



# Council’s Strategic Priorities/Statements of Municipal Objectives, 2019 - 2022

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## Q4 2021 Progress Report

Provincial statute requires that a council’s annual report must describe progress made on municipal objectives for the year the report covers as well as the current and next year.

Council’s Strategic Priorities represent these municipal objectives, being a suite of direction-based initiatives that could be focused on a combination of meeting the needs of higher level governments, the expectations of the community, or general societal trends. Achieving them requires tactical projects undertaken by staff, making Strategic Priorities task-oriented, understandable, and measurable. While they are politically and policy driven, they are also logical, administrative goals for the corporation.

Strategic Priorities are high ranking in the annual corporate work plan, identified alongside continual public works and recreational services; higher level government reporting; development services; program management; communications; ongoing contracts and project implementation; permitting, licensing, collecting; and internal corporate management. They represent key policy based tactics that fit into an overall directional shift or theme for the organization.

Strategic Priorities are typically determined early in the 4-year political cycle, with a mid-term review undertaken to re-affirm or amend their status. Progress updates are undertaken twice annually. For the current political term of office, Council has adopted 4 overarching guiding principles that will be considered in the context of all strategic priorities, policy development, and tactical decisions made for the corporation, being:

**ADDRESSING CLIMATE CHANGE**

**COMMUNICATING EFFECTIVELY WITH THE COMMUNITY**

**MANAGING OUR ASSETS FOR THE FUTURE**

**LIVING WITHIN OUR MEANS**

Strategic Priorities are divided into three general categories to start. The first two categories are grouped in reporting.



### **NOW**

These are projects and initiatives of highest priority with fixed dates for milestones which Council would like to have completed or achieved a new state in 0-12 months.



### **NEXT**

These Priorities are ideally meant to be undertaken as the NOW Priorities are completed, thereby moving them up to NOW status accordingly. Council would like to have them completed or in a new state in 0-24 months.



### **AVOCACY**

These are Council-only political lobbying initiatives with other entities and levels of government to achieve strategic positioning for the community on economic and equity grounds.



## (0-12 months)

Initiative	Why Do It?	(STM) Short Term Milestone	Success Definition	Progress to Q4 2021
<b>Highway 95 Bridge Project Land Security Objective</b> <i>Ensure security of properties critical for the project and for Golden's future.</i>	Success for Golden in this project lies in ensuring bridge and highway alignment that maintains logical and accessible vehicular traffic movement and parking, pedestrian ease, and downtown economic development opportunity.	Submission and acceptance of proposals and positions for consideration by parties involved prior to end of Q3, 2019.	A level of land security positions that ensure the best possible outcome for the project and the community.	<b>100% for STM; 100%</b> The Province has confirmed there will be no acquisition of the 'CP Parking Lot'. Project direction and restriction is clear. Not the outcome we were looking for but is now immutable.
<b>Highway 1 Impacts Objective</b> <i>Ensure community impacts as a result of the Canyon Project are mitigated.</i>	Though ultimately beneficial nationally, provincially and locally, the Phase 4 Canyon Project will have a number of significant short term impacts to the community, be it traffic re-routing and congestion, housing pressures, social pressures, and infrastructure burdens. Consideration and compensation for this will be sought.	Submission of community expectations, concerns, and positions to the Province prior to end of Q, 2019.	Meaningful collaboration and commitments through agreements with the Province and contractors to mitigate these impacts.	<b>100% for STM; 100% for Success</b> The bulk water plant is fully commissioned and operating; reroute provisions for traffic management are complete.
<b>Indoor Pool Feasibility Study Objectives</b> <i>Maintain presence and influence in the context of this initiative to ensure council concerns are met.</i>	The prospect of an indoor pool complex <b>must</b> be studied with an "all things considered" mindset, examining the status and forecast of both capital and programmatic investments in the existing pool and Rec Plex; the forecast of the Town of Golden's asset management obligations now and in the future; and full capital and operational lifecycle costs to the greater community of any proposed new facility.	Attendance at feasibility committee meetings and consensus on such items in the Terms of Reference; report by representatives prior to end of Q3, 2019.	A feasibility study terms of reference and publication that has fully integrated the data described and outcomes to the taxpayer of these considerations into any and all feasibility models.	<b>100% for STM; 100% for Success</b> Feasibility study complete. Inter-agency staff are now working on technical interpretations of costs to bring to Council this fall for positioning on the initiative.
<b>Airport Future Objective</b> <i>Determine the future viability of the airport.</i>	In the context of broader and responsible asset management, a deteriorating facility, limited use, costs for rehabilitation, and unknown potential, the practical viability of keeping and maintaining an airport must be examined.	Development of a Terms of Reference and RFP for advertising to the market by end of Q2, 2019.	A fulsome report authored by a credible professional consultant in aerodrome business cases and strategic positioning to recommend direction of this facility.	<b>100% for STM; 100% for Success</b> Strategic and Tactical Plans complete and submitted to Council with endorsement. Implementation now underway.
<b>Asset Management System Objective</b> <i>Continue to develop and finalize a process for the future.</i>	Adequate planning and management of the assets owned and operated by the municipality has become a corporate priority, growing across North America. Decades of relative and universal neglect by municipal governments to this need is resulting in new empowerment to inventory, analyze, and reconcile aging infrastructure, life cycle costs, and realistic service delivery with limited resources for the future.	Overarching Policy by end of Q2, Asset Management Plans by end of year.	Policy and plans in place by end of Q4 and progress toward a Long Term Financial Plan in 2020.	<b>85% for STM; 65% for Success</b> FCM grant approval not achieved. UBCM portion returned. Efforts to ensure current AM infrastructure projects are addressed continue. Reserve review and long term financial plan is still envisioned within next 3 years.



## **(0-24 months)**

<b>Initiative</b>	<b>Why Do It?</b>	<b>Short Term Milestone</b>	<b>Success Definition</b>	<b>Progress to Q4 2021</b>
<b>Land Strategy Assessment Objective</b> <i>Examine land requirements for the municipality to deliver services and amenities</i>	Like any service delivery agency, the Town requires land to deliver services, whether it be in the form of roads, wells, parks, buildings, parking lots, future development opportunities and other spatial needs. As the town grows, the need to ensure adequate space has been secured is necessary.	Inventory of existing land and that available for consideration.	Confidence in assuring land needs now and in the foreseeable future are met.	<b>100% on STM; 100% for Success</b> Strategic acquisitions ('DJ's Parking Lot, River Walk) made with resources available.
<b>Service Capacity Review Report Objective</b> <i>Ensure the organization is capable of delivering a consistent and growing level of services and internal needs.</i>	The organization is increasingly under pressure both internally and externally to deliver more services, increasing demands on staff and Council. Right-sizing the staff complement is critical if expectations continue to increase.	A report detailing the current workloads in scope and nature of staff, accomplishments, and challenges.	Organizational capacity to meet current and future workload as required by Council, higher levels of government, and local society.	<b>5% for STM; 100% for Success</b> Report delivered to Council in Q4, new budget for resources approved. New positions will address shortfalls but longer term changes will still be required.
<b>Wixon Property Conservation Plan Objectives</b> <i>Ensure upon divestiture of the land and building, its heritage properties are maintained.</i>	In keeping with the wishes of the late Ruth Wixon and the recognition of the property's heritage attributes, it is the responsibility of the municipality to ensure its character is retained.	Conservation plan vetted by appropriate authorities to be attached to the property.	Divestiture of the property and maintenance of its historical character.	<b>95% for STM; 75% for Success</b> Plan prepared; finalization, approval and submission pending.
<b>Short Term Rental Bylaw and Enforcement Objective</b> <i>Complete bylaw and implement enforcement provisions.</i>	The number of unregulated STR's in Golden continues to grow along with frustration in the tourism and residential neighbourhood sectors. Applying a simple regulatory framework will promote and ideally limit the quantity of these offerings.	Bylaw completion and enforcement plan.	Meaningful regulatory regime in place; satisfactory compliance.	<b>85% for STM; 75% for Success</b> Enabling bylaw passed in Q4 2020. Regulatory enforcement provisions nearly complete. Pandemic and other projects have significantly impacted local market offerings.
<b>Economic Development Function Objective</b> <i>Investigate re-establishment of function.</i>	A CED function in the past has measurably assisted the community in moving forward on many files. Costs of provision if shared with the regional district may also create financial and administrative manageability.	Establishing an agreed-to approach and implementation of this function with the regional district.	If disagreement on approach, a mutual agreement to discontinue the initiative; if an agreement is struck, implementation of the initiative.	<b>100% for Success</b> Contract with GCSSC executed. Contract ends June 2022
<b>Housing Needs Assessment Objective</b> <i>Investigate re-establishment of function</i>	Mandated every 5 years by the Province, these assessments are a means to better understand the housing status in a community, including stock and gap and are critical to developing a strategy or action plan.	Completion of reports required as a component of the assessment.	Better understanding through report analysis of the housing status in Golden and definitive needs.	<b>100% for STM; 100% for Success</b> Project complete; final reports received by Council in Q2.



## Council Advocacy Priorities 2019-2022

Initiative	Why Consider It?	Definitions of Success	Progress to Q4 2021
<b>Landfill Legislative Compliance</b>	The Golden landfill has been the subject of considerable debate and contention with respect to its adherence to environmental regulation, unsightliness, and general location in the context of a growing community. Owned and operated by the regional district, it is in Council's interest to ensure the regional government provides updates in order that Council may consider and understand the future of this facility.	Assurance of compliance with Provincial legislation; eventual determination of direction of facility long term.	Council has requested and received regular updates from the CSRSD regarding compliance. <b>The CSRSD has been faithful in extending correspondence and providing all reports germane to this matter.</b>
<b>Landfill Wells Report</b>	Consistent with the above, receiving data and reports from the regional government with respect to monitoring wells for the facility and participating in determining future direction for the facility.	Receipt of required reports and meaningful discussion following.	Council has received all reports associated with the topic to date including staff presentations.
<b>CP Rail Lot Allocation</b>	Consistent with the highest strategic priority of Council, ensuring this property is retained for the Highway 95 Bridge project is critical for the community.	Ensuring the parcel is secured for the Highway 95 Bridge Project.	<b>Allocation no longer possible with CP position now immutable from the top executive level.</b>
<b>Economic Development Function</b>	Past versions of this function have been beneficial for the community. Exploration of a renewed function with the regional district is prudent to re-establish its presence and realize opportunities for the area.	If disagreement on approach, a mutual agreement to discontinue the initiative; if an agreement is struck, implementation of the initiative.	Complete. A 3 year contract for services has been executed with the Golden Community Social Services Co-op. <b>Contract ends June of 2022.</b>