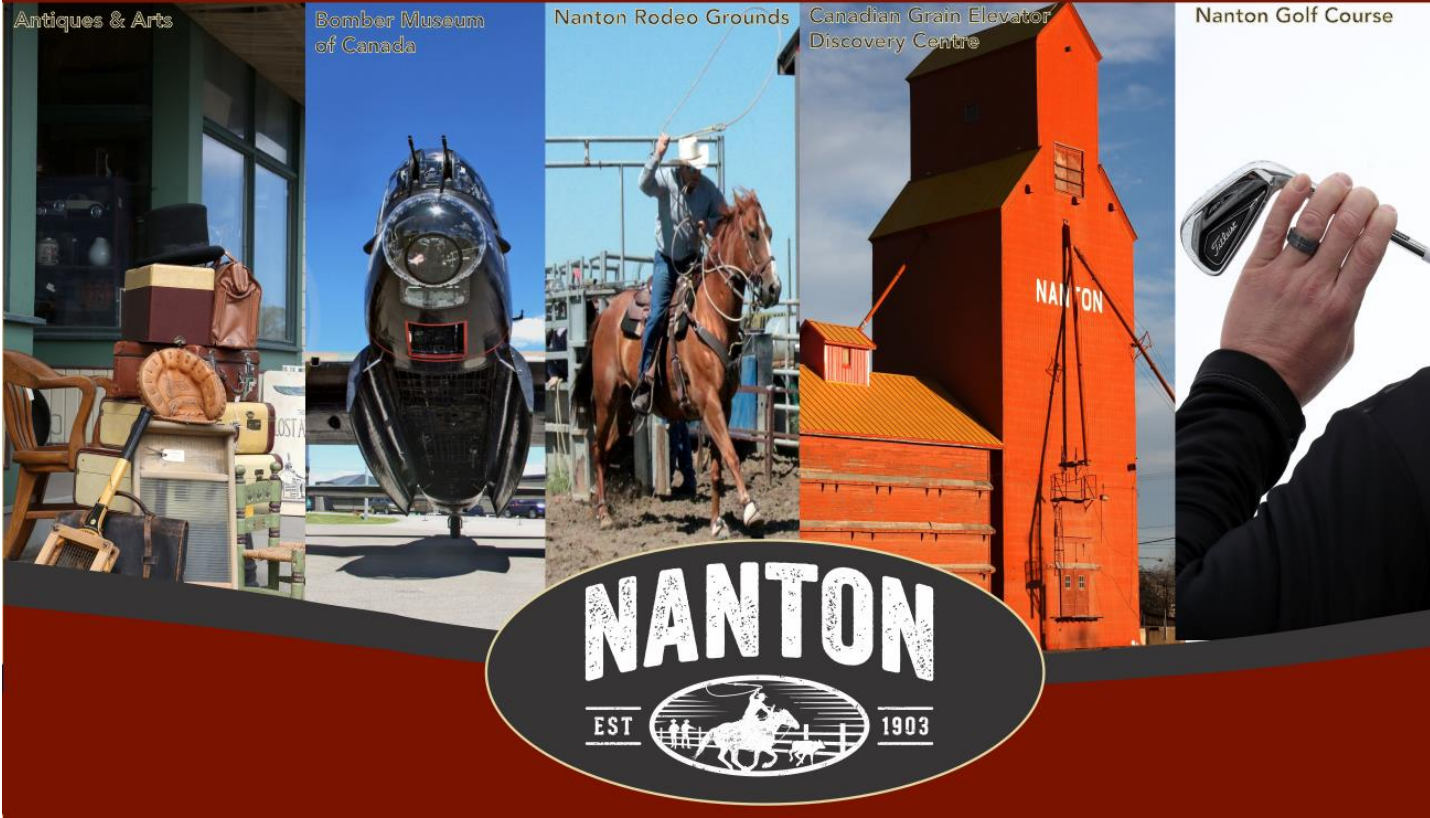




STRATEGIC PLAN 2019 - 2021

WELCOME TO AUTHENTIC ALBERTA





MISSION STATEMENT

“The Town of Nanton will be innovative and proactive in providing effective, efficient, and affordable services to residents; developing strong and beneficial partnerships through awareness, and communications.” – adopted 2018

THE GUIDING PRINCIPLES





THEMATIC PILLARS OF SERVICE AND PRINCIPAL STANDING COMMITTEE

CORE SERVICES:

SERVICES

FINANCE & I.T.:

FINANCE

ECONOMIC DEVELOPMENT:

ECONOMIC & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT:

RECREATION AND CULTURE

GOVERNANCE:

GOVERNANCE

SINGLE ISSUES:

COUNCIL OR SPECIAL COMMITTEE

It is important to note that the Strategic Plan IS NOT a comprehensive Operational Plan listing every single planned task or project of the Town – its priorities and objectives help direct each department’s operational and budgetary plans for the term. Specific objectives may be amended, deferred or deleted by Council depending on changing financial, operational or political circumstances. This is a living document.



CORE SERVICES	
Principal Standing Committee: Services	Principal Department: Operations
PRIORITY: IMPROVING WATER TREATMENT AND QUALITY	
OBJECTIVE:	Improved raw water reservoir capacity by the end of 2019. 100 % COMPLETE IN 2019
OBJECTIVE:	Blend existing groundwater sources with surface water to improve taste and odour by 2020. 50 % COMPLETE IN 2019
OBJECTIVE:	Operational and maintenance practices improved by 2020. 50 % COMPLETE IN 2019
PRIORITY: EFFICIENT OPERATION OF WASTE WATER TREATMENT PLANT	
OBJECTIVE:	Complete standard operational procedures (SOP) including preventative maintenance schedules for the wastewater treatment plant by June 2020.
OBJECTIVE:	Provide additional knowledgeable oversight to support operations by 2020. 100 % COMPLETE IN 2019
PRIORITY: IMPROVED ROAD MAINTENANCE	
OBJECTIVE:	Create an annual program that will allow for the timely patching associated with water breaks and other paving repairs. NC
OBJECTIVE:	Complete the final lift of paving in Westview III by December 2020 NC
PRIORITY: SUSTAINABLE SERVICES AND INFRASTRUCTURE	
OBJECTIVE:	Develop a clear advocacy policy and infrastructure project priority plan around Nanton’s need for greater raw or potable water resources to facilitate long term security, better quality and economic growth once the <i>Regional Shared Water Distribution Study</i> is complete. 50 % COMPLETE IN 2019
OBJECTIVE:	Continuous improvement of Preventative Maintenance Planning. NEW
PRIORITY: IMPROVED SOLID WASTE SERVICES (RECYCLING)	
OBJECTIVE:	Address the cost/benefit of participation in the Foothills Solid Waste Management Plan in 2020 NEW
OBJECTIVE:	Determine the future of the Nanton Recycling Centre by mid 2020 MODIFIED
OBJECTIVE:	Determine if an affordable service model for the effective composting of yard waste exists by December 2020. MODIFIED



FINANCE & I.T.	
Principal Standing Committee: Finance	
Principal Department: Corporate Services	
PRIORITY: A FINANCIAL ROADMAP FOR UTILITIES	
OBJECTIVE:	Conduct and execute the recommendations, where affordable, of a Utility Operational Capital Requirements review for 2020-24. 100 % COMPLETE IN 2019
PRIORITY: IMPROVING ASSET MANAGEMENT BASELINE AND LONG-RANGE WORK	
OBJECTIVE:	Determine the suitability of existing software methodology by January 2020 and identify alternatives if required. NEW
OBJECTIVE:	Link Asset Management baseline data quality, mapping and improvements to all future infrastructure planning projects and how they are costed/ budgeted. NEW
PRIORITY: IMPROVED I.T. PROVISION AND SERVICES	
OBJECTIVE:	Develop a plan and budget for improved I.T. security and network health by the end of 2019. NEW
OBJECTIVE:	Starting in 2020, budget transparently and clearly with respect to IT hardware and software needs 3-5 years out. NEW
PRIORITY: ONGOING USER FEE REVIEW FOR FAIRNESS, COMPETITIVENESS AND VALUE	
OBJECTIVE:	Starting summer 2020, one annual Fees and Rates review with the goal of one amendment or repeal/replace annually. NEW



ECONOMIC DEVELOPMENT	
Principal Standing Committee: Economic and Community Development	
Principal Department: Planning & Development	
PRIORITY: SUPPORT BUSINESS RETENTION AND EXPANSION	
OBJECTIVE:	Implement the Business Retention, Expansion and Attraction Plan from 2020. 50 % COMPLETE IN 2019
PRIORITY: INVEST IN AMENITIES AND AESTHETICS	
OBJECTIVE:	Improved Highway wayfinding signage by 2020 NEW
OBJECTIVE:	New pedestrian wayfinding signage over 2020/21 MODIFIED
OBJECTIVE:	Improve the Highway 2 northbound Visitor Information pull-off area over 2020/21 NEW
PRIORITY: NEXT WESTVIEW RESIDENTIAL PHASE (4)	
OBJECTIVE	Determine if the Town would like to be the developer or contract with a developer by December 2020 MODIFIED
OBJECTIVE	Prioritize the planning and fund-raising for amenity areas within the Westview area to make future residential development and community-building more attractive to developers. NEW
OBJECTIVE	Adopt a plan for the next phase by September 2021. MODIFIED



COMMUNITY DEVELOPMENT	
Principal Standing Committee: Recreation and Culture	Principal Department: Operations/Planning& Development
PRIORITY: TOM HORNECKER RECREATION COST AND BENEFIT BALANCE	
OBJECTIVE:	Implement a sustainable program of upgrades and capital renewal at the THRC annually, leveraging external support wherever possible. HVAC AND FORMER GUN RANGE PRINCIPALLY ADDRESSED IN 2019
PRIORITY: MAXIMIZE PARK FEATURES	
OBJECTIVE:	Completion of the Green Space Master Plan by 2019 100 % COMPLETE IN 2019
OBJECTIVE:	Define service levels for parks and green spaces that are sustainable by March 2020 50 % COMPLETE IN 2019
OBJECTIVE:	Tree removal, replacement and planting strategy and rolling program in place by March 2021 50 % COMPLETE IN 2019
PRIORITY: POSITIVE ONGOING INVESTMENTS IN PARKS AND TRAILS	
OBJECTIVE:	Leveraging the new Public Realm reserve, implement a modest program of park and trail feature investments in 2020-21, including strategic tree planting. NEW
OBJECTIVE:	Approve and construct a suitable monument or board for the acknowledgement of contributions to the donation program for memorial trees in 2020. NEW
PRIORITY: ANTICIPATE PARK CHANGE	
OBJECTIVE:	Approve the concept for an expanded recreation/amenity area within Westview Phase 4 overall work in 2020 to partly address the loss of two ball diamonds (when the Bomber Command expansion proceeds). NEW
OBJECTIVE:	Approve the location and footprint for a dog park in partnership with the Nanton Leos by early 2020. NEW
OBJECTIVE:	Approve a shared use concept for available post-expansion greenspace with Bomber Command Museum by 2021. NEW



GOVERNANCE	
Principal Standing Committee: Governance	Principal Department: Legislative Services
PRIORITY: IMPROVED COMMUNICATIONS AND DIALOGUE WITH THE COMMUNITY	
OBJECTIVE:	Website renewal by the end of 2019, with full content update and consolidations by June 2020. 50 % COMPLETE IN 2019
OBJECTIVE:	Ongoing timely and effective response to concerns of residents. ONGOING WORK – NO DEFINED MEASURE AT THIS TIME
OBJECTIVE:	Standardize and improve the organizational approach to the utility bill newsletter and message from the Mayor in 2020. NEW
OBJECTIVE:	Identify a manageable template for annual or year-end reporting that provides Council and the public with an appropriate level of operational and strategic progress information, to be produced collaboratively by department heads each spring, with a foreword by the Mayor. NEW
PRIORITY: TIMELY AND EFFECTIVE REVIEW OF PLANS, BYLAWS AND POLICIES	
OBJECTIVE:	Ongoing bylaw and policy review based on a hierarchy of relevance and age. MULTIPLE BYLAWS AND POLICIES CHANGED 2019
OBJECTIVE:	Support a pro-active and effective culture of health and safety within the organization by December 2020. 50 % COMPLETE IN 2019
PRIORITY: INITIATIVE PARTICIPATION, CORPORATE ADVOCACY AND COLLABORATION	
OBJECTIVE:	Ongoing lobbying with Municipal Affairs regarding Nanton’s need for infrastructure funding and advocate for solutions that support sustainability through June 2021 ONGOING WORK – NO DEFINED MEASURE AT THIS TIME
OBJECTIVE:	Participate in meaningful local collaboration that has identified value in supporting Nanton’s strategic plan through June 2021 ONGOING WORK – NO DEFINED MEASURE AT THIS TIME
OBJECTIVE:	Work to secure an Intermunicipal Collaboration Framework and Bylaw that support’s elements of Council’s strategic vision with the M.D of Willow Creek by April 2020. ONGOING WORK – NO DEFINED MEASURE AT THIS TIME



SINGLE ISSUE	
Council or Special Committee(s)	Principal Department: CAO
PRIORITY: RENEWAL OR EXPANSION OF THE NANTON MEDICAL CLINIC	
OBJECTIVE	Renewed partnership with the M.D. of Willow Creek and M.D. of Ranchland to address physician needs for a new, expanded or renovated facility that Alberta Health Services will continue to lease. NEW
OBJECTIVE	Have an agreed approach to renewal settled between all stakeholders by the end of 2020. NEW
OBJECTIVE:	Conduct ongoing capital maintenance and renewal to the existing building to avoid serious asset problems. NEW
PRIORITY: RENEW EMERGENCY MANAGEMENT/RESPONSE CAPACITIES	
OBJECTIVE:	Develop a new Emergency Response Plan by the end of 2019. NEW
OBJECTIVE:	Build internal staff, NFD and general community stakeholder capacities over 2020-21. NEW



STRATEGIC PLAN ‘SANDBOX’ <i>For ongoing review and reconsideration</i>		
ECONOMIC DEVELOPMENT	Plan to showcase art and culture in the community; providing “pop” to our aesthetics and amenities	<i>Linked to the BR&E Project and objectives around recreation.</i>
CORE SERVICES	Future costs for policing; changes to provincial funding of RCMP	
ECONOMIC DEVELOPMENT	Raise awareness of the advantages of living, and working in Nanton; market the “Nanton Advantage”	<i>Linked to the BR&E Project</i>
SINGLE ISSUE	Plan for the expansion of industrial and commercial lands/ Understand how the redirection of Highway 2 will impact the Town MODIFIED	<i>Linked to the BR&E Project and the potential renewal of the IMDP. Council may consider switching this out with Westview Phase 4 for priority.</i>
SINGLE ISSUE	Preparing for the anticipated JT Foster School renewal project and develop a clear plan for potential space sharing with local institutions. NEW	<i>A dialogue with the library, MDWC and other entities may be required over 2020 to firm up how the Town would plan to partner with the School Division should the modernization be selected for funding by the Province.</i>
GOVERNANCE	Support initiatives to enhance youth participation in our community	



Strategic Plan Priorities in Staff Reporting

This check box system will be used by staff in relevant Requests for Decisions (RFDs) or Information Briefs.

STRATEGIC PLAN ALIGNMENT			
<input type="checkbox"/>	CORE SERVICES	<input type="checkbox"/>	FINANCE & I.T.
<input type="checkbox"/>	ECONOMIC DEVELOPMENT	<input type="checkbox"/>	COMMUNITY DEVELOPMENT
<input checked="" type="checkbox"/>	GOVERNANCE	<input type="checkbox"/>	SINGLE ISSUE PRIORITY
Please detail the specific strategic priority and objective if applicable:			