

*Strategic
Plan*

Town of Thorsby
2016-2018





We're Looking Forward

Thorsby Alberta has the potential to grow and change in the next few years as it has in the last.

In order for Thorsby to continue to keep its place on the regional stage and to remain one of the best places to live, work, and play, we need to anticipate the changes that may challenge us and prepare for them in the best interests of the Town. It is this anticipation that drives the importance of having a new Strategic Plan for Thorsby.

Since the last strategic plan, we now have the population to become a Town. Our population is changing and we are an affordable community. Health services are emerging concerns. Partnerships, community connections, successful businesses and smart development now become our future

Our physical community is also changing. We have the added pressure of infrastructure, recreation, and public health pressures that we must do differently in the future. There are plans to attract health professionals and transportation as investments in our community and our residents.

Our world is also changing and with our water treatment plant, we recognize the future potential of environmental sustainability and stewardship we can provide the region.

We understand that global economies will shift and change within their cycles and we must be aware and responsive in order to maintain a resilient Thorsby.

It is our regional leadership and our understanding of collaboration that will mobilize and engage the change we envision.

This plan is our catalyst for that change.

Town of Thorsby Strategic Plan 2016-2018

Building an ACTIVE Community



Our Plan for Everyday Future

Plans begin with a vision. Plans are our public declaration that that we intend to achieve it. They also are our practical statement to our residents and our businesses that we have a plan to get there. We also declare that we are on a journey as a community team to continue to build and enhance our wonderful community.

Our vision inspires the theme that we are always striving to achieve a community that is inclusive, healthy, focused, and progressive.

Our mission is the framework that emphasizes action, and provides the opportunity for us to introduce our goals on the next pages. It will afford our staff the opportunity to produce the outcomes and the strategies (tasks) that we will take together to achieve these goals.

They are very powerful guiding principles and they are fundamental to Thorsby regardless of age, culture, or our experiences. They are important to Thorsby and loudly pronounce the type of community that we will build together.

Our Mission and Vision



Council's plan for Thorsby's future is a plan that we all can do together. It is not just for the Thorsby municipal staff and Council to initiate!

Our plan seeks to balance our residents' needs, with our municipal environment and our governance policies. We recognize that these three important platforms form the successful building blocks of our community.

We invite you to think about the important role that you will play in our engagement with you. We encourage you to help us enact this plan and celebrate the successes.



Vision

Striving together for a better community!

Mission

Building a sustainable community where everyone can live, work and play!



Goal One

Stronger Regional Partnerships in Thorsby

Recognizing our mission that we are *building a sustainable community where everyone can live, work and play*, depends on our partnerships with our region, our ability to share services and our innate drive to be more. This will mean keeping strong social networks, through FCSS and finding common ground.

It means keeping the engagement systems open with our residents and businesses and building strong links through those relationships.

It means building our tangible networks such as our water, infrastructure, transportation and environment.



Outcome One – Planning an Engaged Community

Strategies:

- Develop a community understanding of the issues, opportunities, barriers, and strengths facing the people who live here;
- Continuously engage with the residents, businesses, and other levels of government for discussion and solution focused resolutions of Thorsby's challenges;
- Respond to the changing requirements of the community by adapting services and programs;
- Advocate and lobby other levels of government and agencies to meet Thorsby's challenges.

Outcome Two – Connecting People, Places and Involvement

Strategies:

- Be creative when engaging the community;
- Improve access to local information and services;
- Explore strategies to increase the number of youth, seniors and family in healthy and connected practices;
- Encourage more participation in Town events;
- Promote the parks, open spaces, trails as they are connection hubs for everyone;
- Strengthen community partnerships for a safe and vigilant Thorsby;
- Plan and promote Emergency Preparedness in times of crisis;
- Use technology as a means to improve engagement.

Outcome Three – Environment and Physical Network

Strategies:

- Work toward connecting our natural trails and green spaces;
- Increase accessibility for those with disabilities;
- Improve our streets, neighbourhoods and buildings;
- Better transportation for those in need.



Goal Two

Choices in Thorsby

Better does not mean more! It means an advantage in choice that suits what Thorsby needs.

Choices in Thorsby mean an opportunity for public health, choices for recreation, and choices for businesses to grow our economic success.

We need choice so that we can all remain active, healthy and contribute to our town.

Outcome One – Let’s Get Moving!

Strategies:

- Continue to increase a wide range of organized and informal sports, recreation, cultural programs with the emphasis that people will continue to use them;
- Continue to Increase awareness of the Town’s recreation offerings, trails, and other outdoor pursuits.

Outcome Two – Let’s Do Business!

Strategies:

- Enhance the economic strategy to better market Thorsby;
- Support and understand the business needs;
- Encourage and attract more wealth creating jobs;
- Promote Town services for those whose income or ability is a barrier.

Outcome Three – Let’s Get Housing!

Strategies:

- Plan for a variety of housing for people at all stages of their lives.

Outcome Four – Let’s Get Involved!

Strategies:

- Champion opportunities for people to volunteer and spread their talent and expertise for the betterment of Thorsby;
- Champion the increased usage of the Library and FCSS.



Thank you for putting on such an amazing program for our young ladies!!! You guys are all awesome!
Crystal Zorn Wolfe

Looks great, as usual. Thank you for going the extra mile for our young ladies of Thorsby. My girls love it and can’t wait for the next time!

Sherri Wegner



Goal Three

Sense of Community

A sense of community is not just it's buildings and roads, it is its people!

Thorsby's identity stems from the rich historical and cultural roots that planted themselves from the early settlers who believed in the region and the land that they christened as Thorsby.

Thorsby will have a sense of community built on strong connections and choice.

Thorsby will be a place where people celebrate each other, the natural landscape, cultural strengths, creative ingenuity, idea exchange and appreciate that all good things begin in Thorsby.



Outcome One – Respecting our Heritage

Strategies:

- Promote the Town's local history and resources.

Outcome Two – Sense of Identity

Strategies:

- Promote the events, festivals and bring together Thorsby's rich cultural mosaic of people and talent;
- Create opportunities for people to experience the Town's natural experience all year round;
- Improve the look of streets, buildings, neighbourhoods;
- Maintain a clean and vigilant community through education, community involvement and enforcement.

Outcome Three – Sense of Future

Strategies:

- Initiate community change through Council and Administration leadership;
- Initiate community change through resident engagement and community initiated mobilization;
- Initiate community change through dialogue and exchange of ideas;
- Create a public art and public space policy;
- Advocate and attract a Nurse Practitioner to sustain public health in Thorsby.



Goal Four

Wise Resource Management

Focused and reasonable resource management is a responsible thing to do. Less waste and more attention to the surroundings that sustain us.

Wise management requires Thorsby to use our budgets wisely and responsibly. It involves better ways of keeping our community green through consultation. It involves encouragement and support for more energy efficient homes and civic buildings.

It includes stronger connections between the food we eat, those who grow it, goods we consume, water we use, and waste we produce and dispose of.

Outcome One - Reduce our Waste!

Strategies:

- Plan for water conservation;
- Plan for reducing the Town's waste through a waste management strategy;
- Develop a green purchasing policy within reason;
- Explore a "grow it local" strategy.

Outcome Two – Let's Get Responsible!

Strategies:

- Work with developers to promote the protection and enhancement of green spaces;
- Increase natural landscaping that reflects the natural grasses and trees that can sustain themselves;
- Commit to use Town land responsibly;
- Serve as a leader in the region for municipal management.





Moving from Vision to Mission Action

“It’s not so much the journey that’s important; as is the way that we treat those we encounter and those around us, along the way”

— [Jeremy Aldana](#)

Inspiration was struck at the planning meeting through our vision “striving together for a better community” and now practicality is at hand.

Individual and departmental plans and tasks will need to take place to enact this plan’s goals. It means building on the great successes that have happened and identifying what needs to be done to achieve this plan’



As Mayor of Thorsby, I am pleased on behalf of Council to present our plan of action.

Our Council and Town staff are looking forward to working with you to realize the vision and mission for Thorsby we all share.

Mayor Barry Rasch
2016

Action List

Leadership

- Town Council and all administration staff will engage and help mobilize our community to find common themes and advocate for the Town’s future;
- We will have representation on agencies, boards, regional initiative/boards, task forces and we will forge proper and mobilized partnerships with our community and other levels of government.

Community Engagement

- **Town Council** and **administration** will enhance efforts to talk to residents and businesses, exchange ideas and be involved with them where they live, work and play, not expecting them to come to the Town;
- The Town will raise awareness of their programs and services in a manner that is easily understood. We will use the appropriate forms of communication and measure the progress to see if we need to change course;
- We will not add unnecessary social media that cannot be updated, kept current or measured.

Alignment and Initiatives

- The Town will align all its plans and staffing plans with the Strategic Plan;
- The Town will upgrade infrastructure as they are able within grants, lobbying the Provincial Government for a voice in infrastructure allotment, initiate tree and green space planning and enhance the natural environment.



From Mission Action to Monitoring

Change is managed and accounted for. It is not a report on a shelf that we all forget about.

We will ensure this plan is monitored through the following means:

1. We will let you know through publishing our actions, responsibilities, time frames and performance measures for achieving the different goals of this plan.
2. We will report annually on what has been accomplished and what is pending. This public document will help us celebrate with you and look to your feedback for things we need help with.
3. We will reflect the values of our community who live, work and play here. We will abide by those values as a respectful tribute to those who have chosen to live in Thorsby and have shared their hopes and aspirations for our future.
4. We will understand that this plan is as much about the people of Thorsby as it is about the Town of Thorsby. It requires engagement of everyone to be successful and to bring about a future that we all share.

THORSBY'S VALUES

WORKING AND STANDING TOGETHER

Town Council and all staff will work as a team to provide the best service, in the best interests of you and the Town.

DEPENDABILITY

You can depend on us to provide the most professional service and if we don't have the answer, we will use our resources to get you the best answer.

ACCURACY

Our administration team will provide accuracy in our dealings with you and if we have made a mistake we will do our utmost to work it out with you.

DEDICATION

Our service to you is our dedication to our municipal profession. We are interested in our careers, which is helping you by providing the best service we can.

FAIRNESS

We will be fair to your situation, and fair to the legislation we serve.





What we Take Care of for You!

Recreation

833 Memberships encompassing Fire, Adult, Family, Youth, Seniors

Artic Spa Recreation Use

- Total Facility spaces available to the public (days)- 2031
- Total Facility spaces available to the public (hours)-27,493
- Utilization Rate (Days)-41.65%
- Utilization rate (hours)-17.76%
- Total attendance for events, programs and rentals-31,915

Thorsby Community Groups

1. **Thorsby Agricultural Society** – Operate the Thorsby Haymaker Center.
2. **Cadets Canada** – The mission of the Cadet Program is to contribute to the development and preparation of youth for the transition to adulthood, enabling them to meet the challenges of modern society, through a dynamic, community-based program.
3. **Chamber of Commerce** – Local business association group.
4. **Community Fit Ltd.** – Community Fit Ltd. is committed to providing Thorsby and the surrounding communities with fitness opportunities and family related events; with a focus on improving the fitness facilities at the Thorsby Recreation Centre and the community. CFL will facilitate a single track multi-use community trail to provide another element for an active lifestyle. We strive to encourage community fitness through participation, education and motivation.
5. **Communities in Bloom** – Communities in Bloom is a Canadian non-profit organization committed to fostering civic pride, environmental responsibility and beautification through community involvement and the challenge of a national program, with focus on enhancing green spaces in communities.





6. **Royal Canadian Legion Pioneer Branch #144** -The Legion was founded with the clear purpose of service to the Nation through three distinct channels:
 - Care of Veterans and their families;
 - Keeping alive public memory of the sacrifices of Canadians in the cause of world peace and thus providing a deterrent to future conflicts;
 - Promotion of unity, of thought and of effort among all Canadians leading to the development of a greater Nation.

7. **Thorsby and District Lions Club** – To empower volunteers to serve their communities, meet humanitarian needs, encourage peace and promote international understanding through Lions clubs.

8. **Thorsby Minor Soccer** – Provide soccer teams for Thorsby & area community.

9. **Thorsby Minor Hockey** – Provide hockey teams for Thorsby & area community.

10. **Thorsby Minor Baseball** – Provide baseball teams for Thorsby & area community.

11. **Thorsby and District Seniors Club** – Local seniors that get together for various activities, birthdays and pot luck dinners.

12. **Thorsby 4-H Multi-Club** – In 4-H, youth run the show. 4-H clubs typically meet once a month as a large group where youth of all ages take on different leadership roles to make decisions and plan events. Clubs organize fun outings, achievement days and fundraisers, and participate in various activities within their communities.

13. **Thorsby & District Cultural & Historical Society** – Operate the Thorsby Community Center; preserve Village history & provide cultural activities to the community.

14. **Thorsby Elementary Parents Association (TEPA)** - TEPA is an organization of people concerned with the establishment, encouragement, and development of the highest possible standards of education and the welfare of children. It is a volunteer organization which aims to enhance funding and expand areas of education for the entire school population.





15. **Thorsby Fish & Game** - Ensuring more habitat, fish and wildlife resources for the use and enjoyment of all Albertans.
16. **Thorsby High PTA** - The School Council exists as a forum for parents, students, teachers and community members to provide input, in an advisory capacity, to the administration of the school. Council also initiates or contributes to projects to enhance the school.
17. **Thorsby Tiny Tots Playschool** – A parent run playschool offering opportunities for children to participate in group experiences as a preparation for school.

Thorsby also services a very large “catchment” area of recreation. Based on the 2011 census, there are over 1226 county residents that take the opportunity to use the services that Thorsby offers.

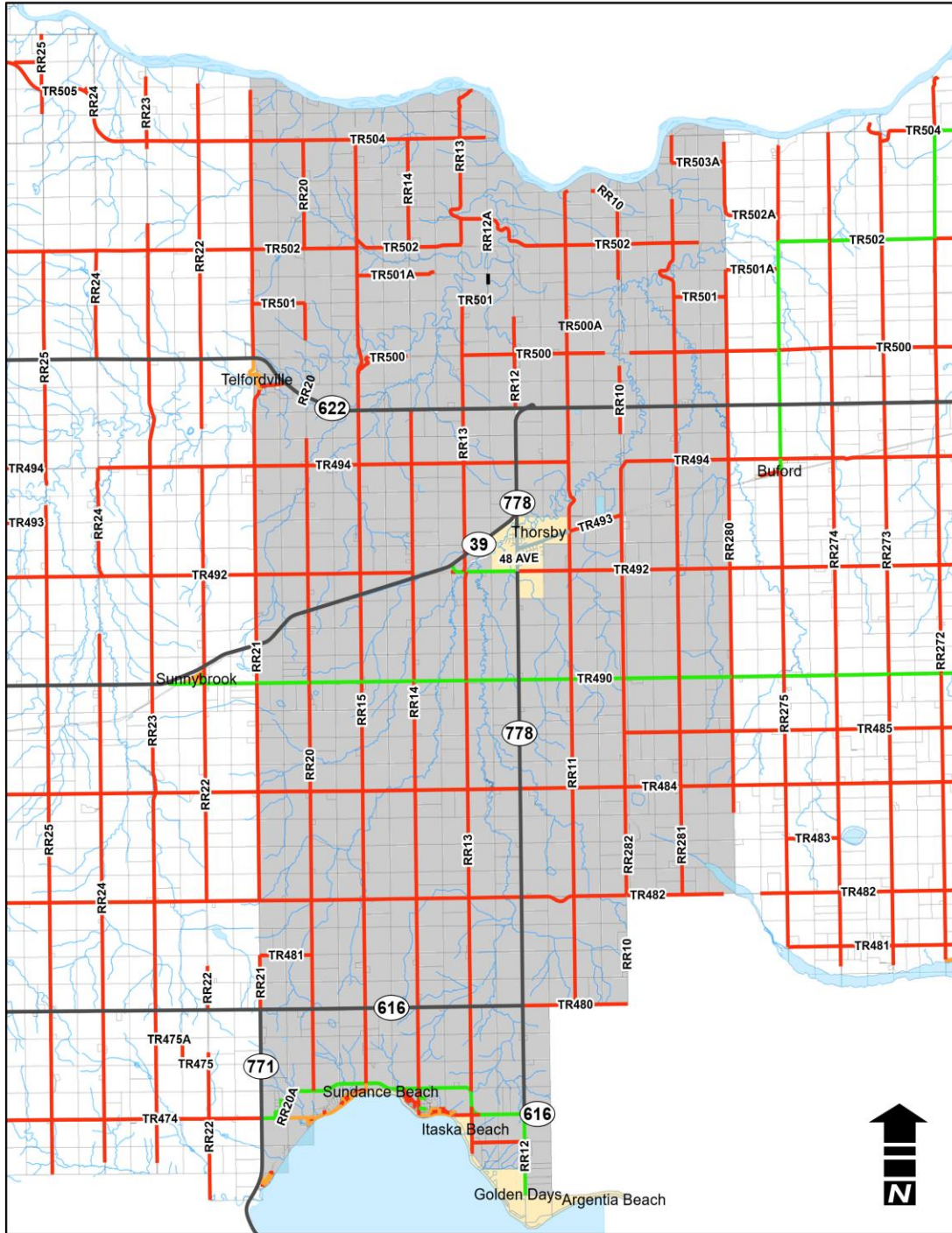
The Lions Campground is also a jewel of Thorsby’s that is very well used and well serviced. It is Thorsby’s outdoor accommodations for those that want to get away, stay and play in the region and come home to a cozy outdoor home away from home. It is close to the local golf course, stores, restaurants and it is 15 minutes from the lake. It is close to a beautiful creek at the edge of Town and attaches to the walking trails that are second to none and very natural.

This is of great benefit to the western boundaries of the County and it allows a larger centre such as Thorsby to provide services.





Schedule A



Thorsby Recreation District

2011 Census: 1226
(estimated count)





Public Works

The Public Works team within Thorsby is responsible for all the infrastructure and fleet management. These dedicated team members service:

- 32 km of roads;
- 28km of sewer;
- 30km of water;
- 6km of storm drainage;
- Service of water and sewer to 442 dwelling units.

They also manage the fleet replacement of equipment, provide utility operation, manage the state of the art water treatment plant, maintain the reservoirs and lagoons, and respond to public concerns.



Corporate Services

The Corporate Services Team is responsible for maintaining the business of the Town and the residents. It may appear to residents that the team is sitting at desks, but the work load bears out the dedication of these professionals who make sure the following happens:

- 5520 utility bills sent out per year;
- 550 tax notices sent out per year;
- Approximately 3300 office visits per year on various subjects including vendor visits;
- 67 automatic withdrawal processing transactions;
- 226 bank and online payment processing transactions;
- 152 walk-in payment transactions;
- 119 plus dog licenses processed;
- 673 cash receipts processed per month;
- 1040 accounts payable payments issued per year.

This does not include all the accounting and financial transactions that are logged and readied for the auditors and any additional duties as a result of an emergency that may befall the municipality.



Corporate Services manages a 3.65 million budget with 10 full time staff, 4 part-time staff, 3 seasonal staff, and 2 contracted companies for Bylaw and Water treatment expertise.

FCSS

Family and Community Support Services is the heartbeat and soul of the “human service” component to the community. This team works with all agencies in Thorsby and in the surrounding area to bring services and support to everyone and anyone that may require their expertise. This program is a “unique to Alberta” solution that has been in existence since the “60’s. It was designed to provide unique and tailor made services to each community in Alberta and is funded on an 80%-20% model partnership between the Province and the municipality.

The main purpose is to provide interventive services that build personal and family strength so that they can be independent within their family unit and within themselves.

FCSS is a very busy department within Thorsby. FCSS provides:

- 118 served through the Christmas Elves program;
- 98 served through the income tax program;
- 85 Seniors recognized during the Seniors appreciation event;
- 197 Community Volunteers recognized during the Volunteer appreciation event;
- 122 kids served through the Tiny Tot festival
- 175 residents served through community awareness events;
- 165 served during the scarecrow festival;
- 17 served through the cookie break program;
- 25 served through the EMap Art and Music Programs;
- 9 trained in the Babysitting course;
- 10 trained in the Home Alone program;
- 13 served during Family day;
- 718 office clients
- **TOTAL Thorsby service from FCSS- 1752**



FCSS is also responsible for the Emergency Social Services component in the municipal emergency plan and these community mobilization specialists are no stranger to helping, supporting and making potential evacuees comfortable and supported.



Corporate Services

The Thorsby Municipal Library is located at the Arctic Spas Recreational Complex and has served the community since the 1960's. The Library strives to create a safe and affordable place that satisfies curiosity, encourages lifelong learning, and helps meet the cultural needs of all demographics.

The Thorsby Municipal Library offers:

- 5 computers for public use;
- photocopying and scanning services;
- a collection of board games for use at the library;
- tech help;
- instruction and assistance on various E-Resources;
- programs for babies, toddlers, elementary children, teens and adults.

Services patrons receive with their library cards include access to:

- physical resources such as books, picture books, magazines, graphic novels, music books, video games, DVDs, CDs, pedometers, book club kits, etc.;
- E-resources such as audio books, e-books, music, movies, how-to manuals for vehicles and Do-It-Yourself projects, a language learning program, newspapers from around the world, over 130 magazines, updated world maps, training courses through Lynda.com, academic articles, potential grant opportunity assistance through Grant Connect and more

Library stats from 2015:

- Hours Open- 1,523;
- Books in library- 8,793;
- DVDs/Blu-Rays/Non-Book items- 914;
- Items circulated by library- 15,110;
- Visitors to library- 8,600;
- Visitors to library website- 2,219;
- Library cardholders- 1,259;
- Programs offered-33;





RCMP

The RCMP Detachment has a very large enforcement area that includes Thorsby but is not limited to the Town limits. These members patrol the following communities:

- Argentina,
- Buford,
- Fisher Home,
- Genesee,
- Gilwood Beach,
- Glen Park,
- Golden Days,
- Itaska Beach,
- Johnsonia Beach,
- Kerr Cape,
- Mission Beach,
- Mitchell Beach,
- Moonlight Bay,
- Morrowdale,
- Mulhurst,
- Rundle Mission,
- Sandholm Beach,
- Silver Beach,
- St. Francis,
- Sundance Beach
- Sunnybrook,
- Telfordville,
- Vasa Lodge Beach,
- Warburg
- Ziener Park.





Join us in building our future!