



Town of Crossfield

Results Summary
April 2023 Update



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
<p>1.1 Develop a visioning document that outlines Council’s vision for residential development and to develop general design standards.</p>	<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> 	<p>Lead: Merel Support: Sue</p>	<ul style="list-style-type: none"> • Two visioning sessions have taken place. • Visioning guidelines to be finalized. Both the vision and design guidelines would be key pieces of the MDP & LUB updates anticipated in 2023 • Further number of visioning sessions to be determined through the budgeting process 	<p>Q3 & Q4</p>
<p>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.</p>	<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> 	<p>Lead: Merel Support: Sue</p>	<ul style="list-style-type: none"> • Budgeting has been determined for LUB/MDP revisit; costing provided in the capital budget for consideration. • Revisit of budget required following 2022 audit – determine how project and costing can begin for 2023 	<p>2022 2023 2024 2025 2026</p>

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
<p>1.3 Vacant land (town vacant land/buildings) – servicing strategy; remediation strategy for contaminated land.</p>	<ul style="list-style-type: none"> • Servicing strategy/remediation - these ties into municipal planning documents (MDP, LUB). 2023 Q1 • Budget proposal. 2023 Q3 	<p>Lead: Sue Support: Merel</p>	<ul style="list-style-type: none"> • Budgeting has been determined for LUB/MDP revisit; costing provided in the capital budget for consideration • Revisit of budget required following 2022 audit. • Through the LUB/MDP review process a community brownfield action plan can be developed to align with the identified updates through the visioning process 	<p>2023 2024 2025 2026</p>
<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. 2023 Q1 • Arrange to meet with landowners. 2023 Q1, Q2 • Public engagement. 2023 Q1 	<p>Lead: Sue Support: Merel</p>	<ul style="list-style-type: none"> • Through development in 2022 we have seen many vacant commercial spaces filled • The Development Department has seen an increase in commercial/Industrial discussions and development including a Kennel, Trucking establishment, office buildings, etc. There 	<p>2023 (On going)</p>

			<p>are currently 6 Commercial/ 7 Industrial vacant properties (as per Crossfield Remax office) opposed to 4 Commercial/8 Industrial vacant properties from Nov. 2022 .</p> <ul style="list-style-type: none"> • Admin has requested information from communities through the Alberta Development Officer platform for remediation strategies for review. We have yet to here from another municipality 	
<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. 2023 Q1 • Connect property owners with AE relating to contamination management. 2024 Q2 • Look for remedies to bring these sites into an acceptable but restricted type of productive use. 2024 Q4 	<p>Lead: Merel Support: Sue</p>	<ul style="list-style-type: none"> • Through review the town does not have supporting documents of suspected brownfield areas within town. • Through development and guidance from AEP, and Environmental Site Assessments it will determine next steps. • New development within the community 	<p>2023 2024 2025 2026</p>

	<ul style="list-style-type: none"> • 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>will trigger admin to review the Environmental Site Assessment Repository (ESAR) website to see if there are recorded files. If there are Admin follows up with AE to determine next steps for remediation – this information is shared with the respective parties.</p>	
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Strategic Objective: To ensure an adequate stock of attainable and affordable housing is within reach of all residents of the town.

Action Item	Measurable Outcome	Leadership	Results	Date Projection Completion
<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 	<p>Lead: Merel Support: Russ</p>	<ul style="list-style-type: none"> • Administration continues to converse with Developers on the need for diversity of housing. • Identifying lack of senior housing and housing insecurity • As new development is proposed within the community Administration continues to broach 	<p>2022 (On going) 2023 (On going) 2024 2025 2026</p>

	developers to show need on an on-going basis. 2022 Q3		the subject of much needed senior housing	
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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
1.7 Continue to work with Nose Creek Watershed Partnership.	<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>	Lead: Joe H. Support: Merel	<ul style="list-style-type: none"> Ongoing, regular meetings to discuss and request support for the measures being taken to establish an interim runoff volume control target approach until such time as the Nose Creek Model Project is complete. Staff continue to participate in meetings when available. Topics of discussion include monitoring water quality, seasonal impacts of storm water and extent of fish impacts through conservation authorities. Interim runoff volume control target approach discussion continues. 	2022 (On going) 2023 2024 2025 2026

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. <u>2022 Q1</u> 	Lead: Sue Support: Merel	<ul style="list-style-type: none"> • Discussion with Carstairs have occurred and this position is not viable at this time 	2022 (On going) 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. <u>2023 Q3 - Q4</u> 	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. <u>2023 Q3</u> • Liase with industry professionals in exhibitions, conferences, and expos to put Crossfield on the map. <u>2024 Q2</u> 	Lead: Merel Support: Sue	<ul style="list-style-type: none"> • Discussions have taken place with TC Energy on their proposal to bring a Hydrogen plant to the Crossfield area. • Discussions of vacant/unserviced land is a topic to be visited when reviewing the MDP (anticipate 2023) • Anticipate continued discussions with TC Energy through Q2 to Q4. 	2022 2023 (On going) 2024 2025 2026
1.11	Review existing Economic		Lead: Sue	<ul style="list-style-type: none"> • Explore all grant opportunities for ED 	2023

Development Strategy with a view to developing:		Support: EDO Contractor Nicole V.	position with a focus on the 2A corridor	
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 meetings to uncover land owner intentions, work with local commercial industrial realtors and brokers to develop a database 2022 Q4 Source out new opportunities (e.g. Brewery). 2023 Q1 	Lead: EDO Contractor Support: Sue	Businesses opened in 2022 <ul style="list-style-type: none"> Fitness Gym Goldilocks Closet (clothing store) Beauty Salon Pet Store Kennel (in progress) Business opened in 2023 (as of March 20) <ul style="list-style-type: none"> Compressco Canada Inc. Good Vibe Cannabis Inc. Overland Canada Closing the Gap Dignity Breath of Fury 	2022 Completed 2023 (On going)
1.11.2 Investment Attraction Strategy	<ul style="list-style-type: none"> Develop potential incentives. 2023 Q1 	Lead: Sue Support: EDO Contractor	<ul style="list-style-type: none"> Investigate a new Incentive bylaw 	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 	Lead: EDO Contractor Support: Sue	<ul style="list-style-type: none"> Evolving partnership and discussion occurring. Chamber presented a report to Council in February 2023. 	2023 2024 Completed – report submitted.

	<p>targeting youth and female entrepreneurs. <u>2023 Q2</u></p> <ul style="list-style-type: none"> • Partner with high school, Airdrie Smart Start, Community Futures Centre West. <u>2023 Q2</u> 			
<p>1.12 Develop attraction and retention strategies for doctors.</p>	<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> 	<p>Lead: Nicole</p> <p>Support: Russ</p>	<ul style="list-style-type: none"> • Provincial Government strategies are underway. • 3-page document with background information and recommendations is attached. • The Alberta Government announced a temporary removal of the urban policy cap until March 2023. As of right now, Administration has not heard whether this will stay or go back to normal at the end of March. Plan to follow up with Dr. Marc in early April about this. Once we hear more about the urban policy cap, we can determine our next steps. 	<p>2022 (On going) 2023 (On going)</p>

<p>1.13 To investigate opportunities related to the Film Industry.</p>	<ul style="list-style-type: none"> • Produce a filming policy. • Meet with Calgary Economic Development and the Filming Commission to discuss upcoming opportunities. <u>2022 Q2</u> • Try to secure at least 1 if not 2 productions per calendar year. 	<p>Lead: Sue Support: Merel</p>	<ul style="list-style-type: none"> • Filming Policy adopted December 2021 • Meeting with Calgary Economic Development to be established. • My Life with the Walter Boys Session 1 completed • The town has reached out to scouting team to determine if/when filming will continue in Crossfield. 	<p>2022 (Filming policy completed) 2023 (On going) 2024 2025 2026</p>
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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
<p>2.1 Develop Asset Management Plan for Town’s Aging Infrastructure.</p>	<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. <u>2022 Q3 - Q4</u> • Update this plan annually and cross-reference to budget. 	<p>Lead: Russ – Grant portion of this project.</p> <p>Merel: implementation - annual updates.</p> <p>Support: Russ</p>	<ul style="list-style-type: none"> • Asset Mgmt Policy completed and adopted by Council July 5, 2022. • Asset Mgmt System implemented (ARCGIS Online) • Grant funds have been received from FCM (\$50,000) 	<p>2022 Completed</p>
<p>2.2 Follow Asset Management Plan to ensure balance of financial resources</p>	<ul style="list-style-type: none"> • Council to determine priorities based on recommendations from administration. <u>2022 Q3</u> 	<p>Lead: Russ Support: Merel</p>	<ul style="list-style-type: none"> • Asset Mgmt Policy developed & adopted - identifies 	<p>2022 Completed</p>

<p>and scheduled projects to meet residential needs.</p>	<ul style="list-style-type: none"> The Asset Management Policy will identify procedures and responsibilities to ensure the Asset Management Plan is followed. <u>2022 Q3</u> Training on use of the Asset Management/GIS program will also be provided by MPE to all staff who require it as part of the FCM Asset Management Project. <u>2022 Q2</u> 		<p>procedures and responsibilities.</p> <ul style="list-style-type: none"> Staff have been trained on use of the ARCGIS program 	<p>2022-2023 Completed</p>
<p>2.3 Conduct a Fleet Review which includes plan for replacement of all vehicles, including emergency vehicles.</p>	<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> 	<p>Lead: Sue</p>	<ul style="list-style-type: none"> Finalized in 2022 Completed and presented to Council for deliberations during annual budget discussions Revisit Fire Services fleet based on department review 	<p>2022 Completed</p> <p>2023</p>
<p>2.4 Replace and Install Water Meters</p>	<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> 	<p>Lead: Diane/Joe</p>	<ul style="list-style-type: none"> In progress – Meters all received, now working with the contractor and residents to get meters changed out. Completion in early 2023 	<p>2023 (In progress)</p>
<p>2.5 Watermain Project Range Road 12 Water Loop</p>	<ul style="list-style-type: none"> Partner with MPE to ensure that the approved project is completed. 	<p>Lead: Merel Support: Sue</p>	<ul style="list-style-type: none"> Granting received in 2022. Through review of finances 	<p>2023-2024 ON HOLD - pending replenishment of Off-site levy funding</p>

	<ul style="list-style-type: none"> • 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. 		<p>this project is not viable at this time.</p> <ul style="list-style-type: none"> • Granting must be expended on an accepted project before Dec 31 of the fifth subsequent year - grant expiry is 2027. 	
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	<ul style="list-style-type: none"> • Old building has been demolished & backfilled as well as seeded 	2022 (Completed Summer 2022 – 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 asset management moving forward. 	Lead: Murray Support: Merel	<ul style="list-style-type: none"> • Sidewalk assessment completed July 2022. • MOU signed Aug 2022 with phased out work plan up to 2024-2025 • Phase II of the sidewalk rehabilitation to continue in Q3 (pending budget). 	2022 2023 (On going) 2024 (On going) 2025 (On going)
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	<ul style="list-style-type: none"> • Aeration solution anticipated to be commissioned by October 15, 2022 - this is contingent that no further delays are expected relating to supply/demand issues • Pivot is in place 	2022 Completed

2.9 Replace fence around the 60-day pond	<ul style="list-style-type: none"> Quoting for repairs received and approved. 	Lead: Murray/Joe Support: Merel	<ul style="list-style-type: none"> Replacement not required; repairs were completed. 	2022 Completed – Spring 2022
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	<ul style="list-style-type: none"> Finalize a feasibility study to expand lagoon – granting in place thru Water for Life Admin is working with MPE (2022) Wastewater Treatment & Disposal Feasibility Study is underway to provide options for a long-term solution for wastewater (grant funding is in place for \$140K under the Water for Life Program. Anticipate to be complete in Q4. 	2025 (On going) 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 Q2 & Q3</u> 	Lead: Sue Support: All senior staff	<ul style="list-style-type: none"> Currently working with realtor to discuss available space as well as reviewing town assets for sale – price evaluations have been provided for properties considered. Building committee to meet in early October to review 	2022 (ON HOLD INDEFINITELY)

			<p>findings of staff and realtor work that has taken place.</p> <ul style="list-style-type: none">• Review of town owned/land buildings completed• Enter into a renewed agreement with the church for another 2 years	<p>April 2023</p>
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	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. <u>2022 Q3</u> 	Lead: Russ Support: Sue	<ul style="list-style-type: none"> Final report for Parks and Rec Needs Assessment approved by Council Sep 6/22. Draft criteria developed to discuss with the Recreation Board in moving forward 	2022 Completed 2023 – Q3 & Q4
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. <u>2022 Q2 & Q3</u> Planning for future investment in new facilities or amenities. <u>2022 Q3</u> Address needs to beautify and expand the services at the cemetery. <u>2022 Q4 - 2023 Q1</u> 	Lead: Russ/Eris/Nicole/ Recreation Board Support: Sue	<ul style="list-style-type: none"> Columbarium Ordered Some progress on future planning & budgeting Dog park improvements Need Rec. Board input Need time now that approved. 2023 Capital projects will proceed pending outcome of audit and budgets Administration continues to watch 	2022 Completed 2023 (On going) 2023 (On going)

			for grant opportunities that can be used to fund these projects	
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. <u>2023 Q1</u> Pending Council's approval, a plan to construct a campground will be developed in 2023, for potential construction completion. <u>2024 Q2</u> 	Lead: Russ Support: Kimber/Sue	<ul style="list-style-type: none"> In progress – Looking at early 2023 Consideration needs to be given to budgets and financial position prior to moving forward with construction consideration. 	2023 2024
3.2.2 Dog park fencing and improvement, dog pots	<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 	Lead: Russ Support: Kimber/Sue	<ul style="list-style-type: none"> Included in 2023 Capital Budget Requests Pending capital budget approval, will get started on improvements in Spring 2023 Limit Ave dog park decommissioned June 2022. Awaiting completion of financial audit and final review of budgets prior to proceeding with the first phase of this 	2023-2026

	<p>throughout town, ensure consideration is given to installing dog pots along them.</p> <p><u>2022 Q3</u></p>		<p>project (fencing and some landscaping)</p>	
3.2.3 Signage in parks	<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</p>	<ul style="list-style-type: none"> • Requested funds in 2023 capital budget, spread over 3-year period. 	<p>2023</p>
3.2.4 Christmas lights and other events	<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. <u>2022 Q3</u> • Work with the Chamber of Commerce to include businesses in Christmas light displays. <u>2022 Q3</u> 	<p>Lead: Eris</p> <p>Support: Russ</p>	<ul style="list-style-type: none"> • Lights for 2022 being sourced. • Eris coordinating with Chamber for Christmas lights this year. • Sue to encourage participation of the Chamber and Business Community for Christmas 2023. • Additional Christmas lighting to complete the downtown Christmas display. 	<p>2022 Completed</p> <p>2022 Completed</p> <p>2022 Partnership established.</p> <p>2023</p>
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> 	<p>Lead: Russ</p> <p>Support: Merel</p>	<ul style="list-style-type: none"> • Through discussions we have identified a few areas that could benefit from 	<p>2022</p> <p>2023 Installation</p>

	<ul style="list-style-type: none"> 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>benches (fishing ponds, cemetery)</p> <ul style="list-style-type: none"> Functional bike racks installed at town office and post office. Not started - to be looked at as part of the Active Transportation Plan. Work on the Active Transportation Plan has been started and is expected to be completed by the end of June 2023 (funding received through Infrastructure Canada's Active Transportation Fund). Administration has been working with the Crossfield Wellness Network who is using some of their funding to purchase and install park benches and an outdoor ping pong table in Crockett Park. 	<p>2022 Completed</p> <p>2023 Q3 & Q4</p> <p>2023 – Q2 & Q3</p>
3.2.6 Recycling bins at parks and	<ul style="list-style-type: none"> Identify priority areas for additional recycling and 	Lead: Russ	<ul style="list-style-type: none"> Discussion held with Kimber – noted that 	Completed

recreation facilities	waste bins throughout town. <u>2022 Q2</u> • Submit budget proposal. <u>2022 Q3</u>	Support: Kimber	current bins in parks seem sufficient at this time.	
3.2.7 Enhance trails, sidewalks and any other pedestrian connections.	• Develop a repair and maintenance plan for existing pathways to be included in 10-year capital planning. <u>2022 Q2</u>	Lead: Russ Support: Kimber/Murray	• List developed by Kimber in 2022. • Will also be addressed in Active Transportation Plan. (condition assessment)	2022 2023
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 pathway 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> • 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. 	Lead: Merel Support: Russ	<ul style="list-style-type: none"> • Needs Assessment – Pathway’s ID as #2 outdoor priority • MPE provided proposal & costing • Grant funding approved from Infrastructure Canada (ATF) to develop plan • Best practices will be incorporated into the Active Transportation Plan. • MPE has started on the plan with completion targeted for end of June 2023. 	2022 Completed 2023 Q1 2023 Q2-Q3

<p>3.2.9 Banta Park Tennis Courts – replacement</p>	<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> 	<p>Lead: Russ</p> <p>Support: Kimber</p>	<ul style="list-style-type: none"> • To be determined. • Costs to install pickleball lines and nets in the outdoor rink in Amery Park will be researched. Completion will be dependent on costs and budgets. • Tennis and basketball court surfacing will be considered for future capital budgets (2024 – 2026) 	<p>2022 2023</p> <p>2024-2026</p>
<p>3.2.10 Complete Hall kitchen exhaust & façade replacement</p>	<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> 	<p>Lead: Kimber</p> <p>Support: Russ</p>	<ul style="list-style-type: none"> • Kitchen exhaust fund upgrades of 2023 capital budget • Exterior façade of hall replaced. 	<p>2023 Budget Q3</p> <p>2022 Completed</p>
<p>3.2.11 External protective railing for Arena</p>	<ul style="list-style-type: none"> • A contractor has been selected and plans are being made to coordinate construction and install the railing. 	<p>Lead: Brian</p> <p>Support: Russ</p>	<ul style="list-style-type: none"> • Protective rail installed and damaged siding replaced. 	<p>2022 Completed</p>

	<u>2022 Q2</u>			
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	<ul style="list-style-type: none"> DI fence relocated, safety cap installed for foul posts installed, Tin siding installed on dugouts. 	2022 Completed
3.2.13 Complete Arena ice plant replacement	<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 (RFP). <u>2022 Q4</u> Replacement project to commence <u>2023 Q2</u> with completion by <u>2023 Q3</u> 	Lead: Brian Support: Russ	<ul style="list-style-type: none"> Application submitted to CEFP in June – partnered with Crossfield Minor Hockey. Crossfield Minor Hockey CFEP grant was approved (\$353,805) Funding approved from Rocky View County, up to an amount of \$206,250 Request for Proposals was put out in January 2023 and CIMCO was selected to perform the plant replacement. Project will begin as soon as ice is taken out (end of March 2023). Target completion date is Sept 1, 2023 with ice installation 	2022 Completed 2023 Q1 RFP – Completed 2023 2023-03-27 Q2 & Q3 2023 – end Q3, early Q4

			to begin on Sept 11, 2023 County	
3.2.14 Splash Park repairs	<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>	<ul style="list-style-type: none"> PLC being replaced early Sept. Final work on PLC replacement to be completed in spring 2023 prior to official start-up in June – final programming tweaks and testing 	<p>2022 (Completed)</p> <p>2023 - Q2</p>
3.3 Collaborate with the Chamber of Commerce to lead beautification of the Town business community. i.e., Railway Street and Industrial areas	<ul style="list-style-type: none"> CAO to meet with and discuss these initiatives regularly 	<p>Lead: Sue</p> <p>Support: EDO Contractor</p>	<ul style="list-style-type: none"> Chamber written report presentation to Council Feb. 2023. 	<p>2022 Completed</p> <p>2023 Completed</p>
3.4 Downtown Revitalization completions	<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</p> <p>Support: Sue</p>	<ul style="list-style-type: none"> Working with Stantec to rectify the decorative lighting concerns, anticipate Q4 implementation Substantial completion certificate has been signed off (infrastructure) – decorative lighting remains outstanding. 	<p>2022 (In progress)</p> <p>2023 Outstanding items still being attended to.</p>

			<ul style="list-style-type: none">• Landscaping FAC has been completed with a few deficiencies noted.• Decorative lighting remediation is the last component of this project and is ongoing. Town has a 20% holdback in place with no obligation to release until lighting is proven to be operational.	2023 outstanding items still being addressed.
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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
<p>4.1 Consider the implications of the Province’s Provincial Policing initiatives.</p>	<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 	<p>Lead: Sue</p> <p>Support: Russ</p>	<ul style="list-style-type: none"> Ongoing discussion occurring. Enhanced policing MOU signed July 1/22 – March 31/25 	<p>2022 & 2023</p> <p>Completed</p>
<p>4.2 Consider the implications of the EMS requirements on existing Volunteer Fire Fighting Services.</p>	<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 	<p>Lead: Russ</p> <p>Support: Ben</p>	<ul style="list-style-type: none"> CVFD continuing to participate in the Medical First Responders program will be reviewed for decision on response level e.g. Alpha, Bravo, Charlie. A review of the Fire Department took place in November 2022 An updated Fire Services Bylaw was passed by Council on Feb 7, 2023 	<p>Completed</p> <p>Completed</p> <p>2023 – Completed</p>

			<p>eliminating the paid, part-time positions of Deputy Chief and Admin Assistant.</p> <ul style="list-style-type: none"> • We will be working with Sea Hawk Consulting to help with some new training (Leadership May 6 & 7) and implementation of new training plans, re-writing Standard Operating Guidelines, etc. 	2023 – Q2, Q3 & Q4
4.3	Consider the implications of continued downloading of funding and responsibilities by the Provincial Government and develop plans for improved sustainability of the community.	TBD	<p>Lead: Sue Support: Lindsey</p> <ul style="list-style-type: none"> • Policing • Recruitment of Doctors • Seniors Housing • Volunteer Fire Departments • Red tape reduction strategies 	<p>2022 (On going) 2023 (On going) 2024 (On going) 2025 (On going) 2026 (On going)</p>
Strategic Objective: To ensure that a wide range of affordable and accessible community services is provided for Crossfield and area residents.				
Action Item	Measurable Outcome	Leadership	Results	Date Projection Completion
4.4	Complete Community and Social Needs Assessment.	<ul style="list-style-type: none"> • The Social Needs Assessment is currently underway and is on schedule to be completed by 2022 Q2 	<p>Lead: Nicole Support: Russ</p> <ul style="list-style-type: none"> • Social Needs Assessment Completed. 	2022 Completed

<p>4.4.1 Revisit the Citizen on Patrol Program</p>	<ul style="list-style-type: none"> • Coordinate a meeting with the Enhanced RCMP Officer by the end of 2022 Q2 • Investigate re-establishing the COP program in Crossfield. 2022 Q3 <i>Note: this is an RCMP program that requires RCMP involvement.</i> 	<p>Lead: Trevor Support: Jarom/RCMP</p>	<ul style="list-style-type: none"> • COP discussed with Jarom, Greg and Trevor Sept. 7/22 – possibility of getting funding through AB Crime Prevention Grant Due Sept 30. • Awaiting notification from the AB Crime Prevention Grant on whether or not we were successful in receiving funds to help with costs associated with the COP program. We expect to hear back by the end of March 2023. 	<p>2022</p> <p>2023 – Q2, Q3 & Q4</p>
<p>4.4.2 Investigate year-round Food Bank Program and/or other food security initiatives.</p>	<ul style="list-style-type: none"> • The Town has engaged with Airdrie Meals on Wheels. Currently recruiting volunteer drivers to pick up and deliver meals to Crossfield residents as needed. Goal is to be ready to start in 2022 Q2. • Administration has engaged with the Crossfield Baptist Church regarding their food pantry as well as the Airdrie Food Bank. 2022 Q1 • Information gathered from the Social Needs Assessment 	<p>Lead: Nicole Support: Russ</p>	<ul style="list-style-type: none"> • Meals on Wheels is up and running, to date we have not had anyone from Crossfield request the service so far. Another round of advertising on Meals on Wheels in April. • The doctor's office in Town is now carrying some emergency food 	<p>2023</p> <p>2022 Completed</p>

	<p>will indicate the 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>		<p>hampers on site from the Airdrie Food Bank.</p> <ul style="list-style-type: none"> • Looking to apply to the FCC AgriSpirit Grant for refrigeration units for the Christmas Hampers, which will open for intake on April 1, 2023. Administration is attempting to work with Christmas Hamper volunteers to access this grant • The Baptist Church still has their emergency food pantry and Administration continues to direct residents to them, the Christmas Hamper, the Airdrie Food Bank, and now to the Crossfield Clinic as well. 	<p>2023</p> <p>2023 On going</p>
<p>4.4.3 Investigate transportation for vulnerable residents.</p>	<ul style="list-style-type: none"> • Town of Crossfield currently funds the Rocky View Handibus Society who provides subsidized transportation for vulnerable 	<p>Lead: Nicole Support: Russ</p>	<ul style="list-style-type: none"> • Continue recommending the Rocky View Handi-Bus to residents in need. Most 	<p>2023 (On going)</p>

	<p>residents. Administration will promote the society to the community.</p> <p><u>2022 Q2</u></p> <ul style="list-style-type: none">• The Social Needs Assessment will help Administration plan for transportation for vulnerable residents. <u>2022 Q3</u>		<p>vulnerable residents are aware of the services which is great. Administration has also worked with WG Murdoch to direct them & a family with a special needs student to the Handi-Bus to transport to Genesis Place in Airdrie for special needs programming.</p> <ul style="list-style-type: none">• Administration is looking into transit and bus options in and out of Calgary for residents. Administration will be engaging residents with a survey to determine the need for this service. This would be fully resident funded – no Town funding into it.	<p>2023 - Q2 & Q3</p>
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<p>4.4.4 Ensure access to appropriate mental health and wellness services for residents.</p>	<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> • The results of the social needs assessment will assist the Town with implementing initiatives to address mental health and wellness services moving forward. <u>2022 Q3</u> 	<p>Lead: Nicole Support: Russ</p>	<ul style="list-style-type: none"> • Programs implemented through FCSS include Mindfulness, Coffee and Chat. • Including counselling funding in internal FCSS programming. • Council approved policy 2022-06 FCSS Subsidized Counselling Services which will help residents in need to access short term counselling if they do not have benefits to help pay for it • In early 2023 we brought in “Parent and Tot Playgroup” program as a six-week trial. This program is designed for parents of children aged 0-5 a space to meet other parents in the community to allow them to decrease loneliness/isolation and meet other parents they can go 	<p>2022 Completed</p> <p>2022 Completed</p> <p>2023 (On going)</p>
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			<p>to for support when needed.</p> <ul style="list-style-type: none"> • Community Links continues to offer their intake services once a month at the Crossfield Library, they also have a school liaison at WG Murdoch once a week (funded through FCSS) and they also have a Healthy Relationships Support Person at WG Murdoch twice a week • The Crossfield Wellness Network has been working on a gathering space at Crockett Park to include a concrete ping pong table and hopefully an addition of a concrete picnic table with built in chess game. The group is also looking to the future and deciding on an annual fundraiser they could host in Crossfield. 	<p>2023 (On going)</p> <p>2023 – Q2,Q3 & on going</p>	
4.4.5	Enhance liaisons with social needs	<ul style="list-style-type: none"> • Host regular Interagency Meetings with the various agencies who provide 	<p>Lead: Nicole Support: Russ</p>	<ul style="list-style-type: none"> • Interagency meetings have been 	2022 (On going)

	<p>agencies, including Community Links (FCSS), 211, rural mental health, in order to ensure more accessibility for Crossfield residents.</p>	<p>services to Crossfield with the objective of sharing information between agencies and with the community. <u>2022 Q1</u></p> <ul style="list-style-type: none"> • Meetings will be scheduled on a regular, quarterly basis. 		<p>regularly scheduled and held quarterly.</p> <ul style="list-style-type: none"> • Updates have been submitted to 211 on our listing
<p>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)</p>	<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. <u>2022 Q1</u> 	<p>Lead: Nicole Support: Russ</p>	<ul style="list-style-type: none"> • We have partnered with Community Links on upcoming Adulthood 101 Workshops to be held in Crossfield for teens in grades 9-12. We have three scheduled for April 25, May 9, and May 30 • Airdrie Boys and Girls Club has been offering more programming for youth on days off school • Administration continues to work with these agencies to ensure programming is available to 	<p>2023 (On going)</p> <p>2023 (On going)</p> <p>2023 (On going)</p>

			residents as well as ensure information is shared to residents.	
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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. 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. 2022 Q3 	<p>Lead: Russ Support: Eris/Nicole/Ben/Trevor</p> <p>Lead: Ben Support: Russ</p>	<ul style="list-style-type: none"> Assessment Completed Further Growth pressures - currently holding 1 on 1 meetings with Fire Dept. members. Consideration being given to performing a review of the FD by an external consultant. Will look at organizational 	2022 – Completed

			<p>structure, equipment, needs for current and future, etc.</p> <ul style="list-style-type: none">• Currently looking to hire a full-time Fire Chief to help ensure the Fire Dept is able to grow along with the community and maintain an appropriate level of training as well as keep up with the need and demand for safety and HR requirements.	<p>2023-Q2</p>
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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
<p>5.1 Encourage Council members to schedule and attend Municipal Affairs Development courses.</p>	<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 	<p>Lead: Sue Support: Lindsey</p>		<p>2022 (On going)</p> <p>2022 (Council Orientation Completed)</p>
<p>5.2 Council Retreat annually to re-visit plans and documents.</p>	<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 	<p>Lead: Sue Support: Lindsey</p>	<ul style="list-style-type: none"> • To discuss with council for implantation early 	<p>2023 2024 2025 2026</p>
<p>5.3 Continue to foster relationships with Federal and Provincial representatives to encourage those levels of government to reduce red-tape.</p>	<ul style="list-style-type: none"> • Continue to have meetings between Council and Federal and Provincial Ministers annually. 2022 Q1 	<p>Lead: Sue Support: Lindsey</p>	<ul style="list-style-type: none"> • Sept 21/22 – Meeting with Minister McIver at AM Fall Convention • Sept 22/22 – Meeting with RCMP Senior Officers at AM Fall Convention 	<p>On going</p>

			<ul style="list-style-type: none"> • Council continues to meet with Ministers as required 		
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 development, waste water, recreation, etc. 2022 Q1 • Look at working together on initiatives to enhance collaboration between communities. 	Lead: Sue Support: Lindsey	<ul style="list-style-type: none"> • Intermunicipal Council meetings to be held by Crossfield in late November with Carstairs, and Didsbury • Meeting with Rocky View County in September 2022. 	2022 Completed 2023 2024 2025 2026 Completed

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. 2022 Q1 • Paper copies of monthly eNews to be delivered to senior facilities. 2022 Q1 • Continue to keep Town social media sites updated on an as needed basis. 2022 Q1 • Ensure public engagement and participation are available for all topics where 	Lead: Sue Support: Lindsey	<ul style="list-style-type: none"> • 9 or 12 newsletters for 2022 completed and posted to all social media sites. • Copies dropped off at the Lodge and Manor. 	2022 Completed Annual initiative

	council is seeking citizen directions. 2022 Q1			
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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 programs/initiatives and look at ways on how to improve going forward. 	Lead: Sue Support: Lindsey	• Focus in 2023	2023 2024 2025 2026

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	• In redevelopment for implantation in 2023.	2022 Completed 2023 On going

