



Town of Bentley

2020 Strategic Plan Review & 2021 Goals
Discussion with Mayor and Council



Bentley Community Strategic Plan

Date of Plan Approval: April 2019

Time Frame of Plan: 2019 – 2024

Key Concepts of the Plan:

- **Community Focused Plan is not just a corporate strategic plan**
- **Open to members of the community to complete or accomplish actions**



Bentley Community Strategic Plan

Vision:

“As we look to the future we see the Town of Bentley as a community that offers residents a high quality of life that grows in a sustainable manner that is safe, clean, attractive, friendly and family oriented. The community benefits from its strategic location building on its strengths of being proactive in planning for economic growth in an environmentally responsible manner. Bentley celebrates community spirit where citizens are actively involved in shaping and guiding the future of the community.”

Mission:

“The Town of Bentley is committed to delivering excellence every day through the provision of cost effective services that enhance the quality of life for all citizens within the community. We are committed to open communication and dialogue with all residents that we serve to ensure that we understand and deliver optimal services.”



Bentley Community Strategic Plan

Goals of the Strategic Plan

- **Effective Communication and Engagement**
- **Financial Stability**
- **Economic Growth**
- **Enriched and United Community**
- **Organizational Success**

Bentley Community Strategic Plan

Year in Review

- Review of Current Strat Plan and the goals that were set
 - Are the Goals Still Relevant based on Mayor and Councils interaction with the Community?
 - Is there anything that has become more or equally important that has not been captured?

Accomplishments and Shortfalls

- Reflecting on your current term
 - What stands out for you? / What is memorable?
 - What have you learned as an individual contributor and as a member of Council?
 - What have you learned as a whole Council?
 - How do you want to share achievements with the Public?

Bentley Community Strategic Plan

Report Card 2020 – Projects that Align with the Plan

1. Effective Communication and Engagement

- *A well connected, knowledgeable and engaged citizenry.*
- *Bentley is a well-known regional centre and destination that people seek out.*
- *All citizens, regardless of age and ability, are engaged in a wide variety of year round events and activities.*

- **2020 Impacted by COVID-19**

- Efforts undertaken to share information more frequently and clearly on website
- Communications with the local business community through business needs survey and random visits
- Arena Entrance App and COVID-19 safety protocol

- **Public Posting of Agendas and Agenda Packages**

- **Highway Roundabout**

- Lobbying the Provincial Government through AT to offer information session to the public regarding roundabout project

- **Formal Marketing Plan (2021)**

- formal marketing plan yet to be developed, however digital media campaign undertaken in 2020 through Black Press, Sunny 94
- On the Spot App
- Winter Shop Local Advertising End of November – Beginning of December

- **Events Strategy**

- Although regular town events were mostly put on hold – we have worked internally on modified events to meet COVID-19 requirements like Car Bingo, Drive Thru Santa, Will decorate Town Hall and possibly a Christmas Tree in the Park

Bentley Community Strategic Plan

Report Card 2020 – Projects that Align with the Plan

2. Financial Stability

- *A wide variety of partnerships have been created across Bentley to deliver a host of programs and services.*
- *The tax base is broadened and well diversified to support new developments and endeavors.*

- **Financial Reporting:**

- Revamped financial reporting in MuniWare to update system generated reports and ensure accuracy of reporting
- Added projections and variance analysis to quarterly reporting (this will be every quarter from now on)
- Alignment of Budgeting with the Strategic Plan and Annual Check-Ins

- **Grant Applications:**

- Successfully submitted and received grant funding for Capital Projects
 - Additional Funding over and above MSI and Gas Tax
 - Municipal Stimulus Grant
 - MOST Funding – Operating Grant related to COVID-19
 - FCM Asset Management Program Funding

- **Asset Management:**

- *Review of capital projects and long term capital needs (refer to capital plan)*
- *Focus on long term expandability of community, business and residential attraction*
- *Need to look at major assets – Arena Slab Improvements, Concrete Program, Water and Sewer Infrastructure North Bentley, 50th Street South Roadway Improvements, Fleet and Equip needs to improve operational efficiency*
- *Conversations with the County regarding exploration of regional sewage treatment facilities*

- **Donations and Sponsorship:**

- *Concrete Bench Donation (Wes & Norma Lowery)*
- *ATCO & FORTIS Grants Gateway Signage*
- *Tree Grant potentially from Blindman Valley Lions Club*

Bentley Community Strategic Plan

Report Card 2020 – Projects that Align with the Plan

3. Economic Growth

- *Bentley has a wide variety of seasonal and permanent businesses.*
- *Year round tourism supports Bentley businesses and provides a range of employment opportunities.*
- *Regional collaboration supports the success of Bentley businesses and growth.*
- **Collaboration with Regional Neighbors to actively Promote Bentley**

▪ **CAEP**

- New Business Representative from the Town successfully recruited to CAEP
- updated 2020 Community indicators report and working with CAEP on 2021
- Exploring the opportunity with CAEP to conduct gap analysis in partnership with another Central Alberta Community

▪ **Lacombe Tourism**

- Partnership with Lacombe Tourism for On the Spot App

▪ **Business Community**

- Working with Local Business Community and Alberta Chamber of Commerce regarding training for local business on forming a chamber
- Exploring options for Business Coaching Program to support long term community resiliency and support local businesses impacted by COVID-19

Bentley Community Strategic Plan

Report Card 2020 – Projects that Align with the Plan

3. Economic Growth (Cont'd)

- ▶ *Bentley has a wide variety of seasonal and permanent businesses.*
- ▶ *Year round tourism supports Bentley businesses and provides a range of employment opportunities.*
- ▶ *Regional collaboration supports the success of Bentley businesses and growth.*
- ▶ **Collaboration with Regional Neighbors to actively Promote Bentley**

■ **General Economic Development**

- Cold Calls - continue to converse with interested parties regarding business development, residential development in the capacity as the development officer seems to be picking up slightly
- Installed Gateway Signage at the South West Entrance to Town
 - Continue to look at ways to enhance gateway
 - Partially grant funded through FORTIS and ATCO

■ **Regular Meetings with Neighboring CAO's** to explore collaborative opportunities and potential cost sharing – such as training

■ **Re-establishment of the Joint ICF, ICP Committee** to explore development of Commercial and Industrial Areas to the South East of Bentley

Bentley Community Strategic Plan

Report Card 2020 – Projects that Align with the Plan

4. Enriched and United Community

- *A safe, sustainable and holistic community where people can live, work and recreate.*
- *All housing needs are met to support people of every age, ability and family size.*
- *An active, engaged and sustainable community.*

■ Bentley Care Centre Doctor

- Council approved funding to cover computer upgrades to support no more manual charting and ensure the Doctor continues to provide services to the Community

■ Communication with RCMP and Lacombe County Peace Officer

- Commitment from both RCMP and the County to present to Council twice annually
- Regular statistical updates from both
- Open and good communication regularly
- Enhanced contacts with the community from both including non-enforcement contacts weekly

■ Successfully held hazardous waste roundup in 2020

■ Housing Options/ Lot Sales

- Letter to Lacombe Foundation regarding exploring affordable housing options in partnership.
- Continue to promote subdivision lands

Bentley Community Strategic Plan

Report Card 2020 – Projects that Align with the Plan

5. Organizational Successes

- *An efficient, knowledgeable, healthy and caring community.*
- *A transparent and accessible municipal Council and Administration.*
- *Organized and engaged network of community partnerships and organizations.*

■ **Community Room in Town Hall Building**

- Successful partnership with Lacombe Family Resource Network (McMann)
 - Community Programing (no cost to the town – other than provision of free space)
- New agreement for the provision of YOGA program
- TOPS moved into this room to free up operational space in old fire hall for Parks Operations and Public Works

■ **Community Interaction**

- Open door informal commitment and policy at Town Hall – encouraging residents to meet with the CAO or Mayor and Council as needed
- Visits to Bentley businesses in the community by the CAO to support local shopping and having informal conversations

■ **Blindman Valley Lions Club**

2020 – 2021

Remainder of Council Term

➤ Establish 2021 Mayor and Council Goals

- Flow from Strategic Plan
- Cascading and inform CAO and Staff
- SMART Goals

SMART GOALS

Specific, Measurable, Achievable, Relevant, Timely

➤ Specific

- What exactly do you want to accomplish?

The first stage of SMART goal planning is to focus your attention on what exactly you want to accomplish. Goals that are specific will elaborate on a general idea. If you say you want to decrease taxes, rephrase your thought process to include how you will make it happen. Using who, what, when, where and why questions will make your mission more specific to share with others.

E.g. I want to decrease taxes by 5% this year through effective cost controls and decreased expenditure.

SMART GOALS

Specific, Measurable, Achievable, Relevant, Timely

➤ Measurable

A goal that is measurable uses metrics to record progress. Never just assume your efforts are working when you can provide tangible evidence of success. Decide what data you can track to better decide if your efforts are on schedule.

Examples

of building permits

of police calls by category

of local events held

of attendees to market

Average collection period for tax/utilities

km of sidewalk, roadway, sewer replaced

doctors office visits in town

of bylaw enforcement actions

of bookings of community room

of emergency response calls

Energy consumption totals for buildings

website visits per month

business licences issued

budgetary metrics % of costs by category

SMART GOALS

Specific, Measurable, Achievable, Relevant, Timely

➤ Achievable

Goals must be achievable based on current skills, resources and knowledge. Achievable goals can still challenge your team, but it is important to set goals that are not destined to fail. If you set a goal that is hard to see how you will accomplish it, you probably need to re-evaluate this state of the goal setting process.

SMART GOALS

Specific, Measurable, Achievable, Relevant, Timely

➤ Relevant

Smart goal planning will consider the importance of the results you are after. Are your goals going to benefit the entire community or organization and align with Town values?

Relevant objectives are worthwhile, beneficial and applicable.

SMART GOALS

Specific, Measurable, Achievable, Relevant, Timely

➤ Time Bound

Choose an end date for your efforts. Timelines for completion enable you to create positive motivation for keeping improvements on schedule. Deadlines might be different, however periodic review allows you to understand where you need to adjust efforts, or why things may be on time or delayed.

2021 Strategic Planning

Questions to be Answered

- What do you individually and collectively want to achieve from a high level perspective in 2021?
- How will COVID-19 impact the ability to deliver on what you wish to achieve?
- What other considerations besides the Pandemic are there
 - Economy, business support

Bentley Community Strategic Plan

CAO Work Plan 2021

1. Effective Communication and Engagement

- *A well connected, knowledgeable and engaged citizenry.*
- *Bentley is a well-known regional centre and destination that people seek out.*
- *All citizens, regardless of age and ability, are engaged in a wide variety of year round events and activities.*

■ **Planned budgetary expenditure to completely redevelop Town Website**

- Capital Upgrades to computer infrastructure and server – offering a more secure and safe environment for information capture and storage
- Better ability to market the community through improved user interface and the ability to manipulate the website better
- Will be competitively bid to ensure maximum value for the community
- Supports strategic goal of connectivity, knowledge sharing and better platform for citizen engagement
- Website Tender should occur Q1 – project completion Q3

■ **Citizen recognition Program Development**

- Was a priority of Mayor and Council and was mentioned to be delivered by the CAO in 2020. Due to COVID-19 and our response, has been bumped out to 2021. (by Q3 2021)

■ **Community Engagement – Information Sessions**

- Roundabout information session in 2021 will aim for Q2 or Q3 with AT
- Develop formal marketing plan to be shared with the community by Q3 2021 – use this as an opportunity to engage the community and seek additional ideas and feedback – done via survey or public information session.

Bentley Community Strategic Plan

CAO Work Plan 2021

2. Financial Stability

- *A wide variety of partnerships have been created across Bentley to deliver a host of programs and services.*
- *The tax base is broadened and well diversified to support new developments and endeavors.*

- Continue to provide open and transparent financial reporting
 - Variance and projection reports quarterly and posted online as part of council agenda package
- Seek out additional grant funding and partnership where possible to offset costs and burden to local taxpayer
 - Prepare for discontinuance of MSI and Gas Tax funding 2022
- Implement asset management program
 - Submitted FCM asset management grant – will know of approval by early 2021 will lead to development of longer term capital plan – 10 year horizon
 - Update mapping of community infrastructure and continue to advance GIS system information by Q4
 - Undertake analysis for capital projects well in advance of planned work – feasibility, cost analysis estimates 1 or two years in advance Q2 for 2022

Bentley Community Strategic Plan

CAO Work Plan 2021

3. Economic Growth

- *Bentley has a wide variety of seasonal and permanent businesses.*
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 - **Collaboration with Regional Neighbors to actively Promote Bentley**
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- Explore further development of Lands South East of Bentley along Highway 12 corridor
 - Re-establishment of Intermunicipal Collaboration Framework and Plan Committee
 - Discussions regarding joint economic development plan for lands and Area Structure Plan
 - Apply for Alberta Community Partnership Grant when available (Q1 – 2021)
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- Continue with Gateway Enhancements and additional expenditure on beautification
 - Flags and Flagpoles (Q3)
 - Lighting (Q2)
 - Additional Tree Placement (Q2)

Bentley Community Strategic Plan

CAO Work Plan 2021

3. Economic Growth (Cont'd)

- *Bentley has a wide variety of seasonal and permanent businesses.*
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- **Collaboration with Regional Neighbors to actively Promote Bentley**
- Local Business Support
 - Provide meeting space to local businesses and attend where possible to listen and hear any ideas and concerns
 - Push for membership of business with Lacombe Chamber or creation of independent chamber
 - Seek out additional training opportunities from Community Futures, Business Link, CAEP and Lacombe Tourism
- 50th Street South Capital Improvements Project 2021 complete by Q3
- Concrete Replacement Program 2021 (sidewalk replacement and improvements)
- Launch and complete business coaching program in Q1 2021 (To be funded by MOST Grant)
- Regular CAO meetings and explore partnerships with neighboring communities for regional business attraction. IE: Christmas in Central Alberta

Bentley Community Strategic Plan

CAO Work Plan 2021

4. Enriched and United Community

- ▀ *A safe, sustainable and holistic community where people can live, work and recreate.*
- ▀ *All housing needs are met to support people of every age, ability and family size.*
- ▀ *An active, engaged and sustainable community.*

- Explore housing partnerships with Lacombe Foundation and Habitat for Humanity (Report by Q2)
- Active promotion of subdivision lands (Ongoing)
- Continue to enhance and nurture relationship with RCMP and regular meeting and engagement with Lacombe County Peace officers (Ongoing)
 - Possible public engagement with RCMP and Peace Officers – Town Hall meeting or survey
- Explore other waste and recycling options including automated truck, garbage and recycling pick up for 2021 (asset purchase of garbage truck – explore new options that alleviate strain on employees and improve service delivery)
- Consolidation of Land Use Bylaw with any required amendments and changes by (Q3)

Bentley Community Strategic Plan

CAO Work Plan


5. Organizational Successes

- *An efficient, knowledgeable, healthy and caring community.*
- *A transparent and accessible municipal Council and Administration.*
- *Organized and engaged network of community partnerships and organizations.*

- Recreation Society?
 - Need clarity from Mayor and Council what they are looking for here
- How Does Mayor and Council want to increase transparency, greater public participation and public confidence?



BENTLEY STRATEGIC PLAN AND 2021 GOAL DEVELOPMENT NEXT STEPS

- Will circle back to Mayor and Council with Formalized Goals for review
 - Goals will also be developed for the CAO that can be shared with Staff
 - Budget formalization from Goals
 - Budget Presentation to Mayor and Council in a workshop Week of November 23 to 27
 - Formal 2021 Budget Presentation in Public Council Meeting December 8, 2020 for consideration and approval
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QUESTIONS?