



# Strategic Plan

2020 - 2024



MOUNTAINS OF OPPORTUNITY

**CRANBROOK**



The contents of this four-year strategic plan were created by the City Council of Cranbrook in February 2020 for the betterment of their community and with the future of their City in mind.

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# 1. Letter from City Council

It is our honor and great pleasure to present the City of Cranbrook's Four-Year Strategic Plan. In February of 2020, members of Council, along with senior City staff, met to identify a strategic direction for our community and to set clear priorities for ourselves to achieve over the next four years. This high-level plan will guide Council and Administration's activities and will provide a long-term vision for this Council, and perhaps future Councils, and will ensure that Council and Administration are able to work together in a common direction.

This plan reflects a new vision for Cranbrook's future, as well as the strategies we will take to ensure that our community is prepared for growth. Council also revised Cranbrook's mission statement, which describes how Council and Administration will achieve our vision.

Aligned with these vision and mission statements are a series of goals and strategies to help Council and Administration ensure Cranbrook's sustainable and successful future.

Included in this document are short and long-term goals that Council prioritized based on their importance and timeliness. Council identified a smaller set of high priority strategies that will guide Administration's work throughout the next year. Key performance indicators have also been included to help Council and Administration track and measure our success at delivering our priorities.

This plan was created with the full knowledge that the economic and political environment is always changing, and with awareness of significant public health issues at play, so the City of Cranbrook will need to be flexible and prepared for what lies ahead.

The bulk of the plan was created before COVID-19 affected our lives so deeply, and while that has meant we have made significant changes to the way we operate, we have faith that the spirit of this plan will live on and we will strive towards its success.

In the spirit of commitment, we invite our citizens to review this strategic plan and to provide feedback and comments about our plan for the future of Cranbrook.

Sincerely,

Mayor Lee Pratt on behalf of City Council



## 2. Executive Summary

### 2.1 Background

The City of Cranbrook Council and senior Administration met in February 2020 to develop an updated Strategic Plan for 2020-2024. This plan comprises the expressed desire of elected officials and provides citizens, businesses, Administration and other stakeholders with an indication of the planned future of the City. Council identified a series of goals and strategies to work towards a common future for the community, which are outlined in this document.

A strategic plan is essential to ensure that over the next four years, Council is aligned in their vision for Cranbrook. Through the plan and its associated priorities, City Administration has clear direction, and both Council and Administration can measure and track success.

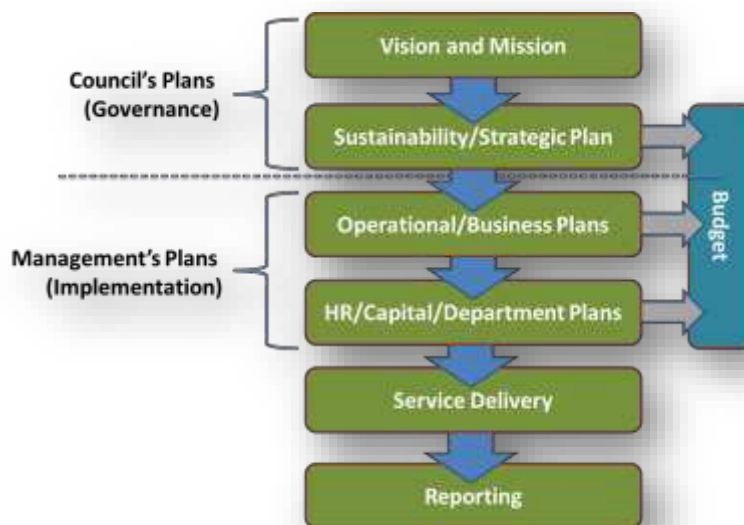
### 2.2 Integrated Planning

City Council's governance role includes the mandate to provide strategic direction for Cranbrook. This high-level plan comprises that direction. It builds on the previous 2015-2018 Strategic Plan and helps Administration construct operational plans.

Once Council has set the City's strategic direction, Administration is able to build plans that carry out Council's direction. Examples of Administration's plans that follow from this Strategic Plan may include a Workplan, Operational Plan, Recreation Master Plan, Capital Plan, and Recreational Facility Master Plan, among others.

The following figure depicts the relationship between Council's strategic vision for Cranbrook, and Administration's operations. The dashed line differentiates the role between Council and Administration: Council is responsible for determining the vision and direction of the City, while Administration is responsible for implementing that direction.

#### Municipal Governance and Management Plans



## 2.3 Vision, Mission and Values

In looking towards the future of Cranbrook, it is important that Council agrees on what the final destination looks like. With this in mind, Council first decided on the City's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission). When reviewing the existing versions of these statements, Council made some alterations to ensure the City's desired future was reflected.

### 2.3.1 Vision

A community's vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Cranbrook's Council and Administration. The vision also indicates what makes Cranbrook unique.

***Cranbrook, the regional hub of the Kootenays,  
provides a unique lifestyle and the best place to call home.***

### 2.3.2 Mission

A city's mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Cranbrook does and who benefits from Council's activities. This mission statement was created based on key ideas about how to achieve the City's vision.

***Cranbrook strives to be a progressive community, enhancing the quality of life enjoyed by citizens through the delivery of program and service excellence while fostering a business-friendly climate.***

### 2.3.3 Values

The values expressed here are the guiding principles that help determine how the City will operate, both in public and privately.

#### ***Transparency***

We are accountable to those we serve, and we will ensure that we communicate and engage with our citizens on important decisions wherever possible and appropriate.

#### ***Integrity***

We will hold ourselves and our staff to the highest standards of personal conduct and treat one another and the public with respect and dignity.

#### ***Innovation***

We will take a creative and forward-thinking approach to decision-making with the future of our community in mind.

#### ***Service Excellence***

We are committed to ensuring that our citizens receive high quality and timely municipal services.

#### ***Responsiveness***

We will listen carefully to the concerns and priorities of our citizens to ensure that our plans align with community needs. We will communicate regularly with those we serve so they understand why we make the choices we do.

## 2.4 Cranbrook's 2020 Top Priorities

Within the full list of strategies that appear in Section 3 of the strategic plan, Council has created a subset of six 'high' ranked strategies. The items on this list reflect the priorities that Council saw as both important and timely.

Many other strategies are identified as having a moderate priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and new priorities emerge for the City.

Not all goals or areas of focus are represented here because Council has made a series of choices based on the best use of scarce resources. Each of the Strategies below can be found in the relevant Goal in Section 3 of this Strategic Plan.

### Cranbrook's 2020 High Priority Strategies

Sustainability pillar	Plan reference	Strategy
Good Governance	3.1.1 a	<b>Trust between council and administration is improved.</b>
Good Governance	3.1.2 a	<b>Update the organization chart and identify vacant positions and gaps.</b>
Good Governance	3.1.3 a	<b>Revisit priority-based budgeting.</b>
Good Governance	3.1.3 b	<b>Review and adopt a draft reserve and surplus policy based on principles of effectiveness, transparency, and city sustainability.</b>
Robust Economy	3.2.1 a	<b>Create an online presence that provides a streamlined process for accessing city services.</b>
Environment	3.4.1 a	<b>Create a water quality and supply master plan.</b>

### 3. Goals and Strategies

Each strategy in the tables in the below contain a colour coded prioritized ranking of relative strategies for 2020 and beyond as determined by Cranbrook's City Council. This ranking is used by City Administration to determine the relatively high, moderate and low priorities for the year as Council assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the City works toward achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The following pages contain the full list of goals identified by Cranbrook's City Council. Areas of strategies are listed that contribute to achieving each individual goal. Each strategy is colour coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the medium priority strategies. In some cases, low priority strategies must be achieved first.

Cranbrook's priority rankings for 2020-2021 are defined and colour coded as:

- **High Priority** - Work on this strategy is typically conducted in the current fiscal year so the goal can be achieved within the scope of this strategic plan. High priorities are highlighted in blue.
- **Medium Priority** - When resources become available after required resources are assigned to high priority strategies, action will be taken on this strategy. Medium priorities are highlighted in red.
- **Low Priority** - Limited action is expected on this strategy in the current calendar year. Low priorities are not highlighted.

Throughout the tables on the following pages, the term 'Lead Role' is used, indicating the primary point person responsible for implementing the strategy. This list identifies the lead role:

- Council ..... City Council
- CAO ..... Chief Administrative Officer
- CS ..... Community Services
- DS..... Development Services
- Fin ..... Finance
- Fire ..... Fire and Emergency Services
- HR ..... Human Resources
- RCMP..... Royal Canadian Mounted Police
- PW ..... Public Works



### 3.1 Delivering Good Governance

#### 3.1.1 Effective Government

<b>Goal: To be a Responsive and Effective Local Government</b>	
<b>Strategies (We Will...)</b>	<b>Desired Result(s) or Achievement(s)</b>
a) Trust between Council and Administration is improved.	Cuff Report is reviewed, and an implementation plan is developed.
b) Review and update bylaws and governance policies.	All bylaws and governance policies are current.
c) Create an internal communication strategy.	There is regular and respectful communication between Council and Administration.
d) Clearly define the City's corporate culture and related expectations of Council and staff.	Staff work as a team, feel supported in their roles, and are able to better support one another's roles.
e) Strengthen relationships with other governments.	Cranbrook has constructive regional, provincial, and federal relationships to rely on in the future.

<b>Performance Measures</b>			
<b>Strategy</b>	<b>Measure</b>	<b>Target Time</b>	<b>Lead Role</b>
a)	Recommendations from the Cuff Report are considered, adopted, and implemented by Council as appropriate.	2020 Q4	Council
b)	Council receives a plan to show how all bylaws and policies will be reviewed for currency and accuracy by the end of this Council's term.	2022 Q2	CAO
c)	Council receives an internal communications plan.	2021 Q2	DS
d)	A staff satisfaction survey is administered. 75% of staff respond that they are satisfied or very satisfied with their job. *	2021 Q2	HR
e)	Meetings with MLA, MP, and other regional partners are established and maintained at regular intervals.	2024 Q4	Council

\* This result relies on the administration of a regular staff satisfaction survey.

### 3.1.2 Human Resources

<b>Goal: To Attract and Retain Quality Staff</b>	
<b>Strategies (We Will...)</b>	<b>Desired Result(s) or Achievement(s)</b>
a) Update the organization chart and identify vacant positions and gaps.	Service and administrative gaps or vacant positions are identified and filled.
b) Create and update job descriptions to reflect the current roles and responsibilities of each position.	No administrative work is duplicated or uncompleted. Staff are confident in the responsibilities and expectations of their roles.
c) Conduct succession planning for all departments.	City service provision is maintained through staff change.
d) Complete a compensation review.	City compensation levels are aligned with industry standards.
e) Develop orientation strategies for new staff and complete exit interviews with departing staff.	Opportunities for improving administrative processes and corporate culture are identified.
f) Create a Staff Attraction and Retention Strategy.	Cranbrook is able to recruit and retain high quality candidates for all City positions.

<b>Performance Measures</b>			
<b>Strategy</b>	<b>Measure</b>	<b>Target Time</b>	<b>Lead Role</b>
a)	A completed organizational review is presented to Council for consideration.	2021 Q2	CAO
b)	All position descriptions are current and accurate.	2021 Q2	HR
c)	Council policies support the completion of succession plans.	2021 Q3	HR
d)	City compensation review is completed.	2022 Q1	HR
e)	Human Resource practices meet industry standards.	2022 Q3	HR
f)	Staff retention is higher than industry standard.	2024 Q4	HR

### 3.1.3 Financial Sustainability

Goal: To Maintain the Ability to Deliver Services and Programs Efficiently	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Revisit priority-based budgeting.	Resources are optimized and the City is able to deliver all the high priorities of Council's strategic plan.
b) Review and adopt a draft reserve and surplus policy based on principles of effectiveness, transparency, and City sustainability.	Future iterations of Council have the resources they need to make decisions. The City of Cranbrook is financially resilient.
c) Review and modify service levels as necessary.	Service delivery is optimized based on the City's current capacity.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council is presented with a plan for priority-based budgeting.	2021 Q1	Fin
b)	Council reviews and adopts a draft reserve and surplus policy.	2020 Q3	Fin
c)	Service level review is completed.	2021 Q3	DS / PW

## 3.2 Building a Robust Economy

### 3.2.1 Data Collection and Management

Goal: To Provide High Quality and Current Information about the City	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Create an online presence that provides a streamlined process for accessing City services.	Informational barriers to accessing support and programs offered by the City is minimized.
b) Align City economic development activities with the needs of the business community.	The City understands what supports the business community needs from the City.
c) Identify the types of information that citizens frequently require from the City.	Resources are optimized and City activities are aligned with community needs. Citizens feel included in decision-making processes.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	An online virtual presence similar to service offered by a concierge is created.	2021 Q1	DS
b)	The Chamber of Commerce and individual businesses are consulted about how the City can best meet their needs. Economic development plans and policies are updated to align with business community needs.	2022 Q4	DS
c)	Council considers recommendations for an updated Public Communication Strategy that includes regular events and consultation. Citizen satisfaction surveys indicate at least 75% of citizens are very satisfied or satisfied with services they receive from the City.	2023 Q3	DS

\* This result relies on the administration of a regular citizen satisfaction survey.

### 3.2.2 Industrial Growth

Goal: To increase the commercial industrial tax base	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Improve technological infrastructure (i.e. public Wi-Fi, 5G).	Digital infrastructure encourages new commercial and industrial businesses to locate in Cranbrook.
b) Conduct a property evaluation and marketing strategy for the Cranbrook Industrial Lands (CIL).	CIL are effectively utilized, leading to growth in commercial and industrial assessment.
c) Determine how best the City can support existing businesses.	Existing businesses feel they receive the best possible value for their tax dollars and permit fees through the resources and advice the City is able to offer in partnership with business groups.
d) Support the Downtown Business Association's desire to become a Business Improvement Area.	With City assistance, business groups are responsive to their members' needs.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Results of a digital infrastructure needs, feasibility, and cost study are presented to Council.	2022 Q1	DS / PW
b)	A property evaluation and marketing strategy is conducted. Options are presented to Council to consideration.	2023 Q2	DS
c)	A survey of current businesses' needs is conducted, and findings are presented to Council for consideration.	2023 Q4	DS
d)	The DBA chooses whether to proceed. *	2021 Q4	DS

\* Achievement of this measure is not directly within the City's control.

### 3.2.3 Economic Resilience

Goal: To be as Economically Resilient as Possible	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Update Economic Development Plan.	Cranbrook's Economic Development Plan is aligned with Council's strategic priorities and current business needs.
b) Further develop an environment that attracts intermodal services.	Cranbrook maintains its reputation as the regional hub of the Kootenays.
c) Encourage and support home-based businesses.	More home-based businesses are attracted to Cranbrook. Existing businesses feel they receive excellent value for their tax dollars and business license fees.
d) Strengthen ties and support for Cranbrook Tourism.	Tourism in Cranbrook increases every year and a major sector within the City.
e) Dedicate resources towards streamlining and improving permit processes.	Business license-holders feel they receive the best value possible for business license fees.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Updated Economic Development Plan is presented to Council for consideration.	2021 Q2	DS
b)	Conduct a feasibility study to determine options and costs associated with policies that encourage intermodal services.	2022 Q2	DS
c)	A survey among local home-based businesses is conducted to determine how to best support this sector.	2024 Q1	DS
d)	More tourists visit Cranbrook each year.	2021 Q2	DS
e)	A review and update of City permit processes and business fees and charges is conducted.	2023 Q1	DS

### 3.3 A Thriving Community

#### 3.3.1 Downtown Revitalization

Goal: To Maintain a Vibrant Downtown		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Ensure adequate downtown parking is available.	Current and potential land availability for parking uses is reviewed so downtown lots are used more effectively to maximize parking based on engineering studies.
b)	Create a Downtown Revitalization Master Plan.	Residents and visitors feel comfortable and welcome in all areas of the downtown. Downtown events and businesses are well-attended.
c)	Review downtown zoning to increase housing throughout the core.	A diversity of housing options in the downtown core is available to those who want to live downtown. Official Community Plan is updated as necessary to densify the downtown core.
d)	Create a partnership with relevant stakeholders, such as the Downtown Business Association.	Downtown stakeholders feel that the City is responsive to them and downtown revitalization projects are aligned with the community's needs and priorities.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	There is always enough downtown parking.	2021 Q2	DS / PW
b)	A completed Downtown Revitalization Master Plan presented to Council for consideration.	2022 Q1	DS / PW
c)	Zoning policies are reviewed and updated to allow for residential areas and secondary suites.	2022 Q4	DS
d)	Regular meetings with downtown business and residential stakeholders are held.	2021 Q4	DS

### 3.3.2 Attainable Housing

Goal: To Allow Attainable Housing for All		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Complete a review of housing policies and bylaws, including secondary suites.	Bylaws and policies are up to date and relevant.
b)	Conduct public engagement to determine community needs.	Housing policies are aligned with community needs. Residents feel included in decision-making processes.
c)	Provide incentives to increase the attainable housing stock.	A diversity of housing options is available to new and current residents of Cranbrook.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council reviews all housing-related bylaws and policies with an eye to increasing the availability of a variety of housing types and zones.	2021 Q4	DS
b)	A semi-annual community housing consultation is considered by Council.	2023 Q2	DS
c)	Incentives for the development of housing options are presented to Council for consideration.	2023 Q3	DS



### 3.3.3 Recreational Services

Goal: To Provide Recreational Services that Align to Community Needs		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Embrace an 'age friendly' lens for all recreational services.	Programs and facilities are better utilized because they reflect the needs of all Cranbrook citizens.
b)	Conduct a recreational needs assessment at regular intervals.	Recreational policies, programs and budgets are aligned with community needs and City capacity.
c)	Leverage and enhance the community's natural assets for recreational benefit.	Citizens access and enjoy the surrounding environment. Local recreation and tourism opportunities are optimized.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Options for improving the diversity of recreation programming are presented to Council for consideration.	2022 Q4	CS
b)	A recreational needs assessment is conducted, and the results, and a plan to update the assessment at regular intervals, is completed.	2023 Q2	CS
c)	Citizen satisfaction survey identifies that more than 75% of residents are very satisfied or satisfied with the City-provided outdoor recreation opportunities available to them. *	2022 Q2	CS

\* This result relies on the administration of a regular citizen satisfaction survey.

### 3.3.4 Community Safety

Goal: To Maintain a Safe Community		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Enhance non-traditional policing services, such as community and mental health policing.	Citizens feel safe and are able to access and receive appropriate support in a timely fashion.
b)	Enhance bylaw enforcement.	City bylaws are effectively enforced.
c)	Ensure that the capacity of the fire department is aligned with the demand for fire services.	Response to fire department calls is within acceptable standards Equipment and apparatus is appropriate to the job while keeping firefighters and citizens safe.
d)	Expand regional partnerships for Emergency Management.	Regional emergencies, including wildfires and flooding, are effectively contained.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	The City's budget allocates funding for non-traditional policing services and modernization initiatives.	2022 Q1	RCMP / Fin
b)	Citizen survey results indicate that at least 80% of respondents are Very Satisfied or Satisfied with bylaw enforcement. *	2022 Q1	DS
c)	Fire response times meet or exceed industry standards. Equipment and apparatus are maintained and replaced according to industry standards.	2023 Q4**	Fire
d)	Meetings of regional emergency management partners occur on a regular basis. Opportunities for the expansion of regional initiatives are explored and presented to Council.	2024 Q4	Fire / RCMP

\* This result relies on the administration of a regular citizen satisfaction survey.

\*\*This follows the completion of the updated Master Plan.

### 3.4 Making Best Use of our Environment

#### 3.4.1 Water Quality and Supply

Goal: To Ensure Cranbrook Maintains its Access to Potable Water		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Create a Water Quality and Supply Master Plan.	Council has the necessary information to make an informed decision about how best to meet the future water needs of the community.
b)	Consider adding a new reservoir or wells to increase the reliable water supply.	The City of Cranbrook has ongoing access to enough water to meet the needs of a growing population.
c)	Consider mandated sprinkler systems in residential and commercial properties.	Building codes are aligned with safety best practices.
d)	Reduce per capita water use. Look into water-metering.	Citizens become more conscious of their water usage, and water wastage is reduced as a result.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	A Water Quality and Supply Master Plan is completed.	2021 Q3	PW
b)	A study of potential reservoirs, wells, and watering restrictions is completed and presented to Council for consideration.	2022 Q4	PW
c)	Council considers a proposal for mandated sprinklers.	2023 Q2	PW / DS
d)	Water use reduction options such as a renewed rain barrel program, ongoing watering restrictions, and water metering are considered by Council.	2023 Q4	PW

### 3.4.2 Wildfire Mitigation

Goal: To Protect Cranbrook from Wildfire		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Continue to work with FLNRO <sup>1</sup> and the Minister of the Environment on Fire Hazard Reduction.	Wildfire risk is maintained at an acceptable level.
b)	Continue to explore and support business opportunities to utilize the forest biomass created in fire hazard reduction activities.	Economic opportunities associated with removed biomass are explored.
c)	Create and support a partnership with the Regional District of Eastern Kootenay (RDEK) to do more forest safety public education and awareness campaigns.	Citizens are well-informed about wildfire mitigation protocols and regularly follow guidelines to protect themselves and their community.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Increase hectares of interface forested lands that are treated for wildfire risk around the City of Cranbrook.	Ongoing	Fire
b)	The City and business groups partner to identify how to turn excess biomass into business ventures.	2024 Q4	DS
c)	A public awareness committee is established in partnership with the RDEK to determine options for public education and awareness campaigns.	2023 Q3	Comm

<sup>1</sup> Government of British Columbia Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

### 3.4.3 Flooding Mitigation

Goal: To Mitigate the Effects of Catastrophic Weather Events		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Implement recommendations from the Stormwater Study.	Stormwater policies and procedures are aligned with best practices.
b)	Install and maintain necessary infrastructure to mitigate flooding.	Stormwater infrastructure is proactively maintained or replaced. Minimal damage to existing infrastructure occurs during extreme weather events.
c)	Continue to support the Joseph Creek rehabilitation project.	A positive and multi-dimensional community impact is created by maintaining a healthy functioning creek system.
d)	Commit to full participation in the Regional Emergency program.	Resources are optimized through proactive planning. By agreement, the City of Cranbrook can rely on mutual aid from regional partners during extreme weather events.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Stormwater is diverted and managed as efficiently as possible.	2020 Q4	PW
b)	Capital replacement of water infrastructure is conducted on schedule, and revisions to budget are conducted in response to changing climate.	2021 Q1	PW / Fin
c)	An implementation plan is created based on the Joseph Creek Rehabilitation Framework previously adopted by Council.	2023 Q1	PW
d)	Regular meetings are conducted amongst regional partners. Council considers a plan to increase engagement with regional partners on flood mitigation.	2023 Q2	Council / PW

### 3.4.4 Energy Efficiency

Goal: To Reduce the Energy Consumption of the City Corporation		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Continue to support improvements to City buildings that reduce energy consumption.	The City of Cranbrook reduces its environmental impact and its annual use of heat, water, and power.
b)	Support planting trees throughout the City.	Multi-dimensional benefits are created by increased green spaces throughout Cranbrook, including the beautification of the downtown, heat reduction in the summer, and flood mitigation.
c)	Broadly support renewable energy initiatives.	Lower-impact energy sources are more widely adopted within Cranbrook.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	An audit of the City's energy use is conducted, and options for energy reduction initiatives and associated budget is presented to Council.	2022 Q1	PW
b)	Community tree planting program is rolled out.	2023 Q4	PW
c)	A program of reduced energy consumption ideas is provided to citizens and businesses.	2024 Q3	PW

### 3.4.5 Asset Management

Goal: To Maintain City Infrastructure in Alignment with City Needs		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Complete an Asset Management Plan.	The City budgets for repair and replacement of infrastructure prior to its failure.
b)	Ensure that Capital Asset Management Plan is aligned with the Strategic Sustainable Financial Plan.	Administration's plans are aligned with Council's strategic priorities and resources are optimized.
c)	Invest in transportation infrastructure.	Roads and sidewalks are maintained in such a way that residents and visitors are not restricted from travel throughout the City.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	An Asset Management Plan is presented to Council for consideration.	2021 Q2	PW
b)	Capital Asset Management Plan is aligned with the Strategic Sustainable Financial Plan.	2021 Q4	Fin / PW
c)	A local and regional public transportation study is conducted. This study will include public and private options for transportation.	2024 Q2	PW

### 3.4.6 Landfill Use

<b>Goal: To Divert Waste from the Landfill</b>	
<b>Strategies (We Will...)</b>	<b>Desired Result(s) or Achievement(s)</b>
a) Develop a Recycling Strategy that considers the potential for mechanized garbage or curbside recycling.	The City's environmental impact from waste is reduced.
b) Form a partnership with the RDEK to better inform the public about the importance of composting and recycling.	Citizens and businesses understand and support recycling and composting initiatives.
c) Create a compost facility or biofuel facility.	Cranbrook is known for its commitment to sustainable development and environmental stewardship.

<b>Performance Measures</b>			
<b>Strategy</b>	<b>Measure</b>	<b>Target Time</b>	<b>Lead Role</b>
a)	The waste diversion percentage from the landfill increases each year.	2021 Q3	PW
b)	A formal partnership with the RDEK is established to create a public awareness campaign aimed at diverting waste from the landfill.	2023 Q4	Council
c)	Working in conjunction with business groups, a feasibility study is conducted to assess the potential for a composting or biofuel facility.	2024 Q3	PW



## 4. Conclusion

The pages of Cranbrook's 2020-2024 Strategic Plan provide a roadmap that was developed by the City's elected officials and Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the City operates is always shifting. In response, the City's plans also must change to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

### 4.1 Creation Credits

The following individuals participated in the initial creation of this strategic plan. Their contributions are significant and vital.

#### Members of Council

- Lee Pratt, Mayor
- Mike Peabody, Councillor
- Norma Blissett, Councillor
- Wayne Price, Councillor
- Wes Graham, Councillor
- John Hudak, Councillor
- Ron Popoff, Councillor

#### Members of Administration

- Ron Fraser, Interim CAO
- Charlene Courtney, Deputy Director Finance
- Chris New, Director, Community Services
- Derrick Anderson, Director, Public Works
- Scott Driver, Director, Fire & Emergency Services
- Barry Graham, Detachment Commander, RCMP
- Tina Babuin, Administrative Manager, CAO Office
- Marnie Dueck, City Clerk, CAO Office
- Ndaba (Andy) Dube, Manager, Human Resources
- Kelly Thorsteinson, Executive Assistant to Mayor and CAO
- Chris Zettel, Communications Officer, Development Services

Professional assistance in working with Council and Administration was provided by:

#### External Advisors

- Ian McCormack, CMC, Strategic Steps Inc.
- Michaela Pedersen-Macnab, Strategic Steps Inc.

## **Appendix 1 - Implementing Sustainability**

For 2020 and beyond, Council and Administration discussed and advanced direction about the long-term vision of the City and how existing strategies from the previous strategic plan, as well as new strategies should be incorporated to continue with the excitement of achieving sustainable results.

Council is committed to providing and passing on a solid foundation of direction and policy for future Councils that will continue to build a sustainable community and reflects the values and beliefs expressed by the citizens of Cranbrook. Such foresight can motivate current day planning to think about the impact of growing the City population within 5-10 years as well as diversifying the economy to provide long-term governance.

It is critical to think in these terms so that capacity and resources can be developed or updated in advance so that sustainability is maintained as the population of the community continues to grow.

### **Continuous Review**

The overall capacity of the City will need to be assessed and evaluated on a continuous basis to address the goals, strategies and actions that drive Cranbrook's financial, capital and operating plans. Likewise, Council will need to revisit and revise this plan based on projected service delivery targets as the population of Cranbrook continues to grow, and to enact sustainable solutions to meet future needs.

## Appendix 2 – Plan Communications Process

Cranbrook's Council and Administration will collaborate with community organizations, citizens, and regional stakeholders to distribute and gather feedback about the future. Thereafter, Council will consider and potentially adopt this strategic plan.

The steps below are directed by the CAO or a designate to refine the strategic plan during its rollout and to communicate the plan's objectives throughout its life:

1. City Council accepts the strategic plan in principle for circulation and feedback from the public.
2. Provide strategic plan update summaries to the public in accordance with City communications protocols.
3. After public feedback is received, any desired changes are incorporated by Council.
4. Council reviews the final strategic plan update for approval.
5. CAO provides semi-annual reports to Council about the progress in meeting goals.
6. CAO and directors include excerpts of the strategic plan update in future operational and project reporting to City Council.
7. The strategic plan update will be communicated to regional partners to identify areas of potential further collaboration.
8. Excerpts of the strategic plan update will be communicated, where applicable, in government correspondence and reports to connect the plan's strategies to government policy.
9. Excerpts of the strategic plan update will be communicated to stakeholders where applicable, to connect plan strategies to stakeholder interests.

Public engagement policies can be used to determine the best way to engage local citizens, businesses and other stakeholders in helping to achieve the goals and strategies contained in this strategic plan.

## Appendix 3 – Plan Review Process

To ensure that this strategic plan remains current and fresh, the following process is provided to encourage an ongoing review of the plan and its priorities.

1. City management meetings will be used to review draft updates to the strategic goals to further assess the priorities, articulate the goals and to put action to the priority strategies.
2. Council will then be able to adopt the goals, post the update on the City's website, and communicate with residents and circulate as needed. Furthermore, the strategic plan continues to be the foundation for Administration to bring forward proposals or projects to Council to achieve Council's long-term direction.
3. Administration will continue to fill in the blanks, plan annual action steps and performance measures, update the capital and operating financial forecasts and conduct succession planning, human resource, capacity, and service delivery needs assessments.
4. Administration will prepare draft bylaws and policies where applicable to address the initiatives identified on the priorities list.
5. Council will review draft bylaws and policies that come forward to ensure that Council direction is kept up-to-date and reflects current and future operating practices.
6. The CAO will provide Council with an update on progress towards achieving the goals and strategies on an annual basis in conjunction with the City's operational or financial reviews.
7. The CAO will provide an orientation for each new Council after municipal elections (or by-elections) about the guidance and direction provided in this updated strategic plan.
8. With public consultation and further Council and Administration review, the strategic plan's priority strategies will be updated in the summer or early fall of each year in time to synchronize with budget preparation for the following year.