.38% 66	15.38% 62	13.90% 56	13.90% 56	3.97% 16	403	4.67
Residential & Commercial Land Development	3.23% 13	4.47% 18	5.21% 21	12.16% 49	11.41% 46	16.13% 65	24.32% 98	23.08% 93	403	3.15

Q7 Would you be willing to pay additional taxes for the projects you selected in #6?

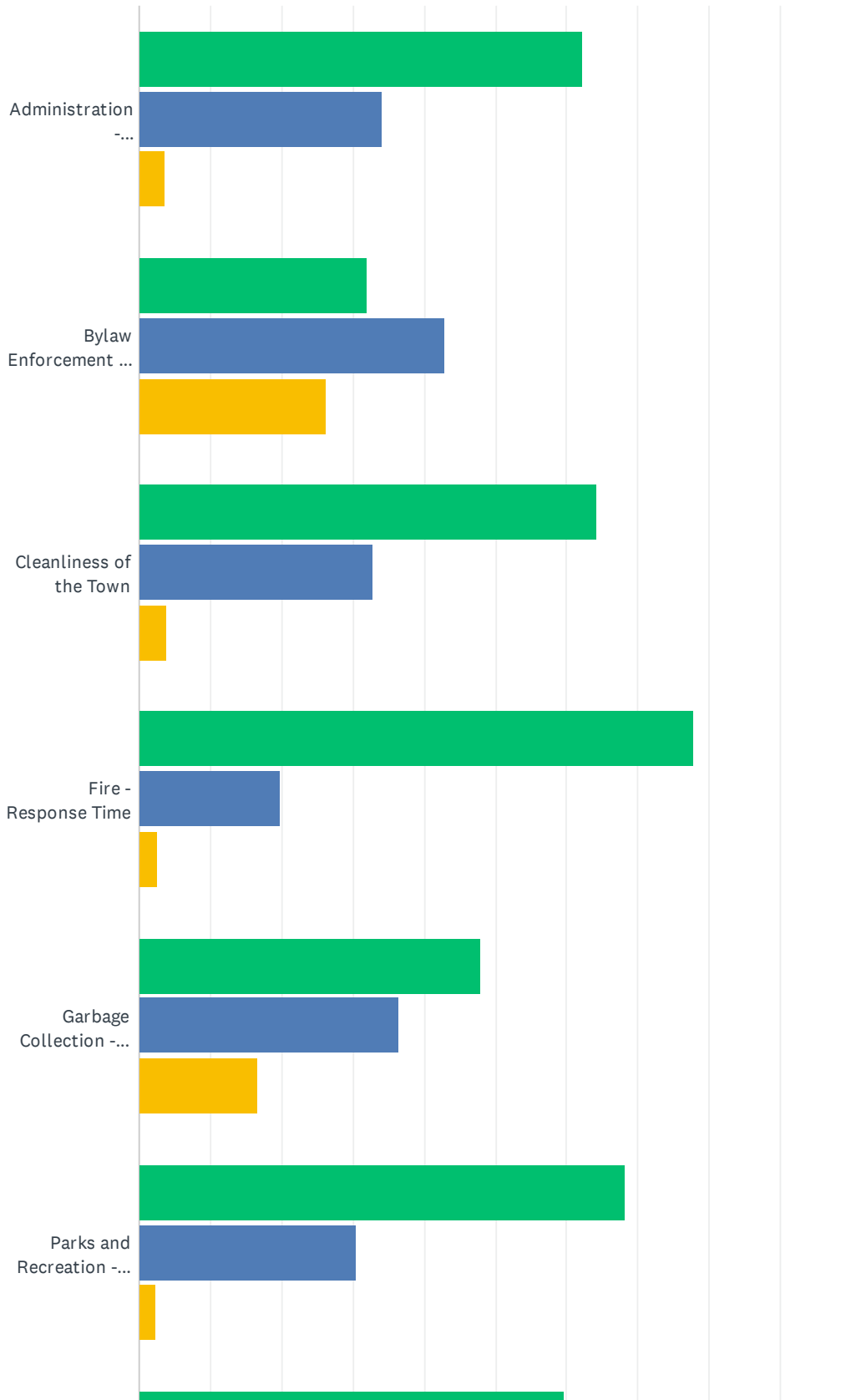
Answered: 388 Skipped: 26



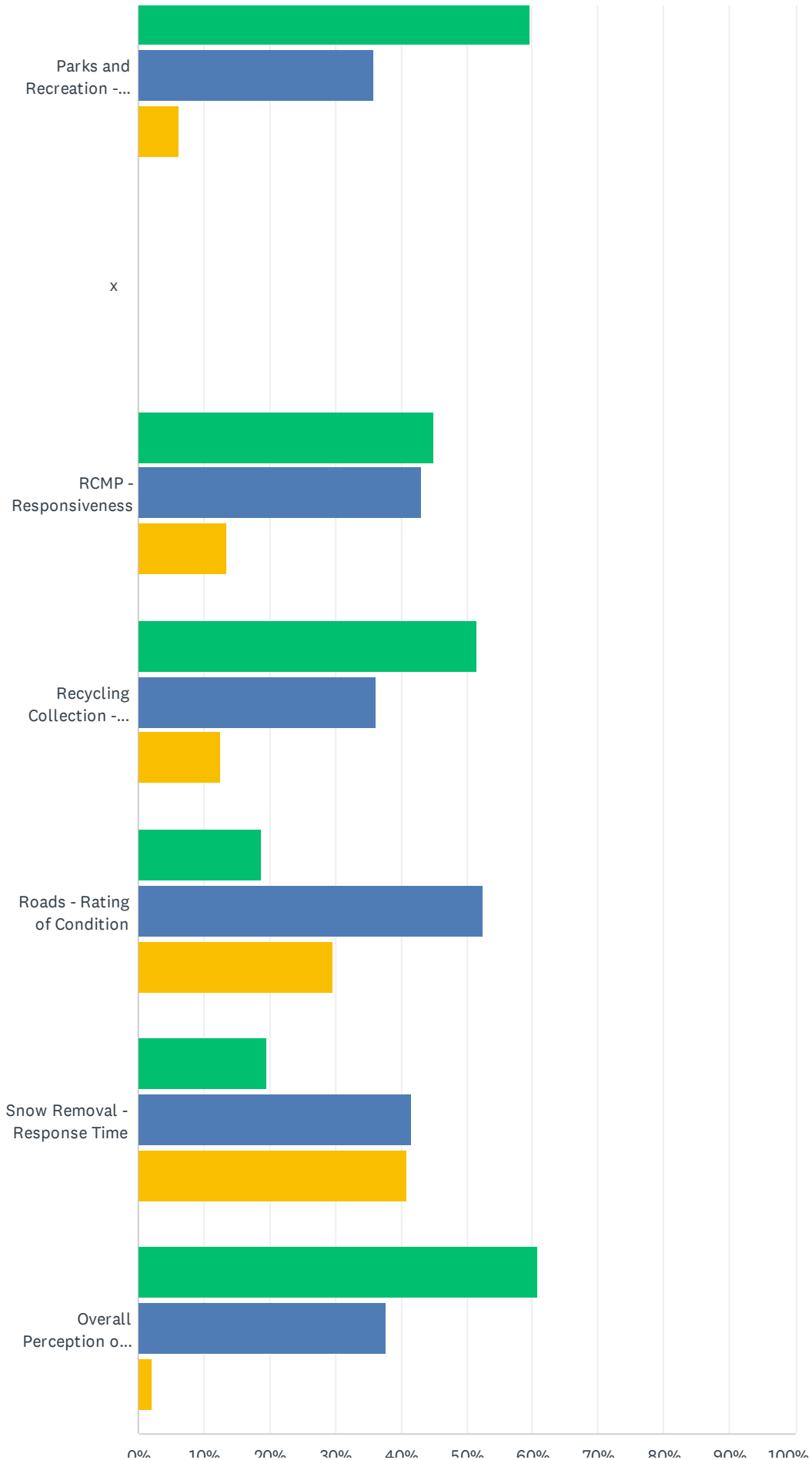
ANSWER CHOICES	RESPONSES	
Yes	36.34%	141
No	63.66%	247
TOTAL		388

Q8 How satisfied are you with the below:

Answered: 413 Skipped: 1



Strategic Planning - Public Survey



Strategic Planning - Public Survey

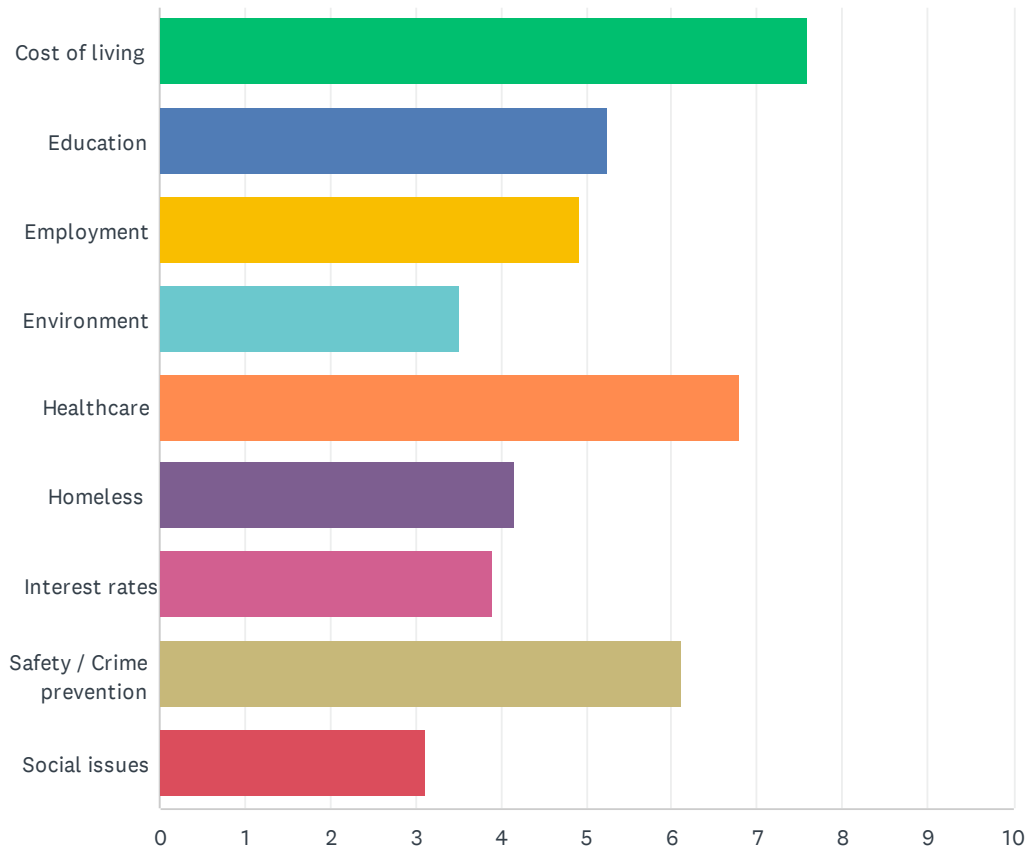
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Good
 ■ Fair
 ■ Poor

	GOOD	FAIR	POOR	TOTAL RESPONDENTS
Administration - Responsiveness	62.22% 252	34.07% 138	3.70% 15	405
Bylaw Enforcement - Responsiveness	31.92% 128	42.89% 172	26.18% 105	401
Cleanliness of the Town	64.08% 264	32.77% 135	3.88% 16	412
Fire - Response Time	77.86% 313	19.90% 80	2.49% 10	402
Garbage Collection - Quality of Service	47.93% 197	36.50% 150	16.55% 68	411
Parks and Recreation - Rating of Parks and Trails	68.22% 279	30.56% 125	2.44% 10	409
Parks and Recreation - Rating of Recreation Facilities	59.76% 245	35.85% 147	6.10% 25	410
x	0.00% 0	0.00% 0	0.00% 0	0
RCMP - Responsiveness	44.91% 181	43.18% 174	13.40% 54	403
Recycling Collection - Quality of Service	51.58% 212	36.25% 149	12.65% 52	411
Roads - Rating of Condition	18.73% 77	52.55% 216	29.68% 122	411
Snow Removal - Response Time	19.71% 81	41.61% 171	40.88% 168	411
Overall Perception of the Town	60.73% 249	37.80% 155	2.20% 9	410

Q9 From the list below, please rank the things that worry you the most. Rank #1 meaning the most important; Rank #9 meaning the lowest importance.

Answered: 411 Skipped: 3

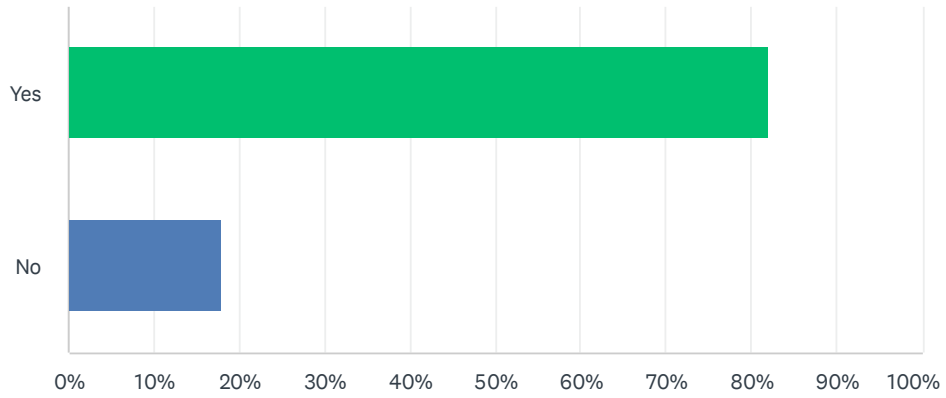


Strategic Planning - Public Survey

	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Cost of living	43.07% 174	20.05% 81	16.09% 65	7.92% 32	5.94% 24	2.97% 12	1.73% 7	1.24% 5	0.99% 4	404	7.58
Education	3.53% 14	14.11% 56	12.59% 50	16.12% 64	18.89% 75	12.85% 51	10.33% 41	6.55% 26	5.04% 20	397	5.24
Employment	4.23% 17	8.46% 34	11.94% 48	15.42% 62	18.66% 75	14.68% 59	11.69% 47	8.21% 33	6.72% 27	402	4.92
Environment	1.50% 6	1.75% 7	5.76% 23	8.27% 33	13.28% 53	15.29% 61	17.04% 68	19.05% 76	18.05% 72	399	3.52
Healthcare	20.40% 82	23.38% 94	16.92% 68	17.66% 71	8.71% 35	5.72% 23	4.48% 18	1.99% 8	0.75% 3	402	6.80
Homeless	3.54% 14	6.82% 27	9.34% 37	9.60% 38	7.83% 31	17.42% 69	18.69% 74	13.89% 55	12.88% 51	396	4.15
Interest rates	2.78% 11	7.32% 29	8.33% 33	9.85% 39	10.10% 40	10.10% 40	12.88% 51	21.21% 84	17.42% 69	396	3.90
Safety / Crime prevention	21.23% 86	14.32% 58	17.04% 69	10.62% 43	8.89% 36	8.89% 36	8.64% 35	7.41% 30	2.96% 12	405	6.12
Social issues	1.74% 7	5.46% 22	3.47% 14	4.96% 20	7.94% 32	11.66% 47	14.14% 57	19.11% 77	31.51% 127	403	3.12

Q10 Do you feel the Town of Wainwright is a safe place to live?

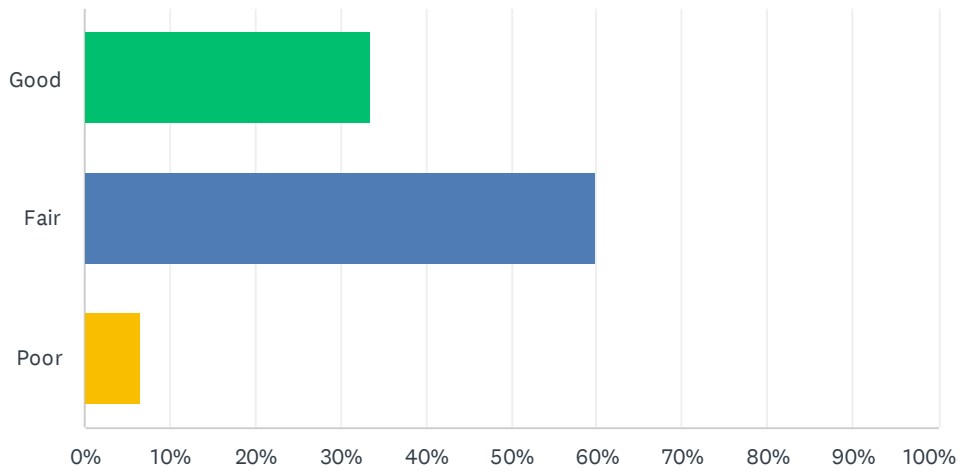
Answered: 413 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	82.08%	339
No	17.92%	74
TOTAL		413

Q11 How do you feel about the Town of Wainwright's current economy?

Answered: 410 Skipped: 4



ANSWER CHOICES	RESPONSES	
Good	33.41%	137
Fair	60.00%	246
Poor	6.59%	27
TOTAL		410

Executive Summary

Overview

1st Avenue is a critical transportation and utility corridor for Wainwright. It is an arterial roadway and part of the dangerous goods route. The large diameter water distribution mains, sanitary sewer mains, storm sewer mains, and the high and low pressure natural gas mains located in the road right-of-way service most, if not all, of Wainwright.

Recognizing that infrastructure in the 1st Avenue corridor will be a key facilitator for growth and development, the Town of Wainwright has retained Select Engineering Consultants to prepare this assessment of infrastructure systems: sanitary sewer collection, water distribution, storm water drainage, natural gas distribution and roadway. Information from previously completed condition assessments and servicing studies are examined, and detailed capacity assessments completed where warranted.

Recommendations for maintenance, renewals and upgrade requirements are provided to meet servicing requirements for the current servicing area, as well as for the intended future development of Wainwright based on 25 years of growth at an annual rate of 2.0%.

Recommended Improvements

The condition, as inspected by CCTV in 2021, and capacity of the existing sanitary mains are not meeting servicing requirements for both the current and future service areas. Replacement of sewer mains with a capacity upgrade to meet projected future development requirements is recommended. The existing 600mm diameter sanitary main requires an upgrade to 750mm diameter from the lagoon to 14th Street. This upgrade would also accommodate the flows serviced by the existing 375mm diameter sanitary main, which has insufficient capacity, is in poor condition, and can be abandoned.

A study of the water supply system completed in 2003 does not call for capacity upgrades of the watermains in the 1st Avenue corridor. However, the oldest pipes made of asbestos cement between 13th and 14th Street are expected to be in poor, unreliable condition and are recommended for replacement.

The storm mains were inspected by CCTV in 2021. One storm main segment at 13th Street was damaged and found to require replacement. A suspected gas leak at the time meant a significant portion was uninspected; the remaining storm mains should be inspected since repairs on the gas main are now done.

Upgrades of the natural gas main between 9th and 14th Street were recently completed at the of 2022. Continuing the upgrades between 1st and 9th Street is recommended, but it is not an immediate need and can be installed trenchless. Thus, its cost is not included in this report.

The road structure of 1st Avenue between 1st and 14th Street is in poor condition and would be further damaged by the extensive underground improvements that are recommended in this report. Full depth road reconstruction is required. Road widening between 1st Street and the west lane of 10th Street is required to meet Wainwright's development standards.

The above improvements in total are estimated to cost \$15,600,000. Work is recommended to start at the lagoon and continue upstream (eastward). Separated into two phases of work, the Off-Site sewer trunk is estimated to cost \$3,840,000 and the 1st Avenue corridor is \$11,760,00.