



MOUNTAINS OF OPPORTUNITY
CRANBROOK

City of Cranbrook Strategic Priorities 2015 - 2018



Summary of City of Cranbrook Strategic Priorities 2015 – 2018

Introduction

Seven (7) strategic priorities were created to make up the City of Cranbrook Strategic Priorities 2015 – 2018 Report:



1

Responsible & Balanced Infrastructure Plan

Comprehensive infrastructure plan that incorporates responsible growth principles. Plan must be affordable and sustainable for the current and future tax payers.

Preparation of a Strategic Sustainable Financial Plan (Reliable, Sufficient, Equitable)

Review existing reserves, borrowing/debt, accumulated surplus (policies) for appropriate funding mix and threshold balances to be maintained.



2

Foster a Healthy Local and Area Economy

Enhance the business investment climate by growing Cranbrook's portfolio of available industrial lands, encourage growth in skilled labour and leverage the City's position as the regional hub.



3

Preserve and Protect Water Quality & Supply

Strong multi-level partnership with the provincial/federal agencies to ensure a water quality level that is reasonable and affordable for the taxpayer. Investigate current and future water supply opportunities.



4

Streamline and Simplify the City's Regulatory Process and Doing Business with the City (Reduce Red Tape -RRT)

Provide ongoing public information to the business and development community including annual workshops and review of bylaws and fee structure.



6

Strengthen Our Human Resource Assets

Create a vibrant and diverse human resources culture and provide ongoing training support and professional development.



5

Enhance Community Livability and Quality of Life

Bring together the social well-being, heritage, cultural vibrancy and our natural and built environment pillars to create a community that is sustainable and adaptable to change.



7



The City of Cranbrook Strategic Priorities was developed as follows:

Steps:

- Planning Workshop, which focused on key issues
- Identify key strategic priorities with Council and staff
- Priorities Reporting, including regular reporting to Council and the public

Preparation

Department heads were asked to complete a worksheet to identify the strengths, weaknesses, opportunities and challenges faced by the organization.

Planning

Priorities workshop were attended by all Council members and senior staff/ department heads. Focus lied with key organizational issues and all strategic priorities were chosen to take advantage of opportunities and protect against challenges. Results of the workshop form the basis of a strategic plan.

Staff and Council

Will create reporting expectations and frequency to make sure progress is being made and tracked. Finalized plan is available to Council, staff and to the public.

City of Cranbrook Vision

Cranbrook is noted for its striking natural setting at the foot of the Rocky Mountains and title of “Sunniest City in BC”. The range of towering peaks serve as a rugged backdrop to this dynamic community where residents enjoy an enviable lifestyle within a safe urban environment that provides a wealth of opportunity for individual wellness, education and prosperity. Growth is balanced with sustainability principles to promote the long term viability of the community, its economy and social well-being, along with measures to preserve biodiversity, protect water quality, keep air clean, adjust to global climatic conditions, and protect natural beauty for aesthetic and spiritual value. A rich cultural fabric complements a visually attractive urban form set in a spectacular mountain environment.

Cranbrook’s vision can be achieved by working towards a number of community wide ideals. Specifically, these ideals include:

1. Supporting overall community sustainability through continued implementation of sustainability initiatives and practices.
2. Continuing beautification of the City to create lasting, positive impression for residents and visitors.
3. Establishing a strong, vibrant downtown with commercial, professional, and financial services supported by low/no cost parking; well-lit and landscaped pedestrian corridors; functional and well-designed streetscapes; and increased mixed use development.
4. Promoting development of an attractive commercial highway corridor with a broad range of services for the travelling public and City residents.
5. Maintaining regional hub status by:
 - utilizing the City’s three major transportation modes; road, rail and air which service a diverse industrial and commercial base;
 - providing wellness services and opportunities through the Regional Hospital, library, recreation facilities and surrounding natural environment;
 - advancing world class education opportunities through on-going development of the College of the Rockies;
 - expanding cultural opportunities through the Key City Theatre, Canadian Museum of Rail Travel, Fort Steele and the City’s arts community.
6. The Canadian Rockies International Airport providing expanded travel opportunities and facilitating economic development and capital investment in Cranbrook and the Region.
7. Sustainable growth management that helps expand the City’s residential, commercial, and industrial sectors while ensuring sound fiscal and asset management, protection of natural open space areas, long-term interface fire protection, and efficient use of developable parcels.

City of Cranbrook Strategic Priorities (2015 – 2018)

1. Responsible & Balanced Infrastructure Plan	2015	2016	2017	2018
<i>Comprehensive infrastructure plan that incorporates responsible growth principles. Plan must be affordable and sustainable for the current and future tax payers.</i>				
• Completion and implementation of Asset Management Plan (AMP)	✓			
○ Complete Integrated Infrastructure Capital Plan (IICP)	✓			
▪ road, water, sewer, storm sewer				
○ Prepare and present AMP policy to Council and present plan to Public	✓			
○ Create a financial model to support AMP				
▪ Contact other potential infrastructure funding partners	✓	✓	✓	✓
• Expand the Asset Management Plan to include facilities and other significant City assets		✓		
○ Key City Theatre replacement				✓
• Replacement of Idlewild Dam and Upgrade of Lake & Park		✓		
○ Obtain public input on lake and park upgrades	✓			
○ Identify potential funding partners	✓	✓		
• Motor Control Centre (MCC) Replacement and related electrical replacements at the Spray Irrigation Site pump house	✓	✓		
• Wastewater Transfer Pipeline (Phase 2) from City lagoons to spray irrigation storage ponds		✓	✓	

City of Cranbrook Strategic Priorities (2015 – 2018)

2. Preparation of a Strategic Sustainable Financial Plan (reliable, sufficient, equitable)	2015	2016	2017	2018
<i>Review existing reserves, borrowing/debt, accumulated surplus (policies) for appropriate funding mix and threshold balances to be maintained.</i>				
• Define core services/costs and level of servicing that will be provided in the short term (next 5 years) and the long term		✓		
• Financial principles and strategies need to be developed to protect assets and service levels and quality of life for residents and businesses		✓		
○ Principles will be developed for property taxes, user fees, development cost charges (DCC), debt and reserves				
○ Principles will be developed for services, capital projects and asset renewal and expansion				
• Prepare Grants to Organizations Policy	✓			

City of Cranbrook Strategic Priorities (2015 – 2018)

3. Foster a Healthy Local and Area Economy	2015	2016	2017	2018
<i>Enhance the business investment climate by growing Cranbrook's portfolio of available industrial lands, encourage growth in skilled labour and leverage the City's position as the regional hub.</i>				
• Finalize City Economic Development Strategy	✓			
• Update Community Economic Profile	✓	✓	✓	✓
• Create a partnership between City of Cranbrook and City of Kimberley Mayors and Economic Development Officers	✓	✓	✓	✓
• Provide services to help strengthen existing business community and attract new business investment	✓	✓	✓	✓
• Development of employment & industrial lands	✓	✓	✓	✓
○ Redevelopment and marketing promotion of former Tembec lands	✓	✓		
○ Removal of City landfill from ALR	✓			
○ Investigate options for Moir Gravel Pit future use		✓		
○ Development of Canadian Rockies International Airport (CRIA) industrial lands		✓	✓	
• Investigate options for development of the South Hill area		✓		
• Continue to explore additional carriers to provide service to CRIA	✓	✓	✓	✓
• Establish local tourism destination marketing organization (DMO)	✓			
• Continue to explore economic opportunities with the St. Mary's Indian Band	✓	✓	✓	✓
• Identify opportunities to generate new business investment in the downtown core	✓	✓	✓	✓

City of Cranbrook Strategic Priorities (2015 – 2018)

4. Preserve and Protect Water Quality & Supply	2015	2016	2017	2018
<i>Strong multi-level partnership with the provincial/federal agencies to ensure a water quality level that is reasonable and affordable for the taxpayer. Investigate current and future water supply opportunities.</i>				
• Along with the Provincial agencies control activity in the watershed		✓	✓	✓
• Bring Deep Wells back online	✓			
• Plan for potential provincial requirement for Water Treatment Facility			✓	
• Develop a Water Management Plan (entire cycle)		✓		
○ Assessment of Joseph Creek		✓	✓	✓

City of Cranbrook Strategic Priorities (2015 – 2018)

5. Strengthen Our Human Resource Assets	2015	2016	2017	2018
<i>Create a vibrant and diverse human resources culture and provide ongoing training support and professional development.</i>				
• Filling of vacant staff positions and succession planning for senior management	✓	✓	✓	✓
• Determine a reasonable fire service level that is appropriate for our community and that can consistently be provided	✓			
• Performance review process and a supporting training program		✓	✓	✓
• Encouraging a work environment where staff feel valued and respected	✓	✓	✓	✓
• Develop operational back up plan at Spray Irrigation property	✓			
○ Review existing operating manuals with contractor	✓			
○ Train City staff in operating procedures	✓	✓	✓	✓
• Create After Hours Stand-by Program	✓			

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6. Streamline and Simplify the City's Regulatory Process and Doing Business with the City (Reduce Red Tape - RRT)	2015	2016	2017	2018
<i>Provide ongoing public information to the business and development community including annual workshops and review of bylaws and fee structure.</i>				
• Assess Provincial and Federal development and building requirements being assigned to the municipality to enforce		✓		
• Review of business license process and inspection procedures to identify inefficiencies		✓		
• Engage with vendors/contractors to identify city insurance requirements, Operational Health and Safety (OH&S) requirements and city purchasing policy		✓		
○ Develop purchasing guidelines		✓		
• Review and rewrite business-related bylaws in plain language	✓	✓	✓	✓
• Explore pros and cons of expanding social media program/policy for corporation	✓			

City of Cranbrook Strategic Priorities (2015 – 2018)

7. Enhance Community Livability and Quality of Life	2015	2016	2017	2018
<i>Bring together the social well-being, heritage, cultural vibrancy and our natural and built environment pillars to create a community that is sustainable and adaptable to change.</i>				
<ul style="list-style-type: none"> • Support health and educational opportunities for citizens and encourage collaborative partnerships between all levels of government, non-profit and community support organizations to meet community challenges. 				
<ul style="list-style-type: none"> ○ Continue to work with the Salvation Army, CMHA, the provincial and federal governments and other service organizations to help address homelessness and affordable housing 	✓	✓	✓	✓
<ul style="list-style-type: none"> • Support artistic and cultural expression, a variety of recreational and leisure opportunities for all ages and the value of and support for our heritage assets 				
<ul style="list-style-type: none"> ○ Continue to work with and support local arts, culture and heritage 	✓	✓	✓	✓
<ul style="list-style-type: none"> ○ Expand cultural opportunities through the Key City Theatre, Cranbrook History Centre, Fort Steele and the arts community 	✓	✓	✓	✓
<ul style="list-style-type: none"> • Continue toward additional protection and enhancement of parks and natural areas, community recreation facilities and leisure programming 	✓	✓	✓	✓