

NANTON



STRATEGIC PLAN

2022 TO 2025



March 2022

BACKGROUND

The Town of Nanton's Strategic Plan was developed by Council on March 7 and 8, 2022 to help establish their goals and guide their decision making as they start their term. The plan is organized around key strategic priorities and objectives.

It is important to note that the Strategic Plan is not a comprehensive operational plan listing every single planned task or project for the Town. Rather the Strategic Plan provides key areas of focus and ensure alignment with human resources and financial capacity. Therefore, priorities and action items are driven by operational and budgetary availability.

Specific objectives and action items may be amended, deferred or deleted by Council depending on changing financial, operational or political circumstances. Further 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.

VISION

Nanton, a diverse, caring and enjoyable community that works together for a thriving future that is inspired by and honours its past.

MISSION

The Town of Nanton will be innovative and pro-active in providing effective, efficient and affordable services to residents; developing strong and beneficial partnerships through awareness and communications.

GUIDING PRINCIPLES

Our Guiding Principles as we make decisions are:

- Quality Services
- Engaged and Caring
- Fiscally Responsible
- Authentic Destination
- Healthy Lifestyle
- Variety in Housing
- Thriving Businesses

CORE VALUES

Council members discussed how they can optimally work together in the Town's best interests. Core values were identified for the Council, which will filter to Administration and create a positive culture in the community.

United – We value healthy, respectful debate and while we may agree to disagree, we stand united in our joint decisions.

Transparent – We are open-minded and honest in our communication and relationships with each other, valuing transparency amongst each other, Administration and the community.

Respectful – We work together in a respectful manner, creating a safe environment to brainstorm and consider all perspectives; being prepared for our deliberations, valuing each other's time.

Collaborative – We will work as a team, in the best interest of the Town of Nanton.

STRATEGIC ASSESSMENT

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

- Governance and Corporate Services
- Operations
- Community and Economic Development
- Planning and Development
- Emergency Services

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

2022/23 to 2024/25 STRATEGIC PRIORITIES, OBJECTIVES AND ACTIONS

STRATEGIC PRIORITY: Governance and Corporate Services

To ensure proper governance and administration of the Town and to ensure optimal communications with residents and businesses within the community.

STRATEGIC OBJECTIVES:

- To ensure effective Administration operations for the benefit of the Town and its residents.
- To enhance public engagement and participation in the Town.
- To ensure residents and business owners are adequately informed.
- To ensure advocacy at all levels of government in the best interests of the Town.

ACTION PLAN:

- ***To ensure effective Administration operations for the benefit of the Town and its residents.***
 - Develop a staff development and succession plan for all appropriate positions.
 - Replace outdated or superceded human resource polices with suitable new Administrative Policies, with a particular focus on data protection.
 - Develop a staff engagement plan to maintain a pro-active positive culture and two-way communication.
 - Annual, measureable progress in asset management baseline and long-range work.
 - An annual *Information Brief* to Council on I.T. security and network health with recommendations.
 - Develop a three-year I.T. hardware and software needs assessment and plan with our contracted service provider.
 - Improve our digital filing system in line with best practices, ensuring and safeguarding good institutional records that are easdily searcheable.
 - Explore information and tools that Town Office staff can utilize to help interested residents/groups start youth/seniors/community programming.
- ***To enhance public engagement and participation in the Town.***
 - Develop a schedule for coffee chats and town halls with residents.
 - Continue Council liaison with Community and Service Groups.

- ***To ensure residents and business owners are adequately informed and maintain consistent messaging amongst Council with Administration and residents.***
 - Review and follow Communications Policy, particularly around residents and their concerns.
 - Consolidate policies and SOPs for use of communication media (Social Media, LED Signs, Farmer’s Market, Post Office, Radio, etc.).
- ***To ensure advocacy at all levels of government in the best interests of the Town.***
 - Embrace policy briefs prepared by the Chief Administrative Officer and lobby with appropriate levels of government and other bodies in the areas of:
 - Waste Water Treatment
 - Regional Water solutions
 - Medical Clinic renewal
 - JT Foster School modernization
 - Emergency Medical Services
 - Seniors’ and other Housing needs
 - Town employee pension solutions

STRATEGIC PRIORITY: Operations

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

STRATEGIC OBJECTIVES:

- To support the Town through the effective planning and implementation of Town infrastructure and assets, including waste water and roads for long-term sustainability.
- To work towards broader satisfaction concerning the Town's water quality.

ACTION PLAN:

- ***To support the Town through the effective planning and implementation of Town infrastructure and assets, including waste water and roads for long-term sustainability.***
 - Follow Capital Projects Plan to ensure balance of financial resources and scheduled projects to meet residential needs. *It is important to emphasize that, while these are the Town's capital priorities, progress on them is almost wholly contingent upon senior government assistance, building capital reserves and/or substantive borrowing over the LONG TERM. Order of magnitude estimates for High Priority projects alone totals \$16.6 million.*

HIGH PRIORITY			
Location	Priority	Description	Cause
Wastewater Treatment Plant	1	Sludge handling and de-watering	Operational
--	--	Video Inspection Program	--
21 st Street - 26 th Avenue to 24 th Avenue	2	Water distribution and wastewater collection renewals	Capacity/Condition
Water Treatment Plant	3	Treated water supply improvements and reservoir expansions	Operational/capacity
18 th Street - 20 th Avenue to 22 nd Avenue	4	Water distribution and wastewater collection renewals	Condition
20 th Avenue - 23 rd Street to 16 th Street	5	Water distribution and wastewater collection renewals	Condition

26th Avenue -20th Street to 16th Street	6	Water distribution and wastewater collection renewals	Condition/growth
26th Avenue-20th Street to 22nd Street	7	Water distribution and wastewater collection renewals	Condition/growth

MEDIUM PRIORITY			
Location	Priority	Description	Cause
--	--	Infrastructure Master Plan Update	--
26th Avenue - 16th Street to 22nd Avenue	8	Water distribution and wastewater collection renewals	Condition/Growth
21st Street-24th Avenue to 22nd Avenue	9	Water distribution and wastewater collection renewals, Poor/Fair Road Condition	Capacity/Condition
19th/20th Avenue Lane - 21st Street to 17th Street	10	Water distribution and wastewater collection renewals	Capacity/Condition
23rd Street to 20th Avenue to 23rd Avenue	11	Water distribution and wastewater collection renewals, Poor/Fair Road Condition	Capacity/Condition
22nd Street- 20th Avenue to 24th Avenue	12	Water distribution and wastewater collection renewals, Poor/Fair Road Condition	Capacity/Condition
19th Street - 21st Avenue to 26th Avenue	13	Water distribution and wastewater collection renewals, Poor/Fair Road Condition	Capacity/Condition
27th Street - 22nd Avenue to 21st Avenue	14	Watermain Looping and Storm Improvements	Capacity
18th Street - 26th Avenue - 22nd Avenue	15	Water distribution and wastewater collection renewals, Poor/Fair Road Condition	
Northwest Sanitary Servicing	16	Wastewater Trunk Installation	Growth/Development

LOW PRIORITY			
Location	Priority	Description	Cause
21 st Avenue-24 th Street to 17 th Street	17	Watermain and Stormwater Replacement	Capacity
22nd Avenue - 24 th Street to 19 th Street	18	Storm and Road Improvements (Fair Condition)	Condition
24 th Street-26 th Avenue to 26 th Street	19	Storm and Road Improvements (Fair Condition)	Condition

- Expand water and sewer capability on highway commercial land using federal funds available.
- Update the Offsite Levy Bylaw (for infrastructure costs generated by growth).
- Execute smaller capital projects where needed and affordable (e.g. Highway 2 and 26th Avenue Intersection Improvements if eligible for a STIP grant from the Province).
- Continue paving repairs and road maintenance.
- Continue Preventative Maintenance Planning.
- Make prioritised funding and borrowing decisions in the event of senior government funding not materialising.
- ***To work towards broader satisfaction concerning the Town's water quality.***
 - Coordinate a Town Hall about the quality of the Town's water, changing perceptions about the quality of the water and providing residents with solutions to improve satisfaction with the water. This includes utilizing our engineers and operators for key messaging; summary of solutions that have been as well as could not be utilized; and experience from staff.
 - Continue to improve operational and maintenance practices.

STRATEGIC PRIORITY: Community and Economic Development

To ensure that the Town of Nanton develops the community and the economy, ensuring sustainability and appropriate growth.

STRATEGIC OBJECTIVES:

- To support business attraction, retention and expansion.
- To ensure sustainability of existing parks and recreation assets.

ACTION PLAN:

- ***To support business attraction, retention and expansion.***
 - Work through the Economic Development Committee to encourage the Chamber of Commerce/Community Futures to educate businesses on succession planning.
 - Work through the Economic Development Committee to continue encouraging collaborative solutions with respect to vacant buildings.
 - Raise awareness of the Nanton Advantage.
 - Develop a Nanton marketing video in partnership with ORSCC, Alberta SW, Keep Alberta Rolling, etc.
 - Complete the work on the Visitor Information Center site plan and execution with partners.
- ***To ensure sustainability of existing parks and recreation assets.***
 - Continue focus on the Tom Hornecker Recreation Centre cost/benefit balance.
 - Work through the Parks and Recreation Committee and partners such as the Community Centre, schools, etc. to identify how programming for youth and seniors can be expanded.
 - Continue to invest in parks and trails.
 - Continue to follow the Green Space Master Plan, maximizing park features.

STRATEGIC PRIORITY: Planning and Development

To ensure that the character of the Town of Nanton is preserved while facilitating appropriate growth resulting in the Town's sustainability.

STRATEGIC OBJECTIVES:

- To encourage the efficient planning of residential, commercial, industrial and industrial development that enhances the quality of life for Town residents.
- To maintain a balance of residential, commercial and industrial development to facilitate the fiscal sustainability of the Town of Nanton.
- To plan for diversity in housing in the Town.

ACTION PLAN:

- ***To encourage the efficient planning of residential, commercial, industrial and institutional development that enhances the quality of life for Town residents.***
 - Review the Land Use Bylaws, ensuring ease of understanding.
 - Review land inventory and investigate servicing of industrial land.
 - Investigate options for increasing the inventory of land.
 - Identify growth in the Town (residential, small business, industrial, etc.) with a view to setting appropriate growth targets in planning.
 - Work on an Intermunicipal Development Plan.
 - Complete the Westview Area Structure Plan.
 - Develop shovel ready projects to leverage funding as it becomes available.
- ***To maintain a balance of residential, commercial, industrial and institutional development to facilitate the fiscal sustainability of the Town of Nanton.***
 - Develop a plan to attract appropriate type of developer, whose plans align with the area structure plan for the Westview Residential.
 - Develop a plan to market the 20 serviced lots to new, reputable developers.
- ***To ensure diversity of housing choices in Town.***
 - Review and revise as appropriate Land Use Bylaws to increase affordable housing options, including secondary housing options.

STRATEGIC PRIORITY: Emergency Services

To ensure residents have appropriate access to emergency services.

STRATEGIC OBJECTIVES:

- To ensure that an appropriate level of public emergency services and other services are provided to meet the needs of residents.

ACTION PLAN:

- ***To advocate for an appropriate level of public emergency services and other services are provided to meet the needs of residents.***
 - Pursue urgent care attached to Medical Clinic through lobbying.
 - Update the Emergency Management Plan for specific situations and needs (e.g. Emergency Social Services, drought preparedness).
 - Investigate whether safety and emergency management needs to be staffed medium term.
 - Prepare for discussion around capacities and future compensation of the Nanton Volunteer Fire Department.

STRATEGIC PLAN SANDBOX
For ongoing review and re-consideration

PRIORITY	SUB-PRIORITY	ACTION
OPERATIONS	To support the Town through the effective planning and implementation of Town infrastructure and assets, including waste water and roads for long-term sustainability.	Dredging of the Westview Park/ stormwater wetpond (considered required in next 2-3 years)
		Proceed with further renovations of THRC West 2 nd Floor (beyond elevator)
		Stormwater solutions - Town industrial lands
		Investigate rationale for new areas of sidewalk (e.g. 26 th Avenue)
		Long term re-conditioning of the 21 st Avenue frontage road for increased traffic (Siebens - Lions Grove Park).
GOVERNANCE AND CORPORATE SERVICES	To ensure effective Administration operations for the benefit of the Town and its residents	Determine whether bulk water sales have a future at a different location.
PLANNING & DEVELOPMENT	To encourage the efficient planning of residential, commercial, industrial and institutional development that enhances the quality of life for Town residents.	Heritage form and character policies and bylaws

REVISED ALIGNMENT GUIDE FOR INFORMATION BRIEFS AND REQUESTS FOR DECISION (RFD)

STRATEGIC PLAN ALIGNMENT	
<input type="checkbox"/> OPERATIONS	<input checked="" type="checkbox"/> EMERGENCY SERVICES
<input type="checkbox"/> PLANNING AND DEVELOPMENT	<input type="checkbox"/> COMMUNITY AND ECONOMIC DEVELOPMENT
<input type="checkbox"/> GOVERNANCE AND CORPORATE SERVICES	<input type="checkbox"/> NOT APPLICABLE
<i>PRIORITY OR ACTION: To ensure that an appropriate level of public emergency services and other services are provided to meet the needs of residents.</i>	

TIMELINES AND ACCOUNTABILITY

STRATEGIC PRIORITY: Governance and Corporate Services - To ensure proper governance and administration of the Town and to ensure optimal communications with residents and businesses within the community.

Priorities and Actions	2022 2023	2023 2024	2024 2025	Responsibility
<i>To ensure effective Administration operations for the benefit of the Town and its residents</i>				
Develop a staff development and succession plan for all appropriate positions.	X			ADMINISTRATION
Replace outdated or superceded human resource polices with suitable new Administrative Policies, with a particular focus on data protection.	X			ADMINISTRATION
Develop a staff engagement plan to maintain a pro-active positive culture and two-way communication.	X			ADMINISTRATION
Annual, measureable progress in asset management baseline and long-range work.		X		CORPORATE SERVICES
Continue to improve asset management baseline and long-range work.		X		CORPORATE SERVICES
An annual Information Brief to Council on I.T. security and network health with recommendations.	Annual Reporting			
Develop a three-year I.T. hardware and software needs assessment and plan with our Contracted Service Provider.		X		CORPORATE SERVICES
Improve our digital filing system in line with best practices, ensuring and safeguarding good institutional records that are easily searchable.			X	LEGISLATIVE SERVICES
Explore information and tools that Town Office staff can utilize to help interested residents/groups start youth/seniors/community programming.			X	ADMIN/LEGISLATIVE SERVICES
<i>To enhance public engagement and participation in the Town</i>				
Develop a schedule for coffee chats and town halls with residents.	X			ADMIN/LEGISLATIVE SERVICES
Continue Council liaison with Community and Service Groups.	Ongoing commitment			

To ensure residents and business owners are adequately informed and ensure consistent messaging amongst Council and Administration and residents

Review and follow Communications Policy, particularly around residents and their concerns.	X			ADMINISTRATION
Consolidate policies and SOPs for use of communication media (Social Media, LED Signs, Farmer's Market, Post Office, Radio, etc.).		X		ADMIN/LEGISLATIVE SERVICES
Develop policy and procedure for handling questions and queries from residents, including effective response to concerns of residents.			X	ADMIN/LEGISLATIVE SERVICES

To ensure advocacy at all levels of government in the best interests of the Town.

Embrace policy briefs prepared by the Chief Administrative Officer and lobby with appropriate levels of government and other bodies in the areas of:				
<i>Waste Water Treatment</i>	X			ADMINISTRATION
<i>Water Source: High River</i>	X			ADMINISTRATION
<i>Medical Clinic</i>	X			ADMINISTRATION
<i>JT Foster School modernization</i>	X			ADMINISTRATION
<i>Emergency Medical Services</i>	X			ADMINISTRATION
<i>Seniors' Housing</i>	X			ADMINISTRATION
<i>Town employee pension solutions</i>	X			ADMINISTRATION

STRATEGIC PRIORITY: Operations - To ensure the Town of Nanton has quality infrastructure to support and sustain its growth.

Priorities and Actions	2022 2023	2023 2024	2024 2025	Responsibility
To support the Town through the effective planning and implementation of Town infrastructure and assets, including waste water and roads for long-term sustainability.				
Follow Capital Projects Plan to ensure balance of financial resources and scheduled projects to meet residential needs.	<i>Ongoing, LONG TERM work shared across departments and Council.</i>			
ALL PRIORITIES TABLES (HIGH, MEDIUM AND LOW)				
Expand water and sewer capability on highway commercial land using federal funds available.	X			ADMINISTRATION
Update the Offsite Levy Bylaw (for infrastructure costs generated by growth).	X			PLANNING
Execute smaller capital projects where needed and affordable (e.g. Highway 2 and 26th Avenue Intersection Improvements if eligible for a STIP grant from the Province).	<i>Annually revised and adopted Capital Plan (Council, Operations and Administration)</i>			
Continue paving repairs and road maintenance - report annually.	<i>Annual reporting</i>			
Continue Preventative Maintenance Planning - report annually.				
Make prioritised funding and borrowing decisions in the event of senior government funding not materialising.	<i>Ongoing, LONG TERM work shared across departments and Council.</i>			
To works towards broader satisfaction concerning the Town's water quality.				
Coordinate a Town Hall about the quality of the Town's water, changing perceptions about the quality of the water and providing residents with solutions to improve satisfaction with the water. This includes utilizing our engineers and operators for key messaging; summary of solutions that have been as well as could not be utilized; and experience from staff.		X		ADMINISTRATION AND OPERATIONS
Continue to improve operational and maintenance practices - report changes.	<i>Reporting requirement</i>			

STRATEGIC PRIORITY: Community and Economic Development - To ensure that the Town of Nanton develops the community and the economy, ensuring sustainability and appropriate growth.

Priorities and Actions	2022 2023	2023 2024	2024 2025	Responsibility
<i>To support business attraction, retention and expansion.</i>				
Work through the Economic Development Committee to encourage the Chamber of Commerce/Community Futures to educate businesses on succession planning.	Ongoing advocacy			
Work through the Economic Development Committee to continue encouraging collaborative solutions with respect to vacant buildings.	Ongoing advocacy			
Raise awareness of the Nanton Advantage.				
<i>Develop a Nanton marketing video in partnership with ORSCC, Alberta SW, Keep Alberta Rolling, etc.</i>		X		ADMINISTRATION
Complete the work on the Visitor Information Centre site plan and execution with partners.	X			ADMINISTRATION & PLANNING
<i>To ensure sustainability of existing parks and recreation assets.</i>				
Continue focus on the Tom Hornecker Recreation Centre cost/benefit balance.	Ongoing ethos			
<i>Continue with a corporate sponsorship plan for programs and facility areas to offset costs.</i>	Ongoing awareness of opportunities			
Work through the Parks and Recreation Committee and partners such as the Community Centre, schools, etc. to identify how programming for youth and seniors can be expanded.	Ongoing commitment in Committee agenda			
Continue to invest in parks and trails.				
<i>Continue the tree removal, replacement and planting policy, especially to maintain tree lined streets.</i>	Annual budget allocation and reporting			
Continue to follow the Green Space Master Plan, maximizing park features.				
<i>Approve a shared use concept for available post-expansion greenspace with the Bomber Command Museum.</i>		X		PLANNING/ ADMINISTRATION

STRATEGIC PRIORITY: Planning and Development - To ensure that the character of the Town of Nanton is preserved while facilitating appropriate growth resulting in the Town's sustainability.

Priorities and Actions	2022 2023	2023 2024	2024 2025	Responsibility
<i>To encourage the efficient planning of residential, commercial, industrial and institutional development that enhances the quality of life for Town residents.</i>				
Review the Land Use Bylaws, ensuring ease of understanding.		X		ADMINISTRATION/PLANNING
Review land inventory and investigate servicing of industrial land (new cost estimates).		X		ADMINISTRATION/PLANNING
Investigate options for increasing the inventory of [serviced commercial and industrial] land.			X	ADMINISTRATION/PLANNING
Identify growth in the Town (residential, small business, industrial, etc.) with a view to setting appropriate growth targets in planning.			X	ADMINISTRATION/PLANNING
Work on an Intermunicipal Development Plan.			X	ADMINISTRATION/PLANNING
Complete the Westview Area Structure Plan.	X			ADMINISTRATION/PLANNING
Develop shovel ready projects [for land development] to leverage funding as it becomes available.		X		ADMINISTRATION/PLANNING
<i>To maintain a balance of residential, commercial, industrial and institutional development to facilitate the fiscal sustainability of the Town of Nanton.</i>				
Develop a plan to attract appropriate type of developer, whose plans align with the area structure plan for the Westview Residential.		X		ADMINISTRATION/PLANNING
Develop a plan to market the 20 serviced lots to new, reputable developers.	X			ADMINISTRATION/PLANNING

To ensure diversity of housing choices in Town.

Review and revise as appropriate Land Use Bylaws to increase affordable housing options, including secondary housing options.

X

PLANNING

STRATEGIC PRIORITY: Emergency Services - To ensure that an appropriate level of public emergency services and other services are provided to meet the needs of residents.

Priorities and Actions	2022 2023	2023 2024	2024 2025	Responsibility
<i>To advocate for an appropriate level of public emergency services and other services are provided to meet the needs of residents.</i>				
Pursue urgent care attached to Medical Clinic through lobbying	Ongoing advocacy			
Update the Emergency Management Plan for specific situations and needs (e.g. Emergency Social Services, drought preparedness).	X			ADMINISTRATION/ OPERATIONS
Investigate whether safety and emergency management need to be staffed in the medium term.		X		ADMINISTRATION/ CORPORATE SERVICES
Prepare for discussion around capacities and future compensation of the Nanton Volunteer Fire Department.		X		ADMINISTRATION