



# **Council Strategic Priorities and Municipal Objectives 2024-2026**

**Developed by  
Town of Golden Council  
Town of Golden Administration**

**Facilitated by**



**SUMMARY**

The Mayor, Council, and Senior Administrative Staff of the Town of Golden gathered in person for a two-day strategic planning workshop October 4<sup>th</sup> and 5<sup>th</sup>, 2023, to identify strategic priorities for next three years of the current political term. Day 1 focused on presentations from all senior staff, with time for Council questions, concerns, reactions, and discussion. Day 2 was a deeper dive into identifying four strategic priorities, including goals and key considerations. The planning process also included pre-workshop 1:1 interviews with the facilitator, and an online survey. The result was a plan based on meaningful collaborative conversations. The team also discussed advocacy priorities, and core values, purpose, and vision for the municipal corporation of the Town of Golden.

**The Town of Golden Mayor and Council emphasize the importance of Indigenous Relations & Reconciliation and Climate Resilience, integrated where practical within all other strategic priorities.** It is the direction of Council that these priorities translate into action at the political and administrative levels, including continually identifying opportunities for true reconciliation actions and meaningful steps primarily around climate crisis adaptation. These priorities represent common threads to be practically considered when carrying out all other strategic priorities and delivery of municipal services.

**The Town of Golden Administration acknowledges the importance of Council’s collaborative work in establishing strategic priorities,** at a time when so many aspects of municipal work are urgent and important. Without Council-directed strategic priorities, successes are diluted. With strategic priorities, the municipality creates political and administrative alignment, focus, and support, and successes are highlighted for everyone, most importantly the constituents and residents of Golden.

**Town of Golden Council**

Mayor Ron Oszust  
Councillor Chris Hambruch  
Councillor Joy Guyot  
Councillor Kristi Cooper  
Councillor Wes Routley  
Councillor Richard Dale  
Councillor John Manuel

**Town of Golden Administration**

Jon Wilsgard, *Chief Administrative Officer*  
Carolyn Brown, *Director of Finance*  
Chris Cochran, *Director of Public Works*  
Alysha Saville, *Director of Corporate Services & Communications*  
Phil Armstrong, *Director of Planning & Development*  
Jordan Petrovics, *Director of Recreation Services*  
Mike Pecora, *Director of Protective Services*

# GUIDING PRINCIPLES & VALUES



Practical  
Reliable  
Collaborative  
Adaptive  
Responsible  
Inclusive

## Value Proposition

We will be **adaptive** in our operations.

We will **responsibly** maintain our core infrastructure.

We will provide services that are **practical** and **reliable**.

We will **collaboratively** support and advocate for community values, diversity, equity, and **inclusion**, and quality of life for current and future generations.

# **STRATEGIC PRIORITIES DEFINITIONS**

## **Corporate Wide Priorities**

### **Indigenous Relations and Reconciliation**

*Cultural Awareness & Reconciliation Training, purposeful regional engagement, acknowledgement, and consultation.*

### **Climate Resilience**

*Implementing practical mitigative and adaptive initiatives across the organization.*

## **Targeted Priorities**

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### **Asset Management**

*Maintaining and valuating inventories, undertaking assessments, identifying decision impacts, developing infrastructure master plans, and implementing replacement and service plans.*

### **Sustainable Service Delivery**

*Establishing practical service levels across the organization considering asset management needs and priorities, financial and personnel capacity, and developing long-term financial plans and policies to sustain them.*

### **Communications**

*Ensuring thorough and consistent external engagement through multiple channels and processes. Developing and implementing strategies to improve intra-organizational understanding, efficiencies, and collaboration.*

### **Capacity**

*Ensuring sufficient personnel, financial sustainability, and technological tools to meet the strategic priorities of Council and ongoing administrative work plans.*

# Strategic Goals and Actions 2024-2026

## ASSET MANAGEMENT

Strategic Goal	Strategic Action	Success Factors
Indigenous Relations and Reconciliation play a role in asset management planning.	Include Indigenous interests in asset development and long-term management where appropriate.	Tangible results of engagements.
Climate Resilience is referenced as a component of asset management.	Ensure best practices for capital construction, renewals, and operational efficiencies in the addition, renewal, and maintenance of all assets.	Results of decisions and implementation measures reflecting <b>Climate Resilience</b> .
Achievement of technological adequacy required for best practices.	Maintain and upgrade technology related equipment as needed.	Milestones in significant upgrades facilitating <b>Capacity</b> and efficiency.
A manageable asset registry.	Adjudicate the utility of additional asset propositions against the existing registry.	Examples of decisions made illustrating due diligence in adjudication.
	Ensure third parties approach Council with proposals prior to grant applications.	Elimination of unforeseen support requests for grant applications.
Sufficiency of assets to deliver services.	<i>Collaborate</i> with third parties, senior levels of government, grantors, consultancies for solution building. Undertake service level reviews.	Town Hall renewal and modernization solution. Purposeful asset acquisitions, renewals, and retirements to meet practical needs.
An understanding of the condition, capacity, and redundancy of municipal service and infrastructure assets.	Continue with Council and staff training on the principles of asset management.	Delivery of training, master plans and implementation plans to inform asset management direction.
A position on the long-term role of municipality in housing development.	Provide comprehensive assessment of new provincial legislation to inform the Town's future role and a Council decision thereto.	Determination of municipality's chosen span of control and participation.
Asset infrastructure needs are funded from a variety of sources.	<i>Practically</i> pursue appropriate grants and develop internal funding strategies to achieve targets.	Acquisition of grants; <i>practical</i> policy and protocol development.

# Strategic Goals and Actions 2024-2026

## SUSTAINABLE SERVICE DELIVERY

Strategic Goal	Strategic Action	Secondary or Tactical Actions	Success Factors
<b>Indigenous Relations and Reconciliation have a place in sustainable service delivery.</b>	Ensure relationship building and reconciliation strategies and tactics are <i>practically</i> incorporated into all service categories.	Apply where <i>practical</i> and <i>responsible</i> a lens within the service delivery framework that advances relationships and reconciliation acknowledgment.	Integration of an <i>inclusive</i> level of Indigenous participation, knowledge sharing, and imperatives in service delivery philosophy.
<b>Climate Resilience consideration is a component of service delivery.</b>	Ensure resilience strategies and tactics are <i>practically</i> incorporated into all service categories.	Apply where <i>practical</i> and appropriate, measures, assets, and tools.	Integration of <b>Climate Resilience</b> measures, assets, and tools into service delivery methods and outcomes.
<b>Financial and Capacity sustainability are maintained through <i>practical, reliable, and responsible</i> levels of service.</b>	Undertake a corporate-wide Service Level Review.	Maintain traditional service levels for protective services provision.	Reaffirmation of Golden Fire Rescue as a full-service department.
		Undertake long-term financial planning including bylaw, policy, and protocol development.	5 year+ financial outlook plans, reserve policy, procurement policy, stable operational funding, DCC, utility fees, and other revenue sourcing bylaws.
		Prioritize core services defined as utilities, roads, and fire protection.	Establishment of core services definitions.
		Action grant opportunities aligned with Strategic Goals.	Successful grant procurement for targeted workplan needs.
	Ensure optimization of revenue sources to support service delivery.	Develop and update revenue sourcing bylaws and associated implementation.	Adoption of DCC, utility fees, cemetery, business licensing bylaws, STR implementation.

# Strategic Goals and Actions 2024-2026

## COMMUNICATIONS

Strategic Goal	Strategic Action	Secondary or Tactical Actions	Success Factors
<b>Corporate communications include aspects of Indigenous Relations and Reconciliation.</b>	Develop communications strategies to improve relationships with local Indigenous Nations.	Engage in specific initiatives designed to improve relations with Indigenous peoples; pro-actively seek out communications opportunities.	Measurable improvements in Indigenous communications and relationships.
<b>Climate Resilience is successfully communicated to the community as a strategic goal.</b>	Idealize ways and means to ensure <b>Climate Resilience</b> is understood as a necessary <i>adaptation</i> of local government within the constituency.	Incorporate <b>Climate Resilience</b> messaging into corporate communications when appropriate.	Measurable advances in <b>Climate Resilience</b> awareness through communications.
<b>Be a local government leader in communications and engagement with residents.</b>	Maintain <i>reliable</i> and robust strategic communications with constituents regarding key initiatives, bylaw changes, and other important deliverables as determined by staff and Council.	Ensure transparency between staff, Council, and constituents particular to key conversations and decisions on service delivery.	Heightened public engagement following service delivery decisions.
		Measure impacts and effectiveness of various communications methods on managing community expectations.	Maintaining and sustaining respectful and productive public engagement on current platforms
		Ensure Council's Code of Conduct is reflected in its communications with constituents.	Council communications are supported by its Code of Conduct.
		Ensure any OCP process has meaningful and diverse public engagement and education as its foundation.	Heightened (and expected) educated public engagement in OCP process.
<b>Good knowledge and appreciation by council and all staff of departmental roles and initiatives.</b>	Design and implement methods and processes for improved internal communications and knowledge building between all staff.	Clarify mayor, council and staff roles and responsibilities regarding external communications to and with constituents.	Policies and protocols are universally understood.
	Design and implement methods and processes for <i>inclusive</i> internal communications and knowledge building between all staff.	Implement an internal communications plan.	Examples of program outputs.
<b>Excellent communications between key staff and Council.</b>	Ensure engagement between Council and key staff to determine mutual needs.	Ensure Council is prepared and briefed in advance of significant communication launches.	Confidence by all involved in style, frequency, and content of messages.
<b>Improved advocacy communications.</b>	Awareness of timing and opportunity for messaging.	Ensure advocacy communications occur on council specific appropriate platforms to further advocacy goals.	Evidence of communications, measurable accomplishments.

# Strategic Goals and Actions 2024-2026

## CAPACITY

Strategic Goal	Strategic Action	Secondary or Tactical Actions	Success Factors
<b>Increased capacity has been assisted by Indigenous Relations and Reconciliation efforts.</b>	Explore options for partnerships with Indigenous peoples to increase <b>Capacity</b> .	Ensure <i>inclusive</i> hiring practices in alignment with UNDRIP.	Enduring relationships with Indigenous partners benefitting workplace needs.
<b>Climate Resilience considerations and actions have influenced Capacity.</b>	Attention to climate related local government programs and opportunities.	Assign staff capacity to provincial reporting.	Improved program reporting and revenue. Climate sensitive development in Town Hall renewal.
<b>Technological tools and working spaces are adequate to ensure sufficient Capacity.</b>	Short- and long-term IT asset planning and development.	Ensure records management, cyber-security, program delivery modernization.	Acquisition of necessary software, pro forma, inter-departmental integration, cybersecurity, device, and hardware management and life cycling.
	Investigate options to increase internal workspaces to accommodate personnel needs.	<i>Collaborate</i> with Province for joint occupancy project or return to architectural commissioning. Populate satellite locations as practical.	Renewed or expanded Town Hall space.
<b>Personnel numbers and nature will effectively meet ongoing and anticipated future service delivery and asset management needs.</b>	Investigate recruitment incentives and retention priorities to meet strategic goal.	Undertake paygrade review to assure remuneration alignment is benchmarked with industry.	Renewed Collective Agreement fairly represents remuneration within industry norms.
		Implement as <i>practical</i> and necessary, tools to improve working options and flexibilities.	Successful implementation where appropriate and <i>practical</i> hybrid and remote working options, flex working arrangements etc.
	Create personnel needs projections over length of financial plan.	Implement annual recruitment needs and approvals.	Successful recruitments and ongoing retention of personnel base.
	Ensure work environment is met with necessary legislated and best practice expectations and conduct parameters.	Develop HR policies to address highest risk areas.	Establishment of a dedicated Human Resources function. Policy development and renewal in areas of onboarding, conduct, professional development, Respectful Workplace, and work returns.



# Strategic Goals and Actions 2024-2026

## COUNCIL ADVOCACY PRIORITIES

<b>Topic/ Area</b>	<b>Details</b>	<b>Entities</b>	<b>Related Strategic Priority</b>
<b>Diking Authority Responsibilities</b>	Funding for removal of gravel from Kicking Horse River	Province (EMCR)	Sustainable Service Delivery Climate Resilience
<b>Town Hall Renewal</b>	Funding and partnerships for new building(s)	Ministry of Citizens Services	Asset Management, Climate Resilience, Sustainable Service Delivery
<b>Core Infrastructure Renewals</b>	Accessing the Municipal and Regional District Tax Program (MRDT) for core infrastructure renewals	Ministry of Finance (in collaboration with other Resort Municipalities)	Sustainable Service Delivery Asset Management, Climate Resilience
<b>Property Tax Classifications</b>	Stratifying tax classes to enable local strategic property tax applications	Ministry of Finance	Sustainable Service Delivery Asset Management
<b>Expanding Revenue Sources</b>	Renewing emphasis of recommendations of “Strong Fiscal Futures” document	UBCM and Ministry of Finance	Sustainable Service Delivery
<b>Shared Services Funding</b>	Renegotiating terms of expired agreement	CSRD	Sustainable Service Delivery Asset Management
<b>Improving Indigenous relations</b>	Lobbying for a regional approach to cultural sensitivity training and awareness	AKBLG	Indigenous Relations and Reconciliation
<b>Lower Canyon Access</b>	Continue lobbying for access to enable a return to commercial river rafting in the lower Kicking Horse Canyon	CPKC Rail; Transport Canada; MP	N/A
<b>Expanded digital connectivity</b>	Continue lobbying support for area-wide telecom fibre penetration	CBBC, CSRD	N/A
<b>Community Forest</b>	Continue to support framework and promote fibre allocation in Golden TSA.	Ministry of Forests	N/A