



Town of Crossfield
Strategic Plan
2022-2026



January 2022

VISION

CROSSFIELD IS
A WELCOMING
AND DYNAMIC
COMMUNITY
THAT IS
HOME.



BACKGROUND

The Town of Crossfield has undergone changes in Council and Administration with a new Chief Administrative Officer hired in September 2021 and a new Council elected in October 2021. Together, Council and Administration have undertaken the establishment of this Strategic Plan to guide the development of the Town through 2026. While the Town has not previously developed a strategic plan, it has retained consultants to develop various plans for downtown revitalization and economic development.

This process was undertaken with the guidance of an external facilitator and involved Town Council and members of the Town's senior Administration. The purpose of the plan is to guide the Town's future, ensuring sustainable community growth and retention of Crossfield's key strengths. Council has set the vision and the plan will help Administration turn it into reality in a fiscally responsible manner, making efficient use of resources.

The plan is a living document and sets forth the priorities for five years based on the financial realities of today. The plan should be reviewed twice annually and revised once annually in order to ensure current and projected realities, which may change, are considered and reflected. While priorities, action items and goals are identified, Town Administration is responsible for identifying specific means, timeframes and budgets.

CORE VALUES

Council members communicated a desire to work well together and to work in partnership with Administration to ensure that the Town is on the right path and fulfilling its goals. Core values were developed to create an unwavering guide for Council and Administration.

Our core values will filter from Council to Administration to the Community.

Integrity – We are honest and open in our communications, our relationships and our actions. We are guided by strong moral principles. We are trustworthy, loyal and respectful to the community we work for and with.

Accountable – We are dedicated to our community by making informed decisions and providing fiscal responsibility.

Committed – We will work together to deliver quality, caring and inclusive services to our community.

Collaborative – We will work as a team, encouraging and welcoming engagement, participation and partnerships.

PREAMBLE

In the years 2020, 2021 and now into 2022 inclusive, a pandemic known as COVID-19 has posed significant challenges to health, social and economic systems worldwide, with detrimental impacts on humanity.

As a result, priorities for all of us including local government have been impacted and continue to force change. The ongoing focus and priority on health & safety protocols is a necessity as we navigate this pandemic.

It is anticipated that in the first year of this strategic plan, Council will need to be able to change course quickly and as legislated, which could impact ongoing priorities for the community of Crossfield.

STRATEGIC ASSESSMENT

On January 7 and 8, 2022, Council and Administration worked together to strategically assess the Town of Crossfield. The assessment is included in Appendix A. Based on the strategic assessment, the following five priority areas were identified:

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation and Beautification
- Social Development and Emergency Services
- Town Communications and Public Relations

Within these five priority areas, Council and Administration identified action items that need to be accomplished within the next five years in order to work towards the vision. These are noted below, aligned to strategic objectives.

Note:

It should be noted that this is a living document and will need to be flexible as progress is made on some initiatives, cascading action items fall out of planning documents and new priorities arise. It should also be noted that the 5-year operational plan and the 10-year capital plan will be developed which will impact the plan and budget. Given the significance of budget on all aspects of the plan, the Director of Finance is involved with each action item.

2022-2026 STRATEGIC PRIORITIES, OBJECTIVES AND ACTIONS

STRATEGIC PRIORITY: Sustainable Community Growth

To position Crossfield as a favorable business environment both provincially and regionally, while promoting environmental stewardship in responsible land use development and considering environmental protection, economic impact, social equality and community benefit.

STRATEGIC OBJECTIVES:

- To encourage the efficient planning of residential, commercial, industrial and institutional development that enhances the quality of life for Town residents.
- To protect, enhance and attract a balance of industrial, commercial and residential development to maintain the fiscal sustainability of the Town of Crossfield.
- To ensure an adequate stock of attainable and affordable housing that is within reach of all residents of the Town.
- To work with partners to ensure appropriate protection and management of the natural environment.
- To develop opportunities in Crossfield by leveraging strengths and building capacity through focused collaborative initiatives.
- To diversify our economic base and go greener.

ACTION PLAN:

- ***To encourage the efficient planning of residential, commercial, industrial and institutional development that enhances the quality of life for Town residents.***
 - Develop a visioning document that outlines Council's vision for residential development and to develop general design standards.
 - Revisit the Municipal Development Plan, Land Use Bylaws, Wetlands Assessment, Ponds Designation, and un-serviced lands in order to identify what smart growth looks like.
- ***To protect, enhance and attract a balance of industrial, commercial and residential development to maintain the fiscal sustainability of the Town of Crossfield.***
 - Vacant land (town vacant land/buildings) – (servicing strategy; remediation strategy for contaminated land; owner strategy).

- Engage and encourage property owners to develop vacant properties, including vacant buildings.
 - Work on brownfield areas in partnership with the Province of Alberta and land owners.
- ***To ensure an adequate stock of attainable and affordable housing that is within reach of all residents of the Town.***
 - Encourage diversity of housing, including attainable and independent transition housing, among developers.
 - Encourage developers to integrate adult or senior living within neighborhood development.
- ***To work with partners to ensure appropriate protection and management of the natural environment.***
 - Continue to work with Nose Creek Watershed Partnership to ensure the availability and sustainability of water and waste water initiatives.
- ***To develop opportunities in Crossfield by leveraging strengths and building capacity through focused collaborative initiatives.***
 - Pursue regional and intermunicipal economic development opportunities.
 - Liaise with surrounding municipalities to understand opportunities to build capacity pertaining to the Indigenous communities.
- ***To diversify our economic base and go greener.***
 - Explore emerging industries such as renewable energy, including Hydrogen Accelerator to reduce fossil fuels.
 - Review existing Economic Development Strategy with a view to developing:
 - Economic Opportunity Identification for Crossfield.
 - Investment Attraction Strategy.
 - Economic Development Marketing Plan to raise the profile of opportunities within Crossfield.
 - Develop attraction and retention strategies for Doctors.
 - To investigate opportunities related to the Film Industry.

STRATEGIC PRIORITY: Town Infrastructure

To ensure the Town of Crossfield has quality infrastructure to support and sustain its growth.

STRATEGIC OBJECTIVES:

- To support the Town's growth through the effective planning and implementation of Town Infrastructure.

ACTION PLAN:

- ***To support the Town's growth through the effective planning and implementation of Town Infrastructure.***
 - Develop Asset Management Plan for Town's Aging Infrastructure.
 - Follow Asset Management Plan to ensure balance of financial resources and scheduled projects to meet residential needs.
 - Conduct a Fleet Review which includes plan for replacement of all vehicles, including emergency vehicles.
 - Replace and install water meters.
 - Watermain Project Range Road 12 Water Loop.
 - Demolish and remove decommissioned water reservoir.
 - Sidewalk assessment annual replacement, patching, painting of sidewalks.
 - Address Waste Water Capacity given residential growth
 - Replace fence around the 60-day pond.
 - To enhance stewardship pertaining to waste management which may become a challenge given the 4% per annum residential growth over the last 4 years.
 - Explore new Administration Building.

STRATEGIC PRIORITY: Parks, Recreation and Beautification

To ensure that the Town of Crossfield contributes to the environmental health of the community through the provision, preservation and improvement of parks, open spaces and recreation opportunities as well as the beautification of public spaces.

STRATEGIC OBJECTIVES:

- To enhance the Town's appearance in order to increase the quality of life for residents.

ACTION PLAN:

- *To enhance the Town's appearance in order to increase the quality of life for residents.*
 - Complete Parks and Recreation Needs Assessment.
 - Continue to work on beautification as guided by the Parks and Recreation Plan:
 - Campground.
 - Dog Park fencing and improvement, dog pots.
 - Signage in parks.
 - Christmas lights and other events.
 - Park benches.
 - Recycling bins at parks and recreation facilities
 - Enhance trails, sidewalks and any other pedestrian connections between plan area and key environmental features.
 - Conduct a pathway plan.
 - Banta Park Tennis Courts – replacement
 - Complete Hall kitchen exhaust and façade replacement.
 - Complete external protective railing for Arena.
 - Diamond one move outfield fence.
 - Splash Park repairs.
 - Complete Arena ice plant replacement.
 - Collaborate with the Chamber of Commerce to lead beautification of the Town business community. i.e. Railway Street and Industrial areas.
 - Downtown Revitalization completion.

STRATEGIC PRIORITY: Social Development and Emergency Services

To mitigate crime, ensure appropriate emergency services and work towards reduced disparity between citizens, resulting in less overall issues that impact residents and businesses.

STRATEGIC OBJECTIVES:

- To create a vibrant, safe, healthy and supportive community that embraces and encourages social and cultural diversity for people of all abilities.
- To ensure that a wide range of affordable and accessible community services are provided for Crossfield and area residents.
- To ensure that an appropriate level of public emergency services and other services are provided to meet the demands of growth.

ACTION PLAN:

- ***To create a vibrant, safe, healthy and supportive community that embraces and encourages social and cultural diversity for people of all abilities.***
 - Consider the implications of the Province's Provincial Policing initiatives.
 - Consider the implications of the EMS requirements on existing Volunteer Fire Fighting Services.
 - Consider the implications of continued downloading of funding and responsibilities by the Provincial Government and develop plans for improved sustainability of the community.
- ***To ensure that a wide range of affordable and accessible community services are provided for Crossfield and area residents.***
 - Complete Community and Social Needs Assessment.
 - Revisit the Citizen on Patrol Program.
 - Investigate year-round Food Bank Program and/or other food security initiatives.
 - Investigate transportation for vulnerable residents.
 - Ensure access to appropriate mental health and wellness services for residents.
 - Enhance liaisons with social needs agencies, including Community Links (FCSS), 211, rural mental health, in order to ensure more accessibility for Crossfield residents.

- Partner with established agencies where possible to provide social services and programming for Crossfield residents (e.g. Airdrie Food Bank, Airdrie BGC, Airdrie Community Links, and Victim Services).
- ***To ensure that an appropriate level of public emergency services and other services are provided to meet the demands of growth.***
- Identify implications of projected growth on Emergency Services, Recreation Services, Social Services, etc.

STRATEGIC PRIORITY: Town Communications and Public Relations

To market Crossfield externally and improve service to the residents and businesses in the Community.

STRATEGIC OBJECTIVES:

- To ensure proper leadership at the Council and Administration levels for the benefit of the Town and its residents.
- To improve residents' perception of the Town and its leadership.
- To enhance public engagement and participation in the Town.
- To ensure residents and business owners are adequately informed.

ACTION PLAN:

- ***To ensure proper leadership at the Council and Administration levels for the benefit of the Town and its residents.***
 - Encourage Council members to schedule and attend Municipal Affairs Development courses.
 - Council Retreat annually to re-visit plans and documents.
 - Continue to foster relationships with Federal and Provincial representatives to encourage those levels of government to reduce red-tape.
 - Continue to foster relationships with surrounding communities.
- ***To improve residents' perception of the Town and its leadership.***
 - Enhance citizen service protocols and communication for Council and Administration.
- ***To enhance public engagement and participation in the Town.***
 - Develop a public engagement strategy that focuses on volunteerism, education, feedback for Town initiatives and celebration of successes.
- ***To ensure residents and business owners are adequately informed.***
 - Develop a communications strategy to inform residents and businesses as needed providing consistency and clear messaging.

TIMELINES

STRATEGIC PRIORITY: SUSTAINABLE COMMUNITY GROWTH						
Action	2022	2023	2024	2025	2026	Notes
Develop a visioning document that outlines Council’s vision for residential development and to develop general design standards.						Need funds
Revisit the Municipal Development Plan, Land Use Bylaws, Wetlands Assessment, Ponds Designation, and un-serviced lands in order to identify what smart growth looks like.						Need funds
Vacant land (town vacant land/buildings) – (servicing strategy; remediation strategy for contaminated land; owner strategy).						Need to budget
Engage and encourage property owners to develop vacant properties, including vacant buildings.						Need to budget
Work on brownfield areas in partnership with the Province of Alberta and land owners.						Need to budget
Encourage diversity of housing, including attainable and independent transition housing, among developers.						Need to budget
Continue to work with Nose Creek Watershed Partnership to ensure the availability and sustainability of water and waste water initiatives.						No budget implications at this time
Pursue regional and intermunicipal economic development opportunities.						No budget implications at this time
Liaise with surrounding municipalities to understand opportunities and build capacity pertaining to Indigenous communities						No budget implications at this time.
Explore emerging industries such as renewable energy, including Hydrogen Accelerator to reduce fossil fuels.						Need to budget
Review existing Economic Development Strategy with a view to developing:						No budget implications at this time
Economic Opportunity Identification for Crossfield.						Need to budget
Investment Attraction Strategy.						Need to budget
Economic Development Marketing Plan to raise the profile of opportunities within Crossfield.						Need to budget
Develop attraction and retention strategies for Doctors.						Need to budget
Investigate opportunities related to the Film Industry.						Need to budget

STRATEGIC PRIORITY: TOWN INFRASTRUCTURE						
Action	2022	2023	2024	2025	2026	Notes
Develop Asset Management Plan for Town's Aging Infrastructure.						Budgeted with Grants
Follow Asset Management Plan to ensure balance of financial resources and scheduled projects to meet residential needs.						Need to budget
Conduct a Fleet Review which includes plan for replacement of all vehicles, including emergency vehicles.						No budget implications at this time
Replace and install water meters.						Budgeted and Grants
Watermain Project Range Road 12 Water Loop.						Budgeted
Demolish and remove decommissioned water reservoir.						Budgeted
Sidewalk assessment (annual replacement, patching, painting of sidewalks)						Budgeted
Address Waste Water Capacity given residential growth.						Budgeted for 2022
Replace fence around the 60-day pond.						Budgeted
Enhance stewardship pertaining to waste management which may become a challenge given the 4% per annum residential growth since 2018.						No budget implications at this time
Explore new Administration Building.						No budget implications at this time

STRATEGIC PRIORITY: PARKS, RECREATION AND BEAUTIFICATION						
Action	2022	2023	2024	2025	2026	Notes
Complete Parks & Recreation Needs Assessment Plan.						Budgeted
Continue to work on beautification as guided by the Parks and Recreation Plan:						
Campground						Need to budget
Dog Park fencing and improvement, dog pots						Need to budget
Signage in parks						Need funds
Christmas lights and other events						Budgeted
Park benches (donations and Town purchase)						Need funds
Recycling bins at parks and recreation facilities						Need funds
Enhance trails, sidewalks and any other pedestrian connections between plan area and key environmental features.						Need to budget
Conduct a pathway plan						Need to budget
Banta Park Tennis Courts – replacement						Need to budget
Complete Hall kitchen exhaust and facade replacement						Budgeted
External protective railing for arena						Budgeted
Diamond one move outfield fence						Budgeted
Ice Arena plant replacement						Budgeted
Splash Park repairs						Budgeted
Collaborate with the Chamber of Commerce to lead beautification of the Town business community. i.e. Railway Street and Industrial areas						No budget implications at this time
Downtown Revitalization completion						Budgeted and new??

STRATEGIC PRIORITY: SOCIAL DEVELOPMENT AND EMERGENCY SERVICES						
Action	2022	2023	2024	2025	2026	Notes
Consider the implications of the Province's Provincial Policing initiatives.						No budget implications at this time
Consider the implications of the EMS requirements on existing Volunteer Fire Fighting Services.						No budget implications at this time
Consider the implications of continued downloading of funding and responsibilities by the Provincial Government and develop plans for improved sustainability of the community.						No budget implications at this time
Complete Community and Social Needs Assessment.						Budgeted
Revisit the Citizen on Patrol Program						No budget implications at this time
Investigate year-round Food Bank Program and/or other food security initiatives.						No budget implications at this time
Investigate transportation for vulnerable residents.						Need to budget
Ensure access to appropriate mental health and wellness services for residents.						Need to budget
Enhance liaisons with social needs agencies, including Community Links (FCSS), 211, rural mental health, in order to ensure more accessibility for Crossfield residents.						No budget implications at this time
Partner with established agencies where possible to provide social services and programming for Crossfield residents (e.g. Airdrie Food Bank, Airdrie BGC, Airdrie Community Links, and Victim Services).						Need to budget
Identify implications of projected growth on Emergency Services, Recreation Services, Social Services, etc.						No budget implications at this time (annual exercise)

STRATEGIC PRIORITY: TOWN COMMUNICATIONS AND PUBLIC RELATIONS						
Action	2022	2023	2024	2025	2026	Notes
Encourage Council members to schedule and attend Municipal Affairs Development courses.						Budgeted
Council Retreat annually to re-visit plans and documents.						Budgeted for 2022
Continue to foster relationships with Federal and Provincial representatives to encourage those levels of government to reduce red-tape.						No budget implications at this time
Continue to foster relationships with surrounding communities.						No budget implications at this time
Enhance citizen service protocols and communication for Council and Administration.						No budget implications at this time
Develop a public engagement strategy that focuses on volunteerism, education, feedback for Town initiatives and celebration of successes.						No budget implications at this time
Develop a communications strategy to inform residents and businesses as needed providing consistency and clear messaging.						Budgeted for 2022



Town of Crossfield

Strategic Plan

2022-2026

Results Summary, Part B

The following Results Summary will be utilized to report on progress of the action plan items and identify outcomes. Annually, this summary will also be used to make adjustments as necessary, given changes in the external environment, new challenges and opportunities that may arise, and the community needs that may occur.



Results Summary

1.0 Strategic Priority: Sustainable Community Growth - To position Crossfield as a favorable business environment both provincially and regionally, while promoting environmental stewardship in responsible land use development and considering environmental protection, economic impact, social equity and community benefit.

Strategic Objective: To encourage the efficient planning of residential, commercial, industrial and institutional development that enhances the quality of life for Town residents.

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
1.1 Develop a visioning document that outlines Council's vision for residential development and to develop general design standards.	<ul style="list-style-type: none"> • Visioning document - budget to be determined. <u>2022 Q2</u> • Visioning document to be completed by Spring. <u>2022 Q2</u> • Develop design standards for council approval. <u>2023 Q1</u> 	Lead: Merel Support: Sue	2022 2023
1.2 Revisit the Municipal Development Plan, Land Use Bylaws, Wetlands Assessment, Ponds Designation, and un-serviced lands in order to identify what smart growth looks like.	<ul style="list-style-type: none"> • Administration to work with Planning services to determine costing and sequencing. <u>2022 Q2</u> • Budget proposal. <u>2022 Q3</u> • Sequencing to <u>begin 2023</u> once budget is approved. • Public engagement session x 2 minimum. <u>2023 Q2</u> 	Lead: Merel Support: Sue	2022 2023 2024 2025 2026

Strategic Objective: To protect, enhance and attract a balance of industrial, commercial and residential development to maintain the fiscal sustainability of the Town of Crossfield.

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
1.3 Vacant land (town vacant land/buildings) – servicing strategy; remediation strategy for contaminated land.	<ul style="list-style-type: none"> • Servicing strategy/remediation - this ties into municipal planning documents (MDP, LUB). <u>2023 Q1</u> • Budget proposal. <u>2022 Q3</u> 	Lead: Sue Support: Merel	2023 2024 2025 2026

<p>1.4 Engage and encourage property owners to develop vacant properties, including vacant buildings and remediation strategy for contaminated land - owner strategy.</p>	<ul style="list-style-type: none"> • Develop commercial incentives to attract development • Speak with like-size communities regarding strategies that work • Budget approval required. <u>2023 Q1</u> • Arrange to meet with landowners. <u>2023 Q1, Q2</u> • Public engagement. <u>2023 Q1</u> 	<p>Lead: Sue</p> <p>Support: Merel</p>	<p>2023 (Ongoing)</p>
<p>1.5 Work on brownfield areas in partnership with the Province of Alberta and land owners.</p>	<ul style="list-style-type: none"> • Identify brownfield locations, Information highlights on lots not identified in the AE mapping can be reported to AE – back up evidence required. Review records/files. <u>2023 Q1</u> • Connect property owners with AE relating to contamination management. <u>2024 Q2</u> • Look for remedies to bring these sites into an acceptable but restricted type of productive use. <u>2024 Q4</u> • AE working through options to determine if full or if partial remediation is required. <u>2024 Q4</u> • Would monitoring and observation be sufficient to allow some form of safe site re-use that we can still give assurances for the protection of human health and the environment? <u>2024 Q4</u> 	<p>Lead: Merel</p> <p>Support: Sue</p>	<p>2023</p> <p>2024</p> <p>2025</p> <p>2026</p>
<p>Strategic Objective: To ensure an adequate stock of attainable and affordable housing is within reach of all residents of the town.</p>			
<p>Action Item</p>	<p>Measurable Outcome</p>	<p>Leadership Results</p>	<p>Date Projection Completion</p>

<p>1.6 Encourage diversity of housing, including attainable and independent transition housing, among developers</p>	<ul style="list-style-type: none"> • Will see development approval (Vista Crossing, Iron Landing) for 49 R3 lots that allow for duplexes, semi-detached, townhouse and tri-plex dwellings <u>2022 Q1</u> • Continue discussions at each stage of development with developers, highlight gaps in attainable/transition housing, aging in place, senior housing, green spaces. <u>2023 Q1</u> • Completion of Social Needs Assessment in 2022 will provide insight into need for attainable, transition & seniors housing. Provide this report in information package for developers to show need on an on-going basis. <u>2022 Q3</u> 	<p>Lead: Merel</p> <p>Support: Russ</p>	<p>2022 (Ongoing)</p> <p>2023</p> <p>2024</p> <p>2025</p> <p>2026</p>
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Strategic Objective: To work with partners to ensure appropriate protection and management of natural environment.

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
<p>1.7 Continue to work with Nose Creek Watershed partnership.</p>	<ul style="list-style-type: none"> • Continue participation with Nose Creek Watershed Partnership by attending regular meetings on a monthly basis. <p><i>(The Town of Crossfield Municipal Development plan states that shall demonstrate environmental stewardship in collaboration with the Nose Creek Watershed Partnership, and Rocky View County, by monitoring and assisting in the protection of water quality and flows, which may affect the major creeks that flow north and south from Crossfield.)</i></p>	<p>Lead: Joe H.</p> <p>Support: Merel</p>	<p>2022 (Ongoing)</p> <p>2023</p> <p>2024</p> <p>2025</p> <p>2026</p>

Strategic Objective: To develop opportunities in Crossfield by leveraging strengths and building capacity through focused collaborative initiatives.

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
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1.8	Pursue regional and intermunicipal economic development opportunities	<ul style="list-style-type: none"> Strategize with neighboring communities to determine shared EC/Dev officers. 2022 Q1 	Lead: Sue Support: Merel	2022 (Ongoing) 2023 2024 2025 2026
1.9	Liaise with surrounding municipalities to understand opportunities to build capacity pertaining to the Indigenous communities.	<ul style="list-style-type: none"> During intermunicipal meetings which occur annually identify this as a topic of discussion. 2023 Q3 - Q4 	Lead: Sue Support: Merel	2023 2024 2025 2026

Strategic Objective: To diversify our economic base and go greener.

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
1.10 Explore emerging industries such as renewable energy, including Hydrogen Accelerator to reduce fossil fuels.	<ul style="list-style-type: none"> Developer discussions have been initiated. Servicing strategy of vacant unserviced land will assist in determining feasibility of new development Budget approval require. 2023 Q3 Liaise with industry professionals in exhibitions, conferences, and expos to put Crossfield on the map. 2024 Q2 	Lead: Merel Support: Sue	2022 (Ongoing) 2023 2024 2025 2026
1.11 Review existing Economic Development Strategy with a view to developing:		Lead: Sue Support: EDO Contractor	2022
1.11.1 Economic Opportunity Identification for Crossfield	<ul style="list-style-type: none"> Pursue opportunities to “densify” “intensify” existing industrial footprint - an inventory of commercial and industrial land that is not in use, or underutilized along with ownership contact information and 	Lead: EDO Contractor Support: Sue	2022 2023

	meetings to uncover land owner intentions, work with local commercial industrial realtors and brokers to develop a database <u>2022 Q4</u>		
1.11.2 Investment Attraction Strategy	<ul style="list-style-type: none"> • Source out new opportunities (e.g. Brewery). <u>2023 Q1</u> • Develop potential incentives. <u>2023 Q1</u> 	Lead: Sue Support: EDO Contractor	2023
1.11.3 Economic Development Marketing Plan to raise the profile of opportunities within Crossfield.	<ul style="list-style-type: none"> • Nurture and sustain partnerships with Crossfield economic development stakeholders like the Chamber, Farmers Market as a source of entrepreneurship leads and a newly struck Economic Development Committee to develop a strong base of entrepreneurship especially targeting youth and female entrepreneurs. <u>2023 Q2</u> • Partner with high school, Airdrie Smart Start, Community Futures Centre West. <u>2023 Q2</u> 	Lead: EDO Contractor Support: Sue	2023 2024
1.12 Develop attraction and retention strategies for doctors.	<ul style="list-style-type: none"> • Information session on strategies for attracting and retaining health professionals in rural communities have been attended. Work on building an attraction and retention strategy/policy to be adopted by Council. <u>2022 Q4</u> 	Lead: Nicole Support: Russ	2022 2023

1.13 To investigate opportunities related to the Film Industry.	<ul style="list-style-type: none"> • Produce a filming policy. • Meet with Calgary Economic Development and the Filming Commission to discuss upcoming opportunities. 2022 Q2 • Try to secure at least 1 if not 2 productions per calendar year. 	Lead: Sue Support: Merel	2022 (Filming policy completed) 2023 2024 2025 2026
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2.0 Strategic Priority: Town Infrastructure – To ensure the Town of Crossfield has quality infrastructure to support and sustain its growth.

Strategic Objective: To support the Town’s growth through the effective planning and implementation of Town Infrastructure

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
2.1 Develop Asset Management Plan for Town’s Aging Infrastructure.	<ul style="list-style-type: none"> • Contract and work with MPE to blend existing and new asset management data into a user-friendly platform. This will result in creation of an Asset Management Policy. 2022 Q3 - Q4 • Update this plan annually and cross-reference to budget. 	Lead: Russ – Grant portion of this project. Merel: implementation - annual updates. Support: Russ	2022 2023
2.2 Follow Asset Management Plan to ensure balance of financial resources and scheduled projects to meet residential needs.	<ul style="list-style-type: none"> • Council to determine priorities based on recommendations from administration. 2022 Q3 • The Asset Management Policy will identify procedures and responsibilities to ensure the Asset Management Plan is followed. 2022 Q3 • Training on use of the Asset Management/GIS program will also be provided by MPE to all staff who 	Lead: Russ Support: Merel/Lori	2022 2023 2024 2025 2026

	require it as part of the FCM Asset Management Project. <u>2022 Q2</u>		
2.3 Conduct a Fleet Review which includes plan for replacement of all vehicles, including emergency vehicles.	<ul style="list-style-type: none"> Prepare a draft plan in collaboration with Operations and Parks, Fire and CPO to ensure efficiencies and budget control. <u>2022 Q3</u> 	Lead: Sue Support: Lori	2022
2.4 Replace and Install Water Meters	<ul style="list-style-type: none"> Meters for new development will continue. <u>2022 Q2</u> Contract has been awarded to Town and Country Plumbing for the Sensus meter replacement program, which will commence <u>2022 Q4 - 2023 Q2</u> 	Lead: Diane/Joe Support: Lori	2022 2023
2.5 Watermain Project Range Road 12 Water Loop	<ul style="list-style-type: none"> Partner with MPE to ensure that the approved project is completed. Work with developers on a contribution schedule that will offer off-site levy support. <u>2022 Q3</u> Budget considerations for next 3-4 years to be considered for cost recoveries to the developer. 	Lead: Merel Support: Sue	2022 2023 2024 2025
2.6 Demolish and remove decommissioned water reservoir	<ul style="list-style-type: none"> Budgetary consideration in place. <u>2022 Q1</u> Gather three quotes, source out the project for completion. <u>2022 Q3.</u> 	Lead: Merel Support: Joe/Lindsey	2022 (Completed – Budget)
2.7 Sidewalk assessment annual replacement, patching, painting of sidewalks)	<ul style="list-style-type: none"> Sidewalk condition assessment agreement in place. <u>2022 Q2</u> Assessment to identify scheduling of improvements each year– part of assesst management moving forward. 	Lead: Murray Support: Merel	2022 2023 2024 2025 2026

2.8 Address Waste Water Capacity given residential growth	<ul style="list-style-type: none"> • Work with contracted engineering to ensure aeration solution is in place. <u>2022 Q1</u> • Pivot and disinfection system will be online. <u>2022 Q2</u> • Aeration system to be installed and functional by <u>2022 Q3</u> 	Lead: Joe Support: Merel	2022 (Completed) 2022 2022
2.9 Replace fence around the 60-day pond	<ul style="list-style-type: none"> • Quoting for repairs received and approved. Replacement not required; repairs were completed. 	Lead: Murray/Joe Support: Merel	2022 (Completed)
2.10 Enhance stewardship pertaining to waste water management which may become a challenge given the 4% per annum residential growth.	<ul style="list-style-type: none"> • Over the next 4 years look to establish a long-term solution for waste water. <u>2025 Q2</u> 	Lead: Merel Support: Sue	2025 2026
2.11 Explore new Administration Building.	<ul style="list-style-type: none"> • Review town owned land/building inventory. • Discuss opportunities with Council prior to exploring further. • Budgetary considerations required. • Sell the CIBC Bank building. <u>2022 Q3</u> 	Lead: Sue Support: All senior staff	2022 2023 2024

3.0 Strategic Priority: Parks, Recreation and Beautification - To ensure that the Town of Crossfield contributes to the environmental health of the community through the provision, preservation and improvement of parks, open spaces and recreation opportunities as well as the beautification of public spaces.

Objective: To enhance the Town’s appearance in order to increase the quality of life for residents

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
3.1 Complete Parks & Recreation Needs Assessment Plan.	<ul style="list-style-type: none"> Engage with a consultant to complete a Parks & Recreation Needs Assessment. This will ensure information is available in time to make 2023 budgeting decisions. <p><u>2022 Q3</u></p>	Lead: Russ Support: Sue	2022 (In progress)
3.2 Continue to work on beautification as guided by the Parks and Recreation Plan	<ul style="list-style-type: none"> Use the Parks & Recreation Needs Assessment to guide budgeting decisions regarding improvements to existing park and recreation facilities. Planning for future investment in new facilities or amenities. Address needs to beautify and expand the services at the cemetery. <p><u>2022 Q2 & Q3</u> <u>2022 Q4 - 2023 Q1</u></p>	Lead: Russ/Eris/Nicole/Recreation Board Support: Sue	2022 2023 2024 2025 2026
3.2.1 Campground	<ul style="list-style-type: none"> Research available sites and use information collected through the Parks & Recreation Needs Assessment to develop a report for Council. Pending Council’s approval, a plan to construct a campground will be developed in 2023, for potential construction completion. <p><u>2023 Q1</u> <u>2024 Q2</u></p>	Lead: Russ Support: Kimber/Sue	2023 2024 2025 2026

<p>3.2.2 Dog park fencing and improvement, dog pots</p>	<ul style="list-style-type: none"> • Submit a budget proposal for 2023 to install chain-link fencing around the off-leash dog park on Western Drive. <u>2022 Q3</u> • Develop a plan in 2023 for additional improvements to the Western Drive off leash dog park, including paving/re-doing the parking lot, addition of trees, addition of dog pots. <u>2023 Q3</u> • Decommission the current dog park on Limit Ave and sell or repurpose the land. <u>2022 Q3</u> • On an ongoing basis and as pathways are developed throughout town, ensure consideration is given to installing dog pots along them. <u>2022 Q3</u> 	<p>Lead: Russ</p> <p>Support: Kimber/Sue</p>	<p>2022-2026</p>
<p>3.2.3 Signage in parks</p>	<ul style="list-style-type: none"> • Research design options for replacing park signage and develop a report for Council’s consideration and approval. <u>2022 Q3</u> • Install new signage <u>2023 Q2-Q3</u> 	<p>Lead: Russ</p> <p>Support: Kimber/Lori</p>	<p>2022 2023</p>
<p>3.2.4 Christmas lights and other events</p>	<ul style="list-style-type: none"> • Budget has been allocated in 2022 to start purchasing Christmas lights for Railway St. These will be placed on light posts & trees along Railway St. • Develop a plan to start adding Christmas lights & decorations on an ongoing basis. <u>2022 Q3</u> • Research the feasibility of creating a “Festival of Lights” in Banta Park. 	<p>Lead: Eris</p> <p>Support: Russ</p>	<p>2022 (Completed)</p> <p>2022</p> <p>2022</p>

	<p><u>2022 Q3</u></p> <ul style="list-style-type: none"> • Work with the Chamber of Commerce to include businesses in Christmas light displays. <u>2022 Q3</u> 		2022
3.2.5 Park benches (donations and Town purchase)	<ul style="list-style-type: none"> • Identify areas that could benefit from the addition of park benches and bike racks. <u>2022 Q2</u> • Utilizing removed benches and bike racks from Railway Street for relocation to parks. <u>2022 Q2 & Q3</u> • Helping Hands 4H Multi Club are building 2 bench/bike racks with a goal of completing & installing them. Administration will work with the 4H group to identify suitable locations. <u>2022 Q2</u> 	<p>Lead: Russ</p> <p>Support: Merel</p>	<p>2022</p> <p>2022 (In progress)</p> <p>2022 (In progress)</p>
3.2.6 Recycling bins at parks and recreation facilities	<ul style="list-style-type: none"> • Identify priority areas for additional recycling and waste bins throughout town. <u>2022 Q2</u> • Submit budget proposal. <u>2022 Q3</u> 	<p>Lead: Russ</p> <p>Support: Kimber</p>	2022 (In progress)
3.2.7 Enhance trails, sidewalks and any other pedestrian connections.	<ul style="list-style-type: none"> • Develop a repair and maintenance plan for existing pathways to be included in 10-year capital planning. <u>2022 Q2</u> 	<p>Lead: Russ</p> <p>Support: Kimber/Murray</p>	2022
3.2.8 Conduct a pathway plan	<ul style="list-style-type: none"> • Work with MPE engineering to develop a pathway plan that addresses new paythway systems. <u>2022 Q3</u> • Consider feedback from recreation needs assessment. <u>2022 Q3</u> • Determine best practices for maintenance, lighting, etc. <u>2022 Q3</u> 	<p>Lead: Merel</p> <p>Support: Russ</p>	2022

	<ul style="list-style-type: none"> • Incorporate condition of subdivision approval for developers to provide pathway lighting moving forward. <u>2022 Q4</u> • Work with developers on an ongoing basis to ensure pathways are included in plans and that pathways connect to existing trail systems. <u>2022 Q3</u> 		
3.2.9 Banta Park Tennis Courts – replacement	<ul style="list-style-type: none"> • Research costs to replace the surfacing of the tennis courts and basketball courts in Banta Park, as well as the cost for painting pickleball lines and installing pickleball nets in the outdoor rink in Amery Park. <u>2022 Q3</u> 	Lead: Russ Support: Kimber	2022
3.2.10 Complete Hall kitchen exhaust & façade replacement	<ul style="list-style-type: none"> • Request quotes to upgrade the hall kitchen exhaust fan (install a hinge kit and grease containment) following install of the roof access/maintenance platform. <u>2022 Q2</u> • Request quotes to replace the exterior façade of the community hall. <u>2022 Q2</u> • Engage with a contractor to replace the exterior façade of the community hall. <u>2022 Q3</u> 	Lead: Kimber Support: Russ	2022
3.2.11 External protective railing for Arena	<ul style="list-style-type: none"> • A contractor has been selected and plans are being made to coordinate construction and install the railing. <u>2022 Q2</u> 	Lead: Brian Support: Russ	2022 (In progress)
3.2.12 Diamond one move outfield fence	<ul style="list-style-type: none"> • A contractor has been selected and will start on relocation of the fence. <u>2022 Q2</u> 	Lead: Kimber Support: Russ	2022

<p>3.2.13 Complete Arena ice plant replacement</p>	<ul style="list-style-type: none"> • Work with one of the Arena user groups to access grant funding to assist with this project. <u>2022 Q2</u> • Submit a grant application to the Community Facility Enhancement Program (large funding stream). <u>2022 Q2</u> • Notification from CFEP. <u>2022 Q4</u> • Pending results of the grant application, post a Request for Proposals. <u>2022 Q4</u> • Replacement project to commence <u>2023 Q2</u> with completion by <u>2023 Q3</u> 	<p>Lead: Brian</p> <p>Support: Russ</p>	<p>2022 2023</p>
<p>3.2.14 Splash Park repairs</p>	<ul style="list-style-type: none"> • Replacement feature pump has been ordered and received. • Receive quotes and select contractor for replacement of the Programmable Logic Controller (PLC). <u>2022 Q2</u> 	<p>Lead: Kimber</p> <p>Support: Russ</p>	<p>2022 (Completed)</p> <p>2022 (In progress)</p>
<p>3.3 Collaborate with the Chamber of Commerce to lead beautification of the Town business community. i.e., Railway Street and Industrial areas</p>	<ul style="list-style-type: none"> • CAO to meet with and discuss these initiatives regularly 	<p>Lead: Sue</p> <p>Support: EDO Contractor</p>	<p>2022 2023 2024 2025 2026</p>
<p>3.4 Downtown Revitalization completions</p>	<ul style="list-style-type: none"> • Work with contractor (Professional Excavators) to ensure completion of contract requirements. <u>2022 Q4</u> • Work with Operations/Parks departments to address the council noted and approved deficiency items. <u>2022 Q3</u> 	<p>Lead: Merel/Lori</p> <p>Support: Sue</p>	<p>2022</p>

4.0 Strategic Priority: Social Development and Emergency Services – To mitigate crime, ensure appropriate emergency services and work towards reduced disparity between citizens, resulting in less overall issues that impact residents and businesses.

Strategic Objective: To create a vibrant, safe, healthy and supportive community that embraces and encourages social and cultural diversity for people of all abilities.

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
4.1 Consider the implications of the Province’s Provincial Policing initiatives.	<ul style="list-style-type: none"> Discuss the expiring Enhanced Policing Agreement (expires June 30, 2022) with the RCMP to determine options for moving forward with enhanced policing, given the uncertainties with provincial policing. 2022 Q4 	Lead: Sue Support: Russ	2022 (In progress)
4.2 Consider the implications of the EMS requirements on existing Volunteer Fire Fighting Services.	<ul style="list-style-type: none"> EMS attended the March 1, 2022 Council meeting. Concerns from the Town of Crossfield were relayed to EMS regarding lengthy wait times and increased requirements and burden being placed on volunteer firefighters attending medical calls. 2022 Q1 Crossfield Volunteer Fire Department to continue participating in the Medical First Responder (MFR) program to ensure medical assistance is provided to residents in need and while waiting for EMS to arrive. 2022 Q1 Continue putting pressure on AHS to place an ambulance in the Town of Crossfield. 	Lead: Russ Support: Ben	2022 (Completed) (Ongoing) 2022 (In progress)

	<p>level of need for food security programs and will help Administration develop additional initiatives to address this issue.</p> <p><u>2022 Q3</u></p>		
4.4.3 Investigate transportation for vulnerable residents.	<ul style="list-style-type: none"> • Town of Crossfield currently funds the Rocky View Handibus Society who provides subsidized transportation for vulnerable residents. Administration will promote the society to the community. <u>2022 Q2</u> • The Social Needs Assessment will help Administration plan for transportation for vulnerable residents. <u>2022 Q3</u> 	<p>Lead: Nicole</p> <p>Support: Russ</p>	2022 (In progress)
4.4.4 Ensure access to appropriate mental health and wellness services for residents.	<ul style="list-style-type: none"> • Community Links attends the library once/month for intake services. <u>2022 ongoing</u> • The Crossfield Wellness Network has been formed to address community physical and mental well-being. This group is made up of local volunteers, service groups and town staff and they meet on a monthly basis. <u>2022 ongoing</u> • The Crossfield Wellness Network has developed a community mental health resource card that was mailed out to all local mailboxes, promoted on social media and placed at various locations around town. <u>2022 Q1</u> 	<p>Lead: Nicole</p> <p>Support: Russ</p>	<p>2022</p> <p>2023</p> <p>2024</p> <p>2025</p> <p>2026</p> <p>2022 (Completed)</p>

	<ul style="list-style-type: none"> The results of the social needs assessment will assist the Town with implementing initiatives to address mental health and wellness services moving forward. 2022 Q3 		
4.4.5 Enhance liaisons with social needs agencies, including Community Links (FCSS), 211, rural mental health, in order to ensure more accessibility for Crossfield residents.	<ul style="list-style-type: none"> Host regular Interagency Meetings with the various agencies who provide services to Crossfield with the objective of sharing information between agencies and with the community. 2022 Q1 Meetings will be scheduled on a regular, quarterly basis. 	Lead: Nicole Support: Russ	2022
4.5 Partner with established agencies where possible to provide social services and programming for Crossfield residents (e.g., Airdrie Food Bank, Airdrie BGC, Airdrie Community Links, and Victim Services)	<ul style="list-style-type: none"> Crossfield FCSS funds many of these agencies and works with them to ensure programming and sharing of information is available to Crossfield residents. 2022 Q1 	Lead: Nicole Support: Russ	2022 (Ongoing)
Strategic Objective: To ensure that an appropriate level of public emergency services and other services are provided to meet with demands of growth.			
Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
4.6 Identify the implications of projected growth on Emergency Services, Social Services, Recreation Services, etc.	<ul style="list-style-type: none"> The Social Needs Assessment is scheduled to be complete by 2022 Q2 and the Parks & Recreation Needs Assessment will be complete by 2022 Q3. These 2 assessments will be important in determining the direction of future social and recreation services. 	Lead: Russ Support: Eris/Nicole/Ben/Trevor	2022 2023 2024 2025 2026

	<ul style="list-style-type: none">• Future growth pressures on emergency services could impact the financial resources required to meet the future community needs. Special attention will need to be provided to this department to ensure the overall safety of our community. <u>2022 Q3</u>	Lead: Ben Support: Russ	
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5.0 Strategic Priority: Town Public Relations and Communications – To market Crossfield externally and improve service to the residents and businesses in the Community.

Strategic Objective: To ensure proper leadership at the Council and Administration levels for the benefit of the Town and its residents.

Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
5.1 Encourage Council members to schedule and attend Municipal Affairs Development courses.	<ul style="list-style-type: none"> • Provide all council material to council members as it becomes available. • On an annual basis, council to advise administration of the courses they have completed for their files. • Mandatory/Legislated course work includes: Municipal Elected Officials Course through Alberta Emergency Management Agency and Council Orientation. 2022 Q1 	Lead: Sue Support: Lindsey	2022 2023 2024 2025 2022 (Council Orientation Completed) Municipal Elected Officials Course through Alberta Emergency Management Agency (OVER DUE)
5.2 Council Retreat annually to re-visit plans and documents.	<ul style="list-style-type: none"> • Prepare for a general 1-day retreat in early January between council, , and senior staff to discuss items of importance. 2023 Q1 	Lead: Sue Support: Lindsey	2023 2024 2025 2026
5.3 Continue to foster relationships with Federal and Provincial representatives to encourage those levels of government to reduce red-tape.	<ul style="list-style-type: none"> • Continue to have meetings between Council and Federal and Provincial Ministers annually. 2022 Q1 	Lead: Sue Support: Lindsey	2022 2023 2024 2025 2026
5.4 Continue to foster relationships with surrounding communities.	<ul style="list-style-type: none"> • Continue to have intermunicipal council meetings with surrounding communities on topics that affect all e.g. Ambulance, policing, economic 	Lead: Sue Support: Lindsey	2022 2023 2024 2025

	development, waste water, recreation, etc. <u>2022 Q1</u>		2026
Strategic Objective: To improve residents' perception of the Town and its leadership.			
Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
5.5 Enhance citizen service protocols and communication	<ul style="list-style-type: none"> Revised monthly eNews letter will be forwarded to all town citizens and businesses using all digital and social platforms. <u>2022 Q1</u> Paper copies of monthly eNews to be delivered to senior facilities. <u>2022 Q1</u> Continue to keep Town social media sites updated on an as needed basis. <u>2022 Q1</u> Ensure public engagement and participation are available for all topics where council is seeking citizen directions. <u>2022 Q1</u> 	Lead: Sue Support: Lindsey	2022 (on going)
Strategic Objective: To enhance public engagement in the Town.			
Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
5.6 Develop a public engagement strategy that focuses on volunteerism, education, feedback for Town initiatives and celebration of successes.	<ul style="list-style-type: none"> Have engagement and participation on key community topics. Hold a number of open houses through out the year. Survey monkey to be used. Review and update current Public Participation Policy as required. Implementation of an online survey to gather feedback on town 	Lead: Sue Support: Lindsey	2022 (In progress/on going) 2023 2024 2025 2026

	programs/initiatives and look at ways on how to improve going forward.		
Strategic Objective: To ensure residents and business owners are adequately informed.			
Action Item	Measurable Outcome	Leadership Results	Date Projection Completion
5.7 Develop a communications strategy to inform residents and businesses as needed providing consistency and clear messaging.	<ul style="list-style-type: none"> Review and update current Communication policies as required. Continue to follow the approved Town branding guide. 	Lead: Sue Support: Lindsey	2022 (In progress/on going) 2023 2024 2025 2026

Appendix A

Strategic Assessment January 7/8, 2022

Strengths:

- New Council – fresh perspective
- New CAO
- Experienced staff
- Experienced staff and new CAO are working together
- New structure/organization
- New strategic plan being developed
- Water access
- Fast acting Administration on Town issues (big or small)
- Internal relations – Council and Administration trust each other; there is improved communications and actions
- Small town (safe, rural, quiet, nimble and agile)
- Small enough town to set the tone, path, direction
- Housing and Taxes are low comparatively
- Active sub-division/builders. Relationships built with landowners and developers are positive.
- Location – proximity to Highway 2, Airdrie, Calgary
- Ability for smart infrastructure growth (right the first time)
- Continue to work beautification of green spaces/parks – outcome of needs assessment (communities in bloom opportunities)
- Favourable business environment (no business tax and red tape reduction)
- Land use development – policies and plans are in place. Good working relationship in region with consultants

Weaknesses:

- All new council members may mean lack of experience
- External funding/money is being reduced.
- Part projects such as Main Street may not have been optimal
- There is a learning curve for new organization structure ... Administration is in transition
- Limited staff/resources
- Reduction of volunteers/people willing to join Council
- Area Structure Plan/long-term planning hasn't been in place
- Need to make Crossfield more appealing to perspective new residents
- Dog Park needs improvement
- Sewage lagoon odor
- Need to market Crossfield
- Need to communicate with residents
- Need goal setting

- Need to follow through on actions
- Need consistency in reporting from Administration to Council
- New developments have created a culture that is unlike small town
- Lack of following plans and policies
- More recreations is needed
- Old thoughts need to be translated to lessons learned
- Waste water
- Starting projects and not following through
- Main Street needs improvement (snow removal, lighting, design, plants)
- Ensuring affordable and accessible community services

Opportunities:

- Grow the community through increasing recreation facility and needs and acceleration our business community (Recreation Needs Assessment)
- Rail access, lower costs to operate, location and proximity to Highway 2
- Diversity on Council, opportunity to move forward with new Council
- Provincial and Federal downloading may force municipality to find new ways of finding funds; may be an opportunity to rely on different tax base to become self-sufficient)
- Build an engaged community
- Recreation
- Grants for recreation
- Enlightenment – opportunity to use lessons learned and couple with new, fresh perspective.
- Small town
- Keep small town feel with well planned growth
- Draw emerging industries (hydrogen energy, technology, etc.)
- Enhancing public facilities and amenities to increase/improve quality of life for all
- Explore environmental stewardship/sustainability – expansion of programs (recycling in public areas)
- Campground with available land
- Land use development – revisit plans to include current Council’s vision (visioning session)

Challenges:

- Funding
- Province and the downloading
- Not following through on actions/completing requests/projects
- Getting residents involved
- Empty buildings
- Advertise what is Crossfield
- Dog Park
- Adequate stock of attainable/affordable (+50 living) housing (lot sizes, home sizes, developer driven)
- Attracting new commercial/industrial development (servicing 2A)
- Sterilized land (Developer point of view)
- Increasing/rising costs

- COVID/Emergency planning
- Accountability
- Following old ways
- Partnership with neighbours
- Alberta Health Services
- Make Crossfield attractive to perspective new residents
- Maintaining and enhancing town infrastructure
- Identifying gaps in social services and addressing them (i.e. food security, community safety and leisure services)
- Growth challenges in Emergency Services

Action Items:

Based on the strategic assessment, the following action items were identified as being important:

- Foster residential growth to support commercial development (in order to increase tax base, which helps ensure affordable community services)
- Visioning document that outlines Council's vision for residential development
- General design standards
- Beautification throughout Town in all areas – not just downtown
- Empty spaces/empty buildings
- Vacant land (servicing strategy; contaminated land/remediation strategy; owner strategy)
- Affordability (for renters and purchasers)
- Film is an opportunity (economic diversification)
- Citizen service protocols/communication
- Main Street
- Volunteerism strategy
- Dog park
- Parks and recreation needs assessment
- Community and social needs assessment
- Waste water project
- Economic development strategy
- Marketing plan
- Campground
- Communication/reporting to Council
- Appropriate communication to residents
- Public engagement strategy (education, change perception, celebration of successes)
- Municipal Affairs Council Member development
- Plan for Professional Development for Administration
- What does smart growth look like - revisit MDP, Land Use Bylaws, etc. and implications on recreation, emergency services, etc.
- Council retreat annually to re-visit plans
- Environmental stewardship

- Explore emerging industries as part of economic diversification (e.g. hydrogen energy)
- Ongoing public facility/amenity enhancement
- Explore administration building
- Continue to foster relationships with Federal/Provincial representatives
- Continue to foster relationships with surrounding communities
- Development servicing plan
- Attraction and retention strategies for Doctors
- Asset management plan to address aging infrastructure