

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When, Who
NOW		
<p>1. Long Term Water Strategy - Reiley <i>Should we continue providing water outside our boundaries or should we protect our water resources for use by High River residents?</i></p> <ul style="list-style-type: none"> • Review all existing water Studies and identify gaps. • Servicing Others External to High River – allocation policy • Servicing Internal for future development • Water License issues • Regulatory Change • Water Loss Management • Water Conservation • Long Term Water Strategy (Medium & Short Term) 15 years • Water Utility • Groundwater and wellhead protection process 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Strategy Development</p> <ol style="list-style-type: none"> 1. Literature Review (Jessica) – May Complete 2. Council report (Jessica) – Jul Complete 3. Develop Interim Water Allocation Policy (Jessica) – Dec 4. Develop TOR for Strategy (Jessica / Tom) – Dec 5. Funding Applications Submission (Jessica)- Feb21 6. Issue Request for Proposals (Tom)– Mar21 7. Contract Award – Apr 21 8. Develop Strategy (Consultant) – May ‘21 9. Adopt Strategy – Nov ‘21 <p>Water Utility Corporation - Reiley</p> <ol style="list-style-type: none"> 1. Business case for water utility corp. – Jan 21 2. Decision on water utility corp. – May ‘21
<p>2. New Pool – Chris <i>Should we proceed with the construction of a new pool facility or not?</i></p> <ul style="list-style-type: none"> • Council Decision • Plebiscite (Ask the Public) vs Opinion Pole • Lit Review • Design • Costing Information <ul style="list-style-type: none"> ○ Capital ○ Operational • Public Education / Communications • One Option to public 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Council Decision – Chris</p> <ol style="list-style-type: none"> 1. Site Tour (Canmore and Cochrane) – Nov Cancelled 2. Develop prelim Business Case – Dec 3. Council Decision – Jan 2021 4. Public Input / Consultation Framework – Mar 2021 5. Public support – Oct 2021 <p>Design – Chris</p> <ol style="list-style-type: none"> 1. Develop TOR for Architect Services – Jan 2021 2. Issue call for proposals – Jun 2021 3. Award Contract – Oct 2021 4. Begin detailed design process – Dec 2021

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<p>3. Pedestrian Bridge Study <i>Is a pedestrian bridge connection from the NW feasible? Should this expand into active transportation plan?</i></p> <ul style="list-style-type: none"> • Secure funding from outside agencies for study <ul style="list-style-type: none"> ○ Grant App to FCM ○ Explore other sources • NW Option • Floodway issues • Geotech assessment • Access review • Future land use of Mercer / Beechwood lands • Active Transportation • Walkability • Smart Growth 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Funding – Chris 1. Grant application to FCM – Jul Complete 2. Seek additional funding – Dec</p> <p>Design – Chris – Pending Funding from FCM 1. Develop Terms of Reference - Aug 2. Issue Call for Proposals - Dec 3. Award Contract – Feb 21 4. Complete study – Jun 21</p>
<p>4. New Website: Request for Proposal <i>Can we improve our online image? How can we create the “sense of cool” living in High River? Can we define who we are and what we do online? How can we explain “why High River?”</i></p> <ul style="list-style-type: none"> • Visual presence • Telling stories • Showing off the community • Energy • Community pride • How fun it is to live in High River? • Local pictures and videos • What its like to live here • Natural environment • Events • Businesses available 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Nicole (Donna)</p> <p>1. Draft RFP terms of reference – Jun Complete 2. Review terms of reference – Jun Complete 3. RFP Issued – Jul Complete 4. Contract Award – Aug 5. Launch New Website – Jan 21</p>

STRATEGIC PRIORITY WORK PROGRAM

October 1, 2020

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<p>5. Events <i>What should the Town's role be in events? Coordination versus Support? Should we be more active in community-based events or be more of a funder and application processor?</i></p> <ul style="list-style-type: none"> • Events site – info /application portal • Define staff's role and develop expectations for organizers and community groups • Communication Plan • Marketing • Support Role • Review Public Realm Policy • Review all public realm procedures • Understand risk threshold • Funding agreement negotiations 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Role clarity – define support vs coordination – Jan 21 2. Rewrite Public Realm Policy/Procedures – Jan 21 3. Develop Event Portal online 4. Develop Community Event Calendar 5. Develop and communicate expectations 6. Review funding model through budget process 7. Develop Fee for Service Agreements for re-curing events
NEXT		
<p>Service Level Review</p> <ul style="list-style-type: none"> • Core service level review • Determine efficiencies • Budget implications 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Chris</p> <ol style="list-style-type: none"> 1. Develop terms of reference – Complete 2. Issue call for proposals 3. Award contract 4. Review with Council 5. Recommend for Budget 2022
<p>Smart Growth: Review</p> <ul style="list-style-type: none"> • Leap Frog Development • Long term growth plan <ul style="list-style-type: none"> ○ How are we going to grow? ○ Cost of Growth • Quality of Life • Accessibility • Efficient Service Delivery • Walkability • East side of Highway 2 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Chris</p> <ol style="list-style-type: none"> 1. Discussion with Council and staff 2. Review of Town Plan and related plans 3. Review existing policies 4. Calculate cost of growth scenarios

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<p>Long Term Financial Strategy</p> <ul style="list-style-type: none"> • New budget process • Increase community engagement • Transparency and clarity • Inclusive and collaborative process with Council • Update Finance policies • Long term tax / utility / revenue planning 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Kola</p> <ol style="list-style-type: none"> 1. Review expectations and timelines 2. Develop engagement strategy 3. List policies / documents for updating
<p>Wastewater Treatment Plant – Options</p> <ul style="list-style-type: none"> • Update Council on new requirements • Outline work completed to date • Review new technology • Advocate for Provincial Funding 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Reiley</p> <ol style="list-style-type: none"> 1. Background report for Council Completed 2. Prepare Provincial Grant Application – Oct 3. Detailed design RFP – Jan 21 4. Award design contract – Mar 21 5. Issue Tender – Jan 22
<p>Customer Service / Satisfaction Survey</p> <ul style="list-style-type: none"> • Customer service level review • Customer satisfaction review • Support service level review 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Nicole</p> <ol style="list-style-type: none"> 1. Develop terms of reference Complete 2. Develop survey questions Complete 3. Consult with public
<p>Interim Water Allocation Agreements</p> <ul style="list-style-type: none"> • Cargill Request - decision • County Request - decision • AFICA – determine if moving forward • Power Plant • East side of Hwy 2 – IMC level 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Chris / Reiley</p> <ol style="list-style-type: none"> 1. Review individual requests – Chris/Reiley 2. Make decision on allocation requests -Council 3. Develop interim policy for allocation - Reiley 4. Execute new interim agreements - Chris
<p>Business Committee Terms of Reference</p> <ul style="list-style-type: none"> • Action based • Targeted volunteers • Event supporters • Incubator • Business networking type group • Funding to support ops 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Chris</p> <ol style="list-style-type: none"> 1. Develop terms of reference 2. Council adoption 3. Call for Volunteers 4. Strategic Priority Setting

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ADVOCACY		
<ul style="list-style-type: none"> GOA - Buyout Reversal (Riverside Dr, High Park) 	<ul style="list-style-type: none"> Request the Provincial Government to allow the properties on Riverside Drive to be re-purchased and offered for sale. 	
<ul style="list-style-type: none"> GOA – Municipal Ownership (Beechwood, Wallaceville, Rio Vista) 	<ul style="list-style-type: none"> Request that the subject properties be transferred into Municipal ownership. 	
<ul style="list-style-type: none"> Policing – Cost Sharing 	<ul style="list-style-type: none"> Ensure fair cost sharing of existing policing services. 	
<ul style="list-style-type: none"> CMRB 	<ul style="list-style-type: none"> Continue providing strong presence on the CMRB to protect High River’s interests. 	
<ul style="list-style-type: none"> Growth Management – Regional 	<ul style="list-style-type: none"> Ensure regional growth management remains a priority with the County. 	
<ul style="list-style-type: none"> East Side Hwy 2 – Growth 	<ul style="list-style-type: none"> Observe the growth and development on the East Side of Highway 2 and ensure it is completed properly and does not negatively impact the gateway into High River. 	
<ul style="list-style-type: none"> AFICA 	<ul style="list-style-type: none"> Determine High Rivers role in the partnership and ensure it provides a positive return to our residents. 	
<ul style="list-style-type: none"> Water 	<ul style="list-style-type: none"> Advocate for improved water licencing transfers, funding for improvements and upgrades 	
<ul style="list-style-type: none"> Wastewater Treatment 	<ul style="list-style-type: none"> Advocate for funding for facility upgrades and water reuse (storm and grey water) 	

Bolded items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Council to focus their priority setting discussion is *italicized*.