

# NANTON



# STRATEGIC PLAN

2026 - 2029

Authentic. Resilient. Connected.



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# MESSAGE FROM COUNCIL

Over the past several months, Council has heard the same priorities from residents that we have been actively working on around our own table. Some of the work right now is about continuing to build on our efforts of fiscal responsibility and maintaining our small-town feel. We also must be realistic about some of the challenges facing our community around aging infrastructure and ensuring we're able to meet the needs of all community members.

This Strategic Plan sets out Council's intended focus areas over the course of this Council term. It is a plan rooted in reality, concise by design, with clear objectives and measures of progress so that residents, staff, and future councils can see progress in our commitments.

This plan is not a list of everything the Town will do. Work will continue in regular service delivery, for example. As a Strategic Plan, however, we are prioritizing a small number of things that we need to focus on for the betterment of our community, while

maintaining what makes Nanton special.

We are committed to seeing this plan move forward and, as Administration operationalizes Council's strategic direction, we're excited that our plan will continue as a working document throughout the term. It acts as a clear working guide for every budget, every decision, and every debate we have over these four years.

This plan reflects our commitment to responsible stewardship, transparent decisions, and intentionality in preserving the best of our community, while setting a path forward for years to come.

Thank you to all our community members who provided feedback to the Town. Your voices were a key part of this conversation, and in shaping our priorities for the 2026-2029 Strategic Plan.

— Mayor Jennifer Hadley  
and Nanton Town Council



## VISION

Nanton is a self-determined small town where neighbours know neighbours, we are intentional in our growth, and we view community as the foundation of our longevity.

## MISSION

Council and Administration steward Nanton's future through reliable infrastructure and service delivery, ensuring the Town's economic well-being, practicing the wise use of land and waterways, and collaborating with partners and community to punch above our weight.



## GUIDING PRINCIPLES

**Fiscal Discipline:** Every dollar spent is justified, purposeful, and accountable to the public.

**Reliability:** Infrastructure, predictable resources, sound service delivery, and maintaining what we have comes first, before looking at new initiatives.

**Organic Direction:** Strategic growth means building on what's here already, fits our community, and contributes to Nanton's sustainability.

**Partnerships:** Where others can deliver alongside the Town, Council will choose partnership to enhance what the Town can offer, build community, and leverage resources effectively.

**Communication:** Our residents know not just what we're doing but why, with decisions that are explained and include the public perspective.

**Nanton-centric:** We protect our heritage, celebrate our community, and invest in the places that make Nanton home.



# STRATEGIC PILLARS

The 2026–2029 Strategic Plan is organized around four pillars. These pillars are our roadmap for focused action and responsible investment. Each pillar carries specific goals supported by clear objectives and meaningful measures of progress.

1

## RELIABLE INFRASTRUCTURE

Build and maintain the essential systems we all depend on, including roads, and water and wastewater, today and for generations to come.



2

## FISCAL RESPONSIBILITY & ECONOMIC DEVELOPMENT

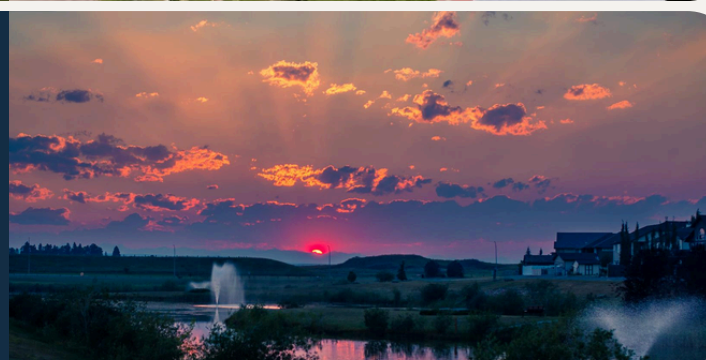
Continue managing public resources wisely, while attracting and supporting businesses, industry, and organic investment opportunities that add value to our community.



3

## LIVABLE COMMUNITY

Support recreation, culture, beautification, events, and services that add to Nanton's already high quality of life.



4

## PARTNERSHIPS

Strengthen the relationships we hold with our neighbours, community organizations, business community, agencies, and other orders of government to maximize efficiency through collaboration.



# 1

# RELIABLE INFRASTRUCTURE

Our roads, water and wastewater systems, and public facilities are foundations of life in Nanton. Investing in, and maintaining, this infrastructure ensures safety and dependable, reliable service for residents and businesses.



## SAFE

Proactively and responsibly protecting our public assets.



## DEPENDABLE

Delivering essential services our residents count on.



## SUSTAINABLE

Planning and investing for long-term resilience.

# 1 | RELIABLE INFRASTRUCTURE

## GOAL 1.1

### ASSET MANAGEMENT & INFRASTRUCTURE

Implement and maintain a current, data-driven program covering roads, water and wastewater, all Town infrastructure assets.

#### OBJECTIVES

- ✓ Establish a current Asset Management Plan covering all Town infrastructure.
- ✓ Develop a multi-year capital program, prioritized based on condition data.
- ✓ Integrate asset condition data into Town GIS and records management systems.
- ✓ Publicly report infrastructure condition and spending on an annual basis.

#### PROGRESS MEASURES

Updated Asset Management Plan presented to Council

*Year 1*

Current condition ratings assigned to each horizontal asset

*Year 2*

Infrastructure report published annually with capital plans

*Ongoing*

Water supply options presented to Council in public session.

*Year 1-2*

Funding applications submitted under each major intake window.

*Ongoing*

Sustainable reservoir and supply redundancy plans adopted.

*Year 3-4*



## GOAL 1.2

### WATER SECURITY

Leverage ongoing studies as baseline in establishing long-term, predictable, and reliable water services.

#### OBJECTIVES

- ✓ Complete and bring forward to Council the two water studies currently underway, with clear data-driven recommendations.
- ✓ Determine and publicly communicate next steps for the Regional Water System, connecting Nanton to the Town of High River's treated water supply.
- ✓ Identify lifespan needs associated with the existing water treatment plant's capacity, condition, and infrastructure needs.
- ✓ Pursue additional funding to offset capital costs associated with the Town's long-term water supply.
- ✓ Develop standards for water supply servicing associated with any new development, associated with the direction taken in water supply planning.

# 1

## RELIABLE INFRASTRUCTURE

### GOAL 1.3

## LAND SERVICING FOR ORGANIC GROWTH OPPORTUNITIES

Position Nanton to be ready for organic, community-aligned investment opportunities when they arise.

### OBJECTIVES

- ✓ Prioritize improvements in the East Industrial Area and other industrial-zoned land.
- ✓ Engage proactively with Highway 2 corridor opportunities, including the NRED Corridor Redevelopment Plan.
- ✓ Establish a land servicing reserve to increase sustainability.
- ✓ Confirm infrastructure capacity before any major development approval.
- ✓ Maintain welcoming environment for independent builders pursuing organic growth aligned with local needs.



### PROGRESS MEASURES

East Industrial Area improvement strategy adopted

*Year 2*

Land servicing reserve set up with annual growth target

*Year 2-3*

Policy requiring confirmed servicing capacity prior to development approval

*Year 2-3*

Bylaw framework and enforcement review

*Year 2*

Enforcement protocol published and in use

*Year 2-3*

Clear communications plan and execution on Community Bylaw considerations

*Year 3-4*



### GOAL 1.4

## BUILDING COMMUNITY

Establish and enforce clear property standards across Nanton, contributing to community pride.

### OBJECTIVES

- ✓ Review and strengthen the Town’s Community Bylaw, establishing a mechanism for the Town to recovery cleanup costs from non-compliant properties.
- ✓ Communicate enforcement activity to residents on an ongoing basis.

# 2

## FISCAL RESPONSIBILITY & ECONOMIC DEVELOPMENT

Council is committed to continuing with a culture of responsible fiscal management and strategic investment that strengthens Nanton's economy and creates local opportunities. We will manage resources wisely, diversify our tax base strategically, and support initiatives that better our community.



### STEWARDSHIP

Managing public resources with discipline and transparency.



### OPPORTUNITY

Diversifying our tax base, embracing organic growth, and supporting local businesses.

# 2

## FISCAL RESPONSIBILITY & ECONOMIC DEVELOPMENT

### GOAL 2.1

#### CULTURE OF FISCAL DISCIPLINE

Disciplined financial decision-making acts as the foundation of every other goal in this plan, maintaining and building on the existing culture of fiscal responsibility.

#### OBJECTIVES

- ✓ Review the financial sustainability policy, including multi-year impact assessments requirements for major projects
- ✓ Publish an annual plain-language budget report linking spending to strategic pillars, and community impact.
- ✓ Establish reserve fund targets for capital replacement and emergency response requirements.
- ✓ Launch communication program aimed at increasing understanding of local government projects and spending.
- ✓ Review non-essential expenditures and alternative service delivery models where appropriate for efficiency.

### GOAL 2.2

#### TAX BASE DIVERSIFICATION

Identify organic growth opportunities that broaden the local tax base to reduce residential ratepayer burden.

#### OBJECTIVES

- ✓ Market and identify opportunities for industrial, commercial, and residential priority economic zones.
- ✓ Review licensing and permitting processes for streamlining opportunities for new investment.
- ✓ Collaborate with developers and investors to ensure appropriate land supply in Nanton.



#### PROGRESS MEASURES

Financial sustainability policy review by Council

*Year 1-2*

Reserve fund contribution plans and alignment review

*Year 2-3*

Annual plain-language budget summary published; increased education

*Year 2-Ongoing*

East Industrial Area marketing and investment strategy created

*Year 2*

Licensing and permitting process review completed

*Year 3*

Non-residential share of tax base increasing year-over-year

*Year 4+*



# 3

## LIVABLE COMMUNITY

A strong community is built on quality of life, opportunities to connect, and creating a safe and welcoming space. Council is committed to priorities that build community through partnership, planning, and resident initiative.



### CONNECTED

Building spaces, programs, and relationships that bring people together



### PROACTIVE

Focusing on parks, trails, recreation, and amenities that support healthy, active, and engaged lifestyles



### PARTNERSHIP

Creating a system in which transparency, accountability, and open conversation are the norm

## GOAL 3.1

### ENHANCE RECREATION & COMMUNITY PROGRAMMING

Ensure that Nanton’s recreation assets and programs reflect current community needs, and that they are delivered sustainably.

#### OBJECTIVES

- ✓ Complete a review and update of the Recreation Master Plan or needs assessment to guide investment in recreation facilities and programs.
- ✓ Explore community-led programming models that reduce dependence on the Town, while expanding offerings, and supporting multi-user outdoor spaces and family-friendly amenities.
- ✓ Evaluate Tom Hornecker Recreation Centre facility needs with a clear cost-benefit framework.

#### PROGRESS MEASURES

Recreation Master Plan reviewed and updated <i>Year 4</i>	2+ community partnership programs delivered annually <i>Starting Year 2</i>	THRC capital recommendations, informed by cost-benefit framework <i>Year 2-3</i>
Land use and zoning review completed, with recommended amendments <i>Year 2</i>	Execution of structured community needs assessments each term <i>Year 4</i>	Consolidated community needs summary tied to quality of life <i>Year 4</i>



## GOAL 3.2

### PROACTIVE & SUSTAINABLE COMMUNITY PLANNING

Identify opportunities to improve community connectedness and safety through design.

#### OBJECTIVES

- ✓ Review land use and zoning policies and plans to ensure a variety of development types are permitted, to meet the needs of various demographics.
- ✓ Facilitate responsive projects by ensuring lots are appropriately serviced to ensure a high level of adaptability when opportunities arise.
- ✓ Engage with developers, non-profit groups, and provincial partners to identify community needs related to housing, amenities, and employment opportunities.

# 3

## LIVABLE COMMUNITY

### GOAL 3.3

## STRENGTHEN COMMUNICATIONS AND ENGAGEMENT

Ensure residents are informed partners, and invited participants, in Nanton’s future, with decisions explained rather than announced.

### OBJECTIVES

- ✓ Undergo Communications Audit for objective review and analysis of Town communications outputs and future needs.
- ✓ Develop and implement a formal Communications Plan for continued strategic communications and engagement.
- ✓ Review Public Participation Policy to incorporate best practice and modern engagement expectations.

### PROGRESS MEASURES

Execute a Town Communications Audit that results in clear direction for the coming 3-5 years

*Year 2*

Creation of a corporate Communications Plan with broad and per-channel strategies and targets

*Year 2-3*

Updated Public Participation Policy aligned with and reflective of modern best practice

*Year 3-4*



# 4

# PARTNERSHIPS

By working with neighbouring municipalities, regional partners, local community groups and organizations, other orders of government, and our residents, we can leverage resources and expertise to create lasting benefits for our community.



## COLLABORATION

Working together to solve common challenges and deliver efficient, effective services.



## IMPACT

Leveraging resources and partnerships to achieve more for Nanton.

## GOAL 4.1

### STRENGTHEN MEDICAL CLINIC PARTNERSHIP

Continue and prioritize work underway to ensure Nanton residents have sustainable and reliable access to physicians and primary care.

#### OBJECTIVES

- ✓ Continue clinic renovation and maintenance work as a priority capital partnership.
- ✓ Maintain active engagement and advocacy efforts with Acute Care Alberta (ACA) to secure provincial authorizations and funding commitments.
- ✓ Support physician recruitment and retention, within municipal jurisdiction.
- ✓ Communicate progress on clinic efforts to residents regularly.

#### PROGRESS MEASURES

Ensure clinic renovation milestones are met on time

*Ongoing*

Execute, document, and communicate on ACA advocacy

*Ongoing*

Implement a schedule of twice-annual public project updates

*Year 1*

At least one new or renewed joint initiative with the Chamber each year

*Starting Year 2*

Shared-use agreements explored and adopted, where appropriate

*Year 1-3*

Expand recognition programs where partnerships enhance service delivery

*Starting Year 2*

## GOAL 4.2

### LEVERAGE COMMUNITY AND SECTOR PARTNERSHIPS

Continue to build upon and strengthen volunteer, service, and sector relationships that drive innovation beyond local government capacity.

#### OBJECTIVES

- ✓ Coordinate with school divisions and community organizations on opportunities for shared programming, facility use, and events.
- ✓ Support local community groups as essential partners in building community, and in providing a high quality of life in Nanton.
- ✓ Build upon existing relationships with local business leaders, including with the Nanton Chamber of Commerce, as economic development and growth partners.





# 4

## PARTNERSHIPS

### GOAL 4.3

## ADVANCE INTERMUNICIPAL COLLABORATION

Work with municipal partners towards renewed agreements focused on efficient service delivery, land use coordination, and joint advocacy.

### OBJECTIVES

- ✓ Complete the Intermunicipal Collaboration Framework (ICF) renewal process, in alignment with new Municipal Affairs requirements.
- ✓ Evaluate potential opportunities for regionalized service delivery or amenities, including and beyond existing formal agreements.
- ✓ Maintain active participation in local government associations and organizations, such as NRED and Rural Municipalities of Alberta, to leverage advocacy opportunities, joint growth and progress opportunities, and efforts in support of shared municipal challenges.

### PROGRESS MEASURES

ICF update completed and adopted, in alignment with new provincial legislation

*Year 2*



# IMPLEMENTATION & ACCOUNTABILITY

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A Strategic Plan is only as valuable as its execution. The Town of Nanton is committed to the following practices to ensure this plan is a working document throughout the 2026–2029 term, setting up the Town, community, and future councils for success.

## ANNUAL STRATEGIC PLAN REVIEW

- Council will conduct a formal Strategic Plan review each spring to assess progress, adjust priorities, and confirm alignment with the budget cycle.
- Administration will prepare a Strategic Plan Progress Report for public release each year of the plan.

## BUDGET ALIGNMENT

- Each annual budget process will explicitly link capital and operating expenditure requests to Strategic Plan pillars, goals, and objectives.
- Projects that are not identified as being directly aligned with the Strategic Plan require documented rationale prior to approval.

## PUBLIC REPORTING

- The Town will publish a plain-language annual report that summarizes what was accomplished, what was deferred, what's to come — and why.
- Progress on the four pillars will be reported publicly on the Town website and through public communications.

## REGULAR UPDATES

- Administration will provide Council with quarterly progress updates on Strategic Plan implementation, including key goals and milestones, with project-specific reporting as work progresses.
- All Requests for Decision brought to Council will include information on Strategic Plan alignment.



# THANK YOU

Thank you to our community for sharing their feedback and insights on an ongoing basis, and more formally through the Town of Nanton's recent priorities survey. Your input was actively discussed by Council Members in developing this new Strategic Plan, and your thoughtful participation and openness were critical in shaping the direction being set for this term and beyond.

We hope that you, as members of our community, will continue to share your perspectives and experiences throughout this plan's execution, that you will participate actively in formal engagement opportunities, and that you will join our efforts at building community partnerships to continue to build upon our successes, for all who call Nanton home.