
Municipal District of Acadia No.34



Integrated Community Sustainability Plan 2016 - 2025



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Executive Summary

This plan reflects the vision, values, and goals of the Municipal District of Acadia over the next decade (2016-2025). Our MD is a community built upon the hard work and strength of its citizens with a vision to remain a prosperous and thriving place to live and work for generations to come.

We are blessed with an abundance of land and resources; however, we can no longer depend on the benefits previously provided by the energy sector due to a volatile energy market and the uncertain future of these resources.

Therefore, it is up to the MD to find its own solutions to cope with the changing landscape of our province. Our mission then, is to accomplish our vision through setting ambitious goals that align with both our needs and our aspirations. The following 5 goals are how we will accomplish our vision over the next 10 years.

Goal 1: Increase Community Engagement and Participation

Meaning: To obtain input and feedback from our community in municipal decision-making processes and to encourage all residents to participate and support community events and activities.

Goal 2: Beautify the Community and Promote Tourism

Meaning: To keep our hamlet and rural areas looking their best, which will in turn heighten people's sense of community pride, we shall project a better impression on visitors, help recruit newcomers, and strengthen our tourism industry.

Goal 3: Support Economic Growth and Diversification

Meaning: To support the establishment of new businesses in the MD while staying loyal to the ones that currently operate here, we will strive toward economic diversification in coordination with regional partners, organizations, and other levels of government.

Goal 4: Retain and Recruit Youth

Meaning: To make the MD a place that young people can easily envision as a long-term home for themselves and their families through ensuring that economic, social and leisure opportunities are readily available.

Goal 5: Follow a Sound Infrastructure Plan

Meaning: To establish short-term and long-term operational and capital plans that meet our MD's day-to-day needs, address our aging infrastructure and responsibly plan for future growth and development.

ICSP: 2016-2025

Introduction

These goals represent the MD of Acadia's plan over the next 10 years to remain a prosperous and thriving place to live and work for generations to come. This document was created by the residents of the municipality through numerous public engagement sessions and individual feedback throughout 2015 and into 2016. It is important to note that these goals and strategies do not work by themselves; rather, they are interwoven and the success of one goal is directly related to the progress of the others.

This document is guided by the MD of Acadia's values and our commitment to work together with our community and with our partners throughout our region to ensure continued success and prosperity. The MD has maintained its independence since 1913 through collaborating with our neighbours, partners and each other and we must continue this tradition.

This plan is a living document, meaning that the MD of Acadia recognizes that realities and priorities can change and commit to continually assessing the progress of these goals and strategies while seeking input on any needed changes or amendments to them.

About the Municipal District of Acadia

The MD of Acadia is a small but prosperous municipality located in Southeast Alberta. Bordered by the Alberta Special Areas and the Province of Saskatchewan, the MD is unique in both history and culture. During the depression and drought years of the 1930's, many local governments in Southern and Central Alberta collapsed and were taken over by the province; however, the MD of Acadia was not one of them, managing to persevere through very difficult circumstances and maintain its independence. Since 1913, the MD of Acadia has provided good government to its residents spread across its 200,000 acres.

Statistics:

- ❖ Population (2016): 493
- ❖ Number of hamlets: 1
- ❖ Number of towns/villages: 0
- ❖ Total Hectares: 81,017
- ❖ Kilometers of Roads Maintained: 551
- ❖ Kilometers of Water Mains: 9
- ❖ Kilometers of Waste Lines: 3
- ❖ Schools: 1 (K-9)

Municipal District of Acadia

Our Vision

The Municipal District of Acadia is and will remain a prosperous and thriving community that is a desirable home for people of all ages.

Our Mission

Our mission is to sustain the Municipal District of Acadia as a safe, friendly, attractive, agricultural based community that encourages and assists people and businesses to succeed by providing a high-level of service at a reasonable cost.

Our Guiding Principles

- ❖ Agriculture is the backbone of our community
- ❖ Active volunteers make a stronger community
- ❖ The independence of our municipality is essential to our success
- ❖ Promotion and growth of our local economy is key to having a sustainable community
- ❖ Partnerships and cooperation with others provides strength to our municipality

Our Values

- ❖ Honesty
- ❖ Respect
- ❖ Dependability
- ❖ Trustworthiness
- ❖ Fairness
- ❖ Dedication

Current Situation

Opportunities, Trends and Challenges Facing the MD of Acadia

Our municipality will face many uncertainties and challenges over the next 10 years as internal and external pressures mount. The internal changes that will affect us most include a significant loss to our tax base, a declining and aging population, a lack of economic diversification, and difficulty recruiting and retaining young people. The external pressures on our municipality are unstable resource prices, an uncertain agricultural environment, the transfer of responsibilities from the provincial government to municipalities, the economic weakening of our region as a whole, and an increasing demand to fund needs and projects outside of our municipality.

In regards to internal issues, assessment loss is our most prevalent concern. Since 2009, the MD of Acadia has lost over 17% of its entire municipal assessment base, decreasing from \$107,000,000 to about \$82,000,000 in 2016. This decrease was almost entirely due to a loss of linear and industrial properties, which include pipelines, wells, and equipment. This affects the financial viability of the MD and its ability to carry out basic services at a reasonable cost to its residents.

The most pressing external concern involves the weakening of our region as a whole. As a rural remote location, the Special Areas region, of which the MD of Acadia is a part, is sparsely populated, poorly served by provincial services, and highly dependent on tax revenue from resource properties. With continued decline in the price of oil and gas, these tax revenues continue to disappear due to companies shrinking or closing their operations. This also drives people away from the area due to a lack of economic opportunity.

While this document represents the steps that the MD of Acadia will take to confront and overcome these issues, we realize that not all of our problems can be solved alone. Many are systemic issues facing our province and our country and are much larger than any municipality has the means to deal with. Therefore, we must confront these challenges by utilizing all of our available resources to ensure continued viability and work with our regional partners to strengthen our area. This includes lobbying the provincial and federal governments for sustainable economic and social investments in conjunction with carrying out the goals and strategies contained within.

As always, our strength and opportunities lie with the people who live here and are committed to the MD of Acadia's continued success and prosperity. We realize that no one is going to achieve growth and success for us; we must do this on our own. And we are more than confident in our abilities.

Goal 1: Increase Community Engagement and Participation

The primary reason the MD of Acadia has had such a long history of success and prosperity is because of the people who live here. Community strength is the foundation of our municipality and our top priority must be to maintain this tradition. Over the next 10 years, we seek to grow our volunteer base, increase participation in the political process, and support and encourage all residents to take part in community activities and events.

To accomplish this goal, the MD of Acadia will do the following:

Strategy 1: Hold At Least 2 public Meetings Per Year

Responsibility: MD

Public meetings help gather ideas and concerns from community members about how they are governed and allow for a healthier political process. Giving residents a voice and access to council and administration allows the MD to gauge public opinion and adjust decisions accordingly. Furthermore, strong public participation in the political process is fundamental to a strong government.

Action Items:

- 1) Schedule two public meetings per year.

Strategy 2: Keep Public Informed via AV Updates and Social Media

Responsibility: MD

While public meetings are the best way to communicate directly with the residents of the MD, they cannot be held as frequent as is necessary for residents to be properly engaged on a ‘full-time’ basis. Therefore, the MD commits to continuing the AV Update newsletter in order to keep residents informed about issues and encourage their input on decisions that affect their day-to-day lives.

Also, the MD will continually upgrade its online presence in the coming years. Beginning with an overhaul of our website, we will provide more important information regarding administration and council activities, current events, and general information about our MD. We also commit to a stronger social media presence to expand the mediums of communication we have with our residents.

Action Items:

- 1) Send out an AV Update on a bi-monthly basis or more frequently if necessary
- 2) Expand website and update it on a regular basis
- 3) Make more use of social media platforms, primarily Facebook

Strategy 3: Expand Support and Involvement in Activities and Events

Responsibility: MD and Community Groups

Our MD thrives thanks to its community spirit and volunteer base; however, it is mainly the same volunteers that continue to contribute, organize and take part in community events. Therefore, it is necessary that we start to actively engage all residents, including our Hutterite Colonies, in order to broaden our volunteer base. As our community members age, we must find ways to encourage more people to join our cause of community pride and participation.

Action Items:

- 1) Help advertise and spread the word about joining local community organizations
- 2) Spread the word about how well our community works together
- 3) Engage our Hutterite Colony by first asking them to join our Volunteer Fire Department and then by inviting their participation in scheduled community events and activities.

Strategy 4: Donate Time and/or Resources to the Community

Responsibility: Everyone

In order to succeed at any of our future goals, we must all contribute to the community by donating our time and resources to it. It is up to everyone to encourage each other to participate and improve the quality of life here in the MD of Acadia.

Action Items:

- 1) Lead by example: if you are reading this, take time, no matter how much or little, to help out a community cause
- 2) Show appreciation to volunteers and those to help our community in large and small ways

Strategy 5: Involve WPS Students and Seniors

Responsibility: MD/Sunset Club/WPS Administration

Two of our greatest assets in the MD are our school and our seniors, and there is plenty the future generations can learn from our elder generations. Through enabling our students and seniors to take part in joint projects, we allow two important parts of our community to enrich us all. The first project the MD wishes to implement to accomplish this is a community garden, which will be located near the senior's center and be accessible to everyone. With this project, we hope to transfer some knowledge from our seniors to our youth through hands-on mentorship about this great but fading art.

Action Items:

- 1) Establish a community garden in the MD of Acadia
- 2) Engage local seniors and students to join in community activities
- 3) Invite students to council meetings and look for interest in starting a Youth Council

Strategy 6: Bring Together Community Recreation Board

Responsibility: Reeve and Heads of various clubs

The Community Recreation Board consists of one member of council and the heads of the Acadia Valley Recreation Club, Community Club, Sunset Club, Knights of Columbus and other members at large. This group is essential to the communication of ideas, the hearing of issues, and the finding of solutions in our municipality. Therefore, this plan commits to bringing this group together 1-2 times per year to discuss strategies for progressing our community and strengthening our efforts.

Action Items:

- 1) Hold at least one meeting per year
- 2) Agree in principle on how best to work together to serve the MD
- 3) Communicate ideas and proposals with the public to elicit feedback

Strategy 7: Improve and Increase Information Signage in the MD

Responsibility: MD

Getting people involved in the community requires keeping them informed about upcoming events, bylaws/policies, and opportunities. While we do have some signage in our hamlet and at our Municipal Reservoir, much of it is aging or inadequate. Thus, the MD commits to updating, and replacing signage throughout our municipality and to utilizing more signage for communication and advertising purposes.

Action Items:

- 1) Keep existing signage up to date with current activities, news, and events.
- 2) Invest in updating signage in the hamlet, the Municipal Reservoir and throughout the MD beginning in 2016.

Goal 2: Beautify the Community and Increase Tourism

One of the primary concerns of our residents is community beautification. However, this issue can sometimes be a sensitive topic amongst neighbours who might disagree on what is consider neat, tidy, or unsightly. Thus, before enacting bylaws or enforcing existing legislative tools to deal with such issues, we feel it is best to promote the idea of community beautification as not only a point of community pride, but as a needed assist to our tourism industry. Having a municipality, a hamlet, a campground, and a reservoir that looks its best year round breeds a positive image of the community and helps spread the word to potential visitors and customers. It also helps boost the morale of the community to work toward creating a better place to live. However, it is important to note that certain cases may call for stronger action to be taken if property neglect is extreme and/or causes a risk to the public.

To accomplish this goal, the MD of Acadia will do the following:

Strategy 1: Encourage Everyone to Keep Land Neat and Tidy

Responsibility: Everyone

Keeping our hamlet and MD looking its best helps us in many ways; however, the issue is always a sensitive subject among neighbors. Therefore, we will openly encourage all residents take personal responsibility for their property along with updating municipal legislation to ensure necessary tools are in place to address those rare instances of property neglect. Furthermore, the MD will strive to keep all municipal property looking its best year round and will remove all items not deemed necessary for municipal operations.

Action Items:

- 1) Establish a policy on the use and upkeep of municipal owned land and enforce it.
- 2) Enforce our existing Land Use Bylaw
- 3) Continually encourage and remind the public as a whole to keep private property looking its best

Strategy 2: Clean-up and Develop Old Marshall Lots

Responsibility: MD

One of the most common issues heard from residents on the topic of community beautification are the two former Marshall properties. As of March 2016, the MD has possession of these properties; at this time, plans are underway to demolish the garage on Main Street and to clean-up the lots on the north end of town.

Action Items:

- 1) Demolish the garage on Main Street by August 2016

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- 2) Clear the lots on the north end of town by October 2016
 - 3) Zone the north lots to residential by the end of 2018
 - 4) Beautify the former garage property if not sold by 2017

Strategy 3: Establish a Community Recycling Program

Responsibility: MD

Environmental sustainability is no longer an optional practice; it is now tied into municipalities' relationships with the provincial and federal governments and with private contractors. Stewardship of our land, water, and air is a fundamental belief of our municipality. One aspect of this responsibility is the expansion of the recycling program already being carried out at our municipal transfer station in partnership with Big Country Waste Management Commission. We commit to expanding our recycling program each year as our capacity grows.

Action Items:

- 1) Establish and maintain a bottle drop-off point at WPS to help recycle plastic, glass, and aluminum and to assist the student union's fundraising efforts.
- 2) By summer 2016, install a cardboard drop-off point at our transfer station
- 3) By summer 2018, have recycling bins set-up at our recreation facilities and in our hamlet.
- 4) Continue to work with the BCWMC to grow and strengthen our recycling capacity and capabilities.

Strategy 4: Invest in the Municipal Campgrounds

Responsibility: MD

Our municipal reservoir campground a place enjoyed by locals and visitors all year round and it is in the MD's best interest to not only maintain it, but to improve and invest in it as well. Over the next 10 years, the MD plans to markedly improve and expand facilities at the municipal dam. Moreover, Marshall Field Campground is the primary venue for large-scale celebrations in the MD; therefore, we commit to working with the Acadia Valley Rec Club to upgrade this facility as well.

Action Items:

- 1) Replace and expand the playground facilities at municipal dam in 2016
- 2) Replace and upgrade signage at dam by 2018
- 3) Keep weeds under control and return the beach area to sand
- 4) Improve bathroom facilities by 2023
- 5) Construct a walking trail and improve youth amenities at Marshall Field

Strategy 5: Strategic Advertising of Local Activities and Amenities

Responsibility: MD/Local Community Groups

Advertising is an important aspect of any tourism focused project; however, it is important to choose the proper channel on which to advertise. We will seek to partner with local community groups to narrow our focus on what we want to advertise and where we should focus our efforts. From here, we will use various media to promote tourism to our Elevator and Teahouse Museum, the Municipal Dam, campgrounds, and other locations and events that our community has to offer.

Action Items:

- 1) Engage residents and outside partners to determine the best location for tourism advertising
- 2) Work with local community groups to determine which local amenities, services and attractions to advertise and how ads should look
- 3) Maintain a strong and consistent social media presence for the MD and our area businesses

Strategy 6: Construct a New Community Hall

Responsibility: MD/Local Community Groups

The Acadia Valley Community Hall has been a pillar of our community for over 60 years. It is where we gather to celebrate, mourn, relax and socialize. However, the present building is in need of significant structural repair in addition to planned renovations to the kitchen and exterior. Thus, we believe it is better to build a new building than continue to invest in a substandard one. We plan on completing this project within a 10-year period.

Action Items:

- 1) Engage residents on thoughts and opinions on what features a new community hall should have and what it should look like.
- 2) Establish a sound financial plan and commitment from stakeholders in order to adequately fund this project.
- 3) Seek external funding sources from other levels of government and agencies

Goal 3: Support Economic Growth and Diversification

The economic landscape of our area has been stable and relatively secure for a long time thanks to the strength of the agriculture and energy sectors. While both industries are traditionally volatile and cyclical, agriculture has always been the primary driver of our economy because of the quality of the land and the people who farm it. On the other hand, the energy industry has no such ties to our area and is strictly dictated by external forces. Over the last decade, the revenue generated from the energy industry has decreased sharply, with few methods available to accurately predict future trends. As a result, our municipal revenues have been adversely affected and the local job market left in a constant state of uncertainty. Therefore, it is essential to the continuity of our MD to diversify our economy while continuing to support existing businesses.

To accomplish this goal, the MD of Acadia will do the following:

Strategy 1: Establish a Regional Economic Approach

Responsibility: MD/Partners

The success of an economic action plan requires the MD of Acadia to collaborate and work with other municipalities in our area since we cannot expect economic growth and diversity to occur in the MD alone. It is essential that we form new partnerships and build on existing ones with the Special Areas, the Town of Oyen, the Villages of Cereal and Empress as well as the Province of Alberta. Currently, we are partners in such organizations as SAMDA, Meridian Community Futures, and Palliser Economic Partnership that are focused on economic development and it is vital that we encourage the groups to refocus on the ideas of economic growth and diversification.

Action Items:

- 1) Strengthen the relationship with our municipal neighbors and the Province of Alberta
- 2) Utilize SAMDA as an economic development support to bring opportunity to our MD
- 3) Approach economic development on a province-wide level through PEP to encourage large scale development that will directly or indirectly benefit the MD of Acadia

Strategy 2: Establish a 'Think Local First' Campaign

Responsibility: Everyone

Our area loses much of its business to larger centers, such as Medicine Hat and Calgary and it is important that we retain as much local spending as possible. Since our community is already a cohesive unit, it is our belief that a public campaign of 'think local first' will produce positive results. Encouraging residents to buy products and services in the MD or in nearby locations can

help small businesses and our local economy. There is also some responsibility on the part of the business owners to have products, services and prices that will make it easier for people to make this choice. Therefore, the MD commits to working with the public and local businesses to begin such a campaign in our municipality.

Action Items:

- 1) Establish this campaign by the end of 2018 and maintain it for a minimum of 2 years in order to effectively gauge its impact
- 2) Encourage local businesses to expand products and services to better meet consumer's needs at the local level
- 3) Use Social Media to promote local businesses on a consistent basis

Strategy 3: Provide Incentives for Homeowners and Businesses

Responsibility: MD

The retention of people and businesses is just as important as the recruitment of new people and businesses. To accomplish both, the MD of Acadia must remain a favorable place to live and do business. While the MD is legislatively constrained in how it provides subsidies and incentives to private individuals and businesses, there remain several options at our disposal.

Action Items:

- 1) Keep property taxes at an affordable level by annually comparing ourselves to our closest neighbors and to provincial and national averages as well
- 2) Offer incentives to new businesses looking to establish operations in the MD and to existing businesses looking to expand
- 3) Offer free advertising to local businesses on MD web platforms and signs around the municipality.
- 4) Make meaningful investments in the infrastructure and amenities that improve our municipality and make people and businesses want to be here.
- 5) When the Provincial Government allows, split the non-residential assessment class to lower the tax rate of local commercial properties.

Strategy 4: Continue to Advocate for the MD Irrigation Project

Responsibility: MD

In 2005, the MD commissioned an Irrigation Study with support from the province and federal government to research the viability of irrigation in our municipality. The report found that irrigation was indeed viable and that it could be a reasonably profitable venture for the province and producers. This project would provide a fresh water source to a large portion of our MD while allowing producers to grow crops not currently suitable for this area. Irrigation would increase the productivity of the farming industry, the value of land, and the number of people working in our municipality, securing our survival for generations to come.

Action Items:

- 1) Lobby the provincial government to partner with the MD of Acadia to make this project a reality
- 2) Work with our Special Areas partners to advance irrigation in our region
- 3) Keep farmers informed about the progress and benefits of these efforts to make them a meaningful partner in each stage of the project.

Strategy 5: Seek Investments in the MD by the Renewable Energy Sector

Responsibility: MD

Renewable energy will be the primary source of power generation in the near future, namely solar, wind, and hydro. However, the MD of Acadia has virtually no renewable energy properties in its boundaries, despite our seemingly favorable location and climate. The most significant roadblock is the age of our power transmission lines, which are not capable of supporting large scale wind or solar projects. Nevertheless, the MD is located within the Palliser Triangle and receives some of the highest annual sunlight hours in all of Canada; wind levels are consistent and strong; and we sit on the intersection of two major rivers, the Red Deer and the South Saskatchewan. Thus, with the impending closure of the Sheerness power plant in the next 10-15 years, it is imperative that we obtain investments in our power transmission infrastructure and renewable energy investments in order to increase our assessment base and support our local economy.

Action Items:

- 1) Make contact with solar and wind firms to make them aware of our municipality and its favorable conditions
- 2) Lobby the provincial government for increased renewable investment in the MD
- 3) Gain community support for the idea of promoting renewable energy in our municipality.
- 4) Lobby ATCO and other stakeholders to keep transmission power lines in the MD of Acadia

Goal 4: Engage, Retain and Recruit Youth

The average age of the MD has increased dramatically in recent years due to young people leaving after high school and not returning. It is no secret that in order to survive as a municipality we must retain and recruit young people. To accomplish this, we must first strive to make the MD of Acadia a viable place for young people to live once they finish post-secondary education or high school. This effort will involve all areas of this plan as it includes career opportunities, leisure activities, family friendly events, adequate infrastructure, child care options, and affordable housing. While defining ‘youth’ is not a sound science, for the purposes of this report, we will define it as people under the age of 40 years.

To accomplish this goal, the MD of Acadia will do the following:

Strategy 1: Engage Young People for Their Views and Opinions

Responsibility: MD/Community Groups

In order to support youth in our community we must allow them to be part of the conversation. Therefore, the MD commits to reaching out to young people in our municipality to understand what their needs and wants are in a community.

Action Items:

- 1) Engage and involve WPS students in community events, activities and decisions through such efforts as a student council, community garden, and Q&A sessions.
- 2) Utilize social media more to advertise events and share information about the community.
- 3) Invite youth to engage with the MD and its council through council meetings and public town halls.

Strategy 2: Invest in Recreation Infrastructure

Responsibility: MD/AV Rec Club

For many young people, recreation is a high priority in their life. And unfortunately, rural areas do not offer what larger urban centers do. As a result, the MD recognizes the need to maintain our existing recreation infrastructure and to invest in new initiatives as well.

Action Items:

- 1) Upgrade and enhance the municipal reservoir campground over the next 10 years as per the MD’s capital plan.
- 2) Establish a community fitness facility.

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- 3) Seek out and support those individuals or groups who wish to organize events and activities in our community (i.e. sports tournaments, scrimmage leagues, and youth mentorship programs)
 - 4) Seek ways to increase the off-season use of the Acadia Valley Arena

Strategy 3: Support Community Entertainment, Sports and Special Events

Responsibility: Everyone

Along with recreation, entertainment is another important outlet for many young people. Therefore, the MD commits to supporting those people and groups in our community who organize existing events in the MD or wish to establish new ones.

Action Items:

- 1) Provide support to current entertainment events, such as the Ice to Dice, Sausage Fry, Boxing Card, and the Arena Fundraiser, through in-kind donations and free advertising.
- 2) Encourage community members to volunteer at existing events or organize new ones.
- 3) Reach out to surrounding communities to join and support our events and use our facilities for their own activities.

Strategy 4: Continued Support for Family and Community Support Services

Responsibility: MD

While we strive to create a prosperous and healthy community for all people and families in our area, it is important to recognize that problems do occur. Hard times and difficult situations are an unfortunate fact of life anywhere and we must support those who experience trouble through funding and supporting our local Family and Community Support Services (FCSS) branch.

Action Items:

- 1) Continue to fund Oyen FCSS based on the current model
- 2) Get FCSS and its subsidiary groups, such as Communities in Action, to have more of a presence in the MD of Acadia
- 3) Lobby the provincial government for increased support for FCSS

Strategy 5: Keep Municipal Lots Available and Affordable

Responsibility: MD

The MD of Acadia commits to keeping its current vacant residential lots available and affordable over the next 10 years.

- 1) Commit to not raising lot prices for the next 10 years
- 2) If available lot numbers begin to decline, the MD commits to subdividing undeveloped land in a timely manner.

Strategy 6: Support the Establishment of a Child Care Center

Responsibility: MD/SAMDA

Child care is an essential part of getting families to settle in our area. It is important that we search for people willing to take on this important task and provide support in any manner possible.

Action Items:

- 1) Engage parents with young children to determine need and ideas for addressing our childcare shortage.
- 2) Offer incentives for a child care center to open, such as free/inexpensive space to operate, cancellation of property taxes for the first year of operation, and free advertising.

Strategy 7: Support the Establishment of a Private Retirement Home

Responsibility: MD

Young people are more likely to remain in our community if their parents and family are able to remain here as well. When an elder parent feels that he or she cannot live alone any further, many choose to relocate to Oyen or Medicine Hat. This reality makes it easier for their children and family to leave as well. Therefore, the MD commits to supporting groups and individuals that would be interested in establishing a residence for seniors in Acadia Valley.

Action Items:

- 1) Obtain a grant to conduct a feasibility study on the establishment of a senior's home in Acadia Valley.
- 2) Use municipal resources to establish a working committee to form a coop or other organization to steer this project.
- 3) Donate land on which to build a senior's facility.

Goal 5: Maintain a Sound Infrastructure Plan

In regards to municipal infrastructure, the MD of Acadia continually attempts to meet increasing needs with decreasing resources. Critical infrastructure, such as roads, bridges and equipment, is often required to shoulder increased demand above its capacity, causing faster deterioration and increased maintenance costs. Therefore, it is the MD of Acadia's goal to develop and follow a strong operating plan and sound capital priorities. An appendix to this document is the MD of Acadia's Capital Infrastructure Spending Plan, which details plans for equipment purchases and infrastructure upgrades over the next 10 years.

Operational Strategies:

- ❖ Investigate and reply to all inquiries and complaints regarding municipal infrastructure
- ❖ Keep all primary roads in good condition year round
- ❖ Grade bladed trails at least once per year
- ❖ Conduct bridge maintenance yearly and as resources become available
- ❖ Control noxious and other problem weeds along roads and on MD property
- ❖ Perform regular preventative maintenance on all MD equipment

Capital Infrastructure Strategies:

- ❖ Upgrade the Municipal Dam: 2016 - 2022
- ❖ Overhaul all Hamlet Roads: 2016 - 2021
- ❖ Develop old Marshall Properties: 2016 - 2019
- ❖ Construct a new community hall: 2017 - 2022
- ❖ Invest in gravel pit exploration, crushing, and reclamation: 2016 - 2025
- ❖ Follow Capital Infrastructure Spending Plan: 2016 - 2025

Financial Planning

Finance is an issue at the heart of every discussion and decision made in the MD of Acadia. We are a small municipal district in terms of population, area, and revenue. Therefore, we must take care to manage our expenditures and costs wisely and be responsible stewards of public money.

The following is meant to provide some insight into how the MD of Acadia hopes to finance the success of each of our five goals. It is by no means an exhaustive or definitive plan, since financial issues can arise unexpectedly from anywhere at any time. Also, this section only details cash costs and not costs associated with the utilization of MD resources, such as employee salaries or equipment time.

Goal 1: Increase Community Participation

Annual Operating Cost: \$3,000

Total Capital Cost: \$4,000

Funding Sources:

- Operating- General Revenue
- Capital – FCSS Communities in Action Seniors Grant

Total Expected Expenditures: \$34,000

Goal 2: Beautify the Community and Increase Tourism

Annual Operating Cost: \$10,000

Total Capital Cost: \$1,350,000

Funding Sources:

- Operating- General Revenue
- Capital – MSI Capital Program, General Revenue, General Capital Reserves, Other (TBD)

Total Expected Expenditures: \$1,450,000

Goal 3: Support Economic Growth and Diversification

Annual Operating Cost: \$2,000

Total Capital Cost: \$25,000

Funding Sources:

- Operating- General Revenue
- Capital – MSI Capital Program

Total Expected Expenditures: \$45,000

Goal 4: Retain and Recruit Youth

Annual Operating Cost: \$5,000

Total Capital Cost: \$75,000

Funding Sources:

- Operating- General Revenue
- Capital- CMHC Seed Funding Program, MSI Capital Program, MD of Acadia Capital Reserves

Total Expected Expenditures: \$125,000

Goal 5: Maintain a Sound Infrastructure Plan

Annual Operating Budget:

The MD of Acadia commits to keep its spending monitored and under control over the next 10 years. Spending from general revenue shall not be increased past the rate of inflation so that property tax levels can begin to stabilize. A summary operating budget will be added to this document on an annual basis to provide clarity on overall municipal and departmental revenues and expenditures.

Capital Budget:

Over the next 10 years the MD of Acadia anticipates spending approximately \$4.6 million dollars on capital projects and purchases. Most of the funding will come from various capital grant programs, including MSI Capital and the Federal Gas Tax Fund, while a smaller amount will come from the MD of Acadia's general capital reserve. See the attached Capital Infrastructure Spending Plan for further information.

Concluding Remarks: Implementation, Monitoring and Evaluation

The MD of Acadia realizes that the implementation and continual monitoring of the strategies contained within this plan are essential for progress to be achieved. Therefore, the MD of Acadia commits to conducting bi-annual reviews of this plan, both by council and via public meetings. Furthermore:

- This plan will be revisited in its entirety every 2-4 years to ensure that the goals and strategies are still relevant and reachable in present-day's climate.
- Municipal administration commits to providing an annual progress report on the goals and strategies contained within.
- This 10 Year Plan will be used as a guide for forming municipal policies, long-term planning, and in operating and capital budget processes.

Due to our size and relative lack of resources, evaluation of this plan must be done internally through such basic metrics as 'accomplished,' 'in progress,' or 'not accomplished.' Every effort shall be made to provide a detailed annual summary of each goal with explanations for whichever metric each goal and strategy achieves.

It is our belief that this plan represents a solid framework for the continued viability of the Municipal District of Acadia and its success will be determined by the commitment of the Municipality and its residents.

Sincerely,

Council and Staff
Municipal District of Acadia No. 34

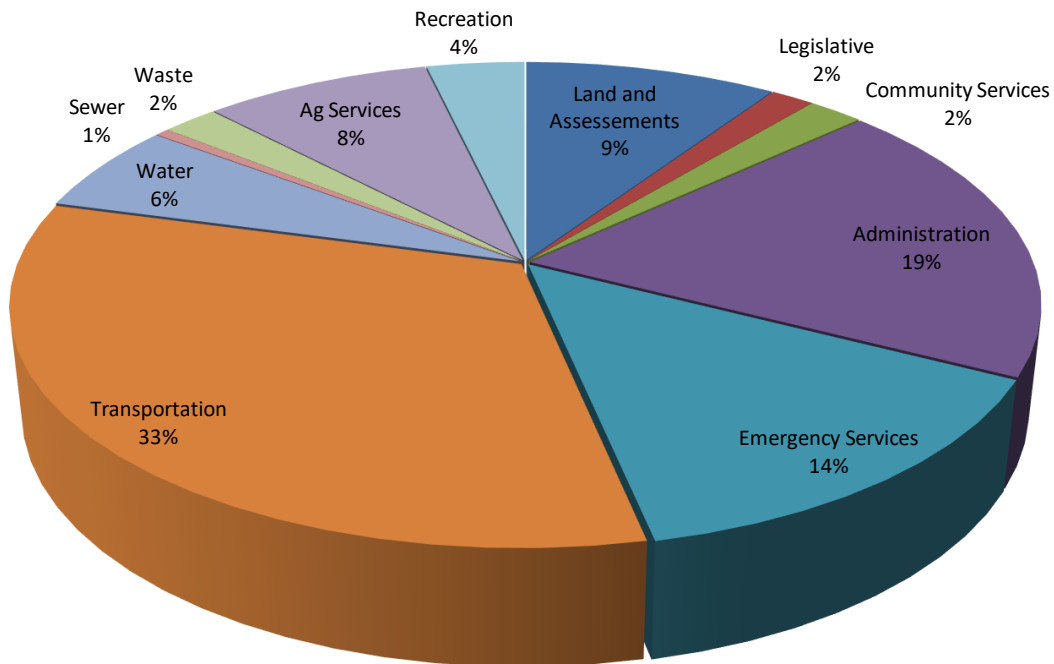
Appendices

Appendix 1:

Municipal District of Acadia No. 34
2017 Operating and Capital Budget

	<u>Revenues</u>	<u>Expenses</u>	<u>Variance</u>
Land and Assessments	\$1,413,690.00	\$341,382.00	\$1,072,308.00
Legislative	-	\$59,000.00	-\$59,300.00
Community Services	-	\$75,080.00	-\$100,665.00
Administration	\$967,566.00	\$699,484.00	\$268,082.00
Emergency Services	\$448,000.00	\$511,313.00	-\$63,313.00
Transportation	\$354,923.00	\$1,174,834.00	-\$819,911.00
Water	\$177,900.00	\$217,544.00	-\$39,644.00
Sewer	\$15,300.00	\$18,567.00	-\$3,267.00
Waste	\$9,500.00	\$76,150.00	-\$66,650.00
Ag Services	\$218,792.00	\$307,299.00	-\$88,507.00
Recreation	\$7,500.00	\$132,518.00	-\$125,018.00
Totals	\$3,613,171.00	\$3,613,171.00	\$0.00

2017 Expenditures by Percentage



<u>Appendix 2:</u>	10 Year Capital Infrastructure Plan: 2016-2025				
	MD of Acadia No. 34				
<u>Projects</u>	<u>Priority</u>	<u>Project Start</u>	<u>Project End</u>	<u>Cost Estimate</u>	<u>Status</u>
Municipal Administration Office	1	2016	2017	400,000	Complete
Bridge Rehabilitation	2	2016	2025	500,000	In-Progress
Fire Pumper	3	2016	2017	444,000	Complete
Equipment Purchase Program:	4	2017	2025	1,215,000	
Road Grader (every 5-7 years)	4a	2018	2025	800,000	In-Progress
Front-end Loader	4b	2017	2019	150,000	Complete
3 Light Vehicles	4c	2017	2020	120,000	Not-Started
Sheep's Foot Packer	4d	2019	2021	70,000	Not-Started
Mixing Machine	4e	2022	2025	75,000	Not-Started
Road Building Program:	5	2016	2025	605,000	
Hamlet Road Rebuild	5b	2016	2025	350,000	Ongoing
RR 25: Dam Road	5a	2022	2024	180,000	Not-Started
Trail Rebuilds	5c	2017	2025	75,000	Not-Started
Medical Dental Clinic	6	2018	2020	60,000	In-Progress
Municipal Reservoir Rehabilitation	7	2015	2025	225,000	In-Progress
Community Arena Enhancement	8	2017	2019	160,000	In-Progress
New Community Hall	9	2016	2022	1,065,500	Not-Started
			Total:	4,674,500	