



City of Abbotsford

2022 - 2026

# STRATEGIC PLAN

JANUARY 2025



INCLUSIVE &  
CONNECTED  
COMMUNITY



SUSTAINABLE  
& SAFE CITY



VIBRANT &  
GROWING  
ECONOMY



ORGANIZATIONAL  
EXCELLENCE &  
INTEGRITY

THE HUB of the FRASER VALLEY

## Our Vision

**The City of Abbotsford is the Hub of the Fraser Valley. As the cultural and economic centre of the region, Abbotsford will be home to centralized services and agencies including health care, court services, transportation, university, airport, provincial and federal government, entertainment and cultural facilities, and commerce. We are diverse, inclusive, and connected; we are sustainable, safe, and healthy; we are a vibrant, prosperous and generous community.**

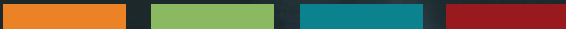
## Our Mission

**We strive to continually improve the quality of life within our community by delivering key services for current and future generations.**

## Our Values

By living its values, the City of Abbotsford strives to be an organization recognized for its excellence in city governance and employee, resident and customer relations. To provide excellence in service delivery, we have a role in understanding our business and fostering a corporate culture that sets the highest standard of integrity, professionalism and ethical behaviour. We act with character and integrity and do our best to understand the perspectives of Abbotsford residents while delivering services.

**THE HUB** of the **FRASER VALLEY**



# UPDATE FROM CITY COUNCIL

## City of Abbotsford 2022-2026 Strategic Plan

We are pleased to provide you with an update to our 2022-2026 Strategic Plan. As your Council, we remain dedicated to building on our vision of Abbotsford as the cultural and economic Hub of the Fraser Valley.

The City of Abbotsford is committed to achieving excellence in governance and in fostering strong relationships with employees, residents and customers. This Strategic Plan serves as the foundation for aligning municipal planning decisions, guiding business plans and budgets, and enabling continuous progress monitoring of our goals for the City of Abbotsford, both now and in the future. In short, it is the City's roadmap for how we deliver services and programs, ensuring we are purposefully moving forward as one organization.

Our 2022-2026 Strategic Plan set out the goals, priorities and actions for the City of Abbotsford which balances the municipal organizational planning process through our four guiding Principles of Inclusive and Connected Community, Sustainable and Safe City, Vibrant and Growing Economy, and Organizational Excellence and Integrity. In this updated plan, you will find advanced and completed priorities from 2024 and the key actions that will help us to achieve our vision during the remainder of our term as your Council.

City Council remains committed to enhancing the quality of life for all of our residents and to fostering an inclusive, prosperous and sustainable Abbotsford. It is a privilege for all of us to be able to serve our diverse and vibrant community — one filled with opportunity, hope and endless possibility. Together we will continue to build a thriving Abbotsford for generations to come.

### Abbotsford City Council



MAYOR  
ROSS SIEMENS



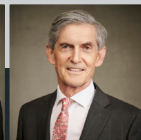
COUNCILLOR  
LES BARKMAN



COUNCILLOR  
KELLY CHAHAL



COUNCILLOR  
PATRICIA DRIESSEN



COUNCILLOR  
SIMON GIBSON



COUNCILLOR  
DAVE LOEWEN



COUNCILLOR  
PATRICIA ROSS



COUNCILLOR  
DAVE SIDHU



COUNCILLOR  
MARK WARKENTIN

# STRATEGIC PLAN | 2024 Advanced & Completed Priorities



## Principle 1 | **INCLUSIVE AND CONNECTED COMMUNITY**

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- ✓ Explore land development opportunities
- ✓ Update Official Community Plan
- ✓ Update Joint-Use Agreements with School District 34
- ✓ Complete and implement Arena Strategy
- ✓ Advance park amenities
- ✓ Complete Montrose Transit Exchange
- ✓ Develop Community Amenity Contributions and Density-Bonus policy
- ✓ Introduce McKee Neighbourhood Plan
- ✓ Implement Culture Connect Strategy
- ✓ Advocate (BC Transit/Translink) to extend transit to Skytrain in Langley
- ✓ Develop Aquatics Services and Facilities Strategy
- ✓ Update Infrastructure Master Plans



## Principle 2 | **SUSTAINABLE AND SAFE CITY**

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- ✓ Review Council Committees
- ✓ Apply to receive additional Federal Reaching Home Funding
- ✓ Implement Urban Forest Strategy
- ✓ Advocate for funding for the Flood Mitigation Strategy
- ✓ Implement Homelessness Action Plan
- ✓ Implement Affordable Housing Strategy



### Principle 3 | **VIBRANT AND GROWING ECONOMY**

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- ✓ Update Truck Parking Study and advocate for Provincial investments
- ✓ Update Intergovernmental Advocacy Strategy
- ✓ Update Business Retention and Expansion Strategy
- ✓ Develop Abbotsford Ambassador Program
- ✓ Create First Nations Relations Strategy
- ✓ Advocate and support agritech investment opportunities
- ✓ Continue to develop Abbotsford International Airport
- ✓ Explore revenue generating opportunities



### Principle 4 | **ORGANIZATIONAL EXCELLENCE AND INTEGRITY**

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- ✓ Continue to review resource needs
- ✓ Continue to modernize City services
- ✓ Enhance community engagement
- ✓ Update Employee Engagement
- ✓ Update Retention Strategy
- ✓ Develop Safety Culture Strategy
- ✓ Implement Asset Management Plan





# Principle 1 | INCLUSIVE AND CONNECTED COMMUNITY

## 2022-2026 Council Principles & Priorities

The City of Abbotsford is a community of inclusive, diverse, and green neighbourhoods, connected to convenient and affordable transportation and vibrant commercial centres. Our community is built on the foundation of our cultural heritage and natural beauty and we provide active living opportunities for all residents which contributes to the vitality and social cohesion of our City.

### GOALS AND PRIORITY ACTIONS:

#### 1 GOAL: Embrace diversity as one of our community's greatest strengths

- Implement Culture Connect Strategy
- Explore land development opportunities

#### 2 GOAL: Capitalize on transportation opportunities in and through the City

- Secure funding for Highstreet Transit Exchange
- Advocate (BC Transit/Translink) to extend transit to Skytrain in Langley
- Improve Montvue/West Railway/Essendene intersection and plaza

**3 GOAL: Value recreation and support facilities, amenities and activities that connect us**

- Update Joint-Use Agreements with the Abbotsford School District
- Complete and implement Arena Strategy
- Advance Park amenities
- Develop an Aquatics and Infrastructure Strategy

**4 GOAL: Ensure development decisions are based on our long-term strategies and are not swayed from our community vision by short-term goals**

- Update the Official Community Plan
- Update Infrastructure Master Plan



## Principle 2 | SUSTAINABLE AND SAFE CITY

### 2022-2026 Council Principles & Priorities

We are committed to keeping our residents and our community safe and to addressing social issues that impact our city. We are proactive in our stewardship of the environment and we value our natural assets and support sustainable growth. We are committed to minimizing environmental impacts and addressing climate change in our community.

#### GOALS AND PRIORITY ACTIONS:

- 1 GOAL: Value our community's connection with the environment**
  - Implement Urban Forestry Strategy
- 2 GOAL: Support a multi-disciplinary approach to public safety**
  - Build a new Fire Hall 6 facility
  - Advocate for funding for the Flood Mitigation Strategy
  - Create a Climate Resilience Strategy
- 3 GOAL: Facilitate action to mitigate social issues that impact our community**
  - Implement Homelessness Action Plan
  - Implement Affordable Housing Strategy





# Principle 3 | VIBRANT AND GROWING ECONOMY

## 2022-2026 Council Principles & Priorities

The City of Abbotsford is a regional hub of creativity and innovation where talent, investment and business thrive. We are a dynamic and prosperous community with a vibrant downtown and a fully diversified economy. We are a location of choice for development and sustainable investment.

### GOALS AND PRIORITY ACTIONS:

#### 1 GOAL: Recognize the value of innovation in our local economy, especially agriculture

- Advocate and support Agritech investment opportunities
- Explore a Regional Industrial Land and Advocacy Strategy

#### 2 GOAL: Develop a vibrant and diverse economy

- Update Truck Parking Study and Advocate for Provincial investment
- Continue to develop Abbotsford International Airport
- Explore a Convention Centre/Hotel for the community
- Explore revenue generating opportunities

#### 3 GOAL: Invest in building relationships that facilitate alignment

- Update Intergovernmental Advocacy Strategy with senior levels of government
- Create a First Nations Relations Strategy
- Develop a Regional Partnerships Strategy
- Continue to build and enhance our partnership relationships
- Update Business Retention and Expansion Strategy
- Develop an Abbotsford Ambassador Program



## Principle 4 | ORGANIZATIONAL EXCELLENCE AND INTEGRITY

### 2022-2026 Council Principles & Priorities

The City of Abbotsford has strong fiscal discipline, consistent governance and aligned operations. We actively manage our City finances with exceptional care. We are committed to being fair, equitable, transparent and democratic in our decision making. We maintain collaborative relationships with other communities and levels of government.

#### GOALS AND PRIORITY ACTIONS:

**1 GOAL: Our City services and programs are efficient and effective and we provide excellence in customer experiences**

- Continue to review resource needs for the organization
- Continue to modernize City services

**2 GOAL: Financial decisions consider long-term costs alongside the value to the community**

- Implement the Asset Management Plan
- Update the Long-Term Financial Plan



### **3 GOAL: We have open and transparent governance**

- Enhance community engagement and access to information

### **4 GOAL: Our workforce is involved, safe and engaged**

- Implement the Safety Culture Strategy
- Update the Employee Engagement Strategy
- Update Retention Strategy



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