



**The Corporation of the Town of Creston**

Creston, British Columbia

**2012 – 2014 Corporate Strategic Plan**

Adopted by Town Council: January 29, 2013

**TOWN OF CRESTON  
CORPORATE STRATEGIC PLAN  
2012 - 2014**

A corporate strategic plan defines the business of the organization, clarifies its preferred future and identifies strategic priorities. Municipalities whose operations are guided by a strategic plan can be more effective and efficient in using their scarce resources (tax dollars) to better meet present and future needs.

In March 2006, the Town of Creston developed its first Corporate Strategic Plan. Since that time, in order to ensure the Strategic Plan remains current, the Mayor and Council, together with senior staff, have facilitated annual in-house workshop sessions to review the Plan's content. Within the Plan, Council's strategic priorities and associated implementation actions are identified.

An implementation plan in the form of Actions is included in the Plan to provide for a more focused approach, and to enable the finalization of the Budget and associated determination of resources. These Actions are multi-year initiatives that will continue to be reviewed by Council on a regular basis to ensure the overall Strategic Plan is implemented.

The statements of "Good Governance", "Vision", "Mission" and "Values" are also reviewed and confirmed by Council annually.

## **GOOD GOVERNANCE**

The Town of Creston is committed to lead effectively through providing good governance and establishing strong values and partnerships. This approach is designed to provide the citizens of Creston with quality services. As such, Council and staff will endeavour to:

- Investigate and pursue equitable shared services and enhance Regional cooperation and partnerships;
- Provide sustainable municipal services in all departments;
- Increase the Town's profile in related political and professional organizations;
- Provide leadership development opportunities;
- Encourage community volunteer leadership through support and recognition;
- Undertake appropriate and periodic reviews of organizational structure and human resource capacity; and,
- Foster good communications between Council, staff and the public.

## **VISION, MISSION and VALUES**

We, the Council of the Town of Creston, believe that the following statements reflect the ethical foundation of our Council and Community, and our relationship with our public.

The Council of the Town of Creston is prepared and committed to increase responsiveness to the needs of our public and to focus our organization's efforts on achieving the goals articulated through our Strategic Plan.

### **OUR VISION**

“OUR COMMUNITY WORKING TOGETHER TO ENHANCE THE QUALITY OF LIFE, NOW AND INTO THE FUTURE, FOR THE CRESTON VALLEY.”

### **OUR MISSION**

Our Mission is to exhibit strong leadership by:

- Providing excellent public service and value through good governance and continued improvement;
- Maintaining a strong sense of community while embracing opportunities for growth that enhance our quality of life; and,
- Nurturing and preserving pride in our arts, culture, heritage and lifestyle amenities.

### **GUIDING PRINCIPLES AND VALUES**

As people who care, we treat each other with respect and act with integrity by fostering attitudes that are professional, fair and just, through prioritizing:

- Collaborative Leadership
- Safety and Wellness
- Innovation and Creativity
- Quality of Life
- Equitable Partnerships and Alliances
- Recognition of Achievements
- Sustainability (Social, Environmental, Cultural, Economic)
- Transparency and Accountability
- Fiscal Responsibility

## **2012 - 2014 CORPORATE STRATEGIC PRIORITIES**

*Strategic Priorities reflect Council's vision for the community and defines items and areas for key focus. Actions are associated with each of the Strategic Priorities to provide for focused implementation.*

- 1. Regional Service Agreements**
  - Staff to develop an Action Plan for Council consideration (Fire Service; Road Rescue; Mutual Aid; Cemetery; Economic Development; Septage Pits; Erickson and Mallandaine Water Services) (2013/14)
- 2. Highway 3 Realignment (Pine Street Intersection)**
  - Phase I (2013)
- 3. Green Waste Reduction**
  - Develop Partnership Strategy with Regional District & First Nations re Recycling Program (Waste Reduction) (2013)
  - Carry out Green Waste Reduction pilot project (2013)
  - Develop Business Plan for a Recycling Program (2014)
- 4. Organization Improvements / Process Improvements**
  - Customer Service (Internal/External) (2013)
  - Document Templates (Internal) (2013)
  - Policy Review (2013)
  - Record Archiving (2013)
  - Bylaw Review (2013/14)
  - Labour Management (2013/14)
  - Communication Tools (2013/14)
  - Information Technology (IT) Upgrades / Efficiencies (2013/14)
- 5. Official Community Plan / Integrated Community Sustainability Plan Groundwork**
  - Foundation Groundwork for Terms of Reference (2013)
  - Local Area Plan Implementation (Northwest Boulevard) (2013/14)
  - Integrated Community Sustainability Plan (ICSP)
    - Adoption by Council and implementation (2013)
  - Development Permit Areas and Associated Design Guidelines (2013/14)
  - Review of Official Community Plan (2014)
- 6. Development Initiatives**
  - Cavell Street Upgrade Intersection Improvements (2013)
  - Developer Handbook (2013)
  - Alice Siding – Reintroduce Transportation Plan to Council for Budget Discussions (2013)
  - Alice Siding – 5 Year Budget Consideration re Road Network Review (2014)
  - Economic Development Strategy Framework (2014)

## **2012 - 2014 CORPORATE STRATEGIC PRIORITIES Cont'd.**

- 7. Infrastructure Sustainability Strategy/Policy**
  - Develop Terms of Reference (2013)
  - Develop Strategy (2014)
  
- 8. Fire Service Master Plan**
  - Staff Report on Expectations and Develop Terms of Reference for Budget Consideration (2013/14)
  - Implementation of Fire Services Plan (2014)
  
- 9. Wastewater Treatment Plant Upgrade**
  - Complete Construction (2013)
  
- 10. Recreational Initiatives**
  - Trails Programs (2012/13)
  - Cultural / Kiosks / Interpretive Centre (2012/13/14)
  - Off-Leash Dog Park (2013)
  - Community Liaison (2013)
  - Grant Funding Applications, Centennial and Burns Park Washrooms (2013)
  
- 11. Policing Agreement**
  - Complete - 2012

## **2012 - 2014 CORPORATE ADVOCACY PRIORITIES**

*Advocacy Priorities identify those agencies, organizations and community groups that Council prioritizes collaboration with, in order to improve and/or achieve community benefits and value.*

- 1. Highway 3 Realignment**
  - Meet with Minister of Transportation and Infrastructure (UBCM) (2013)
- 2. First Nations Partnerships**
  - Liaise with Lower Kootenay Band and explore possible partnerships / cooperative efforts through Community-to-Community Forums two times per year (2013/14)
- 3. Physician Recruitment**
  - Continue to support the Creston Valley Health Working Group and physician Recruiter (2013/14)
- 4. Youth Program Support**
  - Continue to liaise with stakeholders to secure Community Directed Youth Funds and other youth related initiatives (2013)
- 5. Affordable / Sustainable Housing**
  - Partner with Provincial agencies and other stakeholders to advance affordable / sustainable housing initiatives (2013/14)
- 6. Arts, Culture, Heritage**
  - Support the Arts community through initiatives, policy framework, etc. (2013/14)
  - Incorporate arts, culture and heritage in to the Integrated Community Sustainability Plan (2013)
  - Ongoing funding support for the Arts community (2013/14)
- 7. Regional Economic Development**
  - Meet with Minister of Jobs, Tourism and Skills Training (UBCM) (2013)
  - Explore Regional Initiatives (staff report) (2013)
- 8. Arrow Creek Water Service**
  - Explore grant funding to assist with improvement / repair costs to system (2013)
- 9. Economic Development**
  - Lobbying Provincial Ministry of Jobs, Tourism and Skills Training for Economic Development Support (2013)
  - Pursue Regional Funding (Columbia Basin Trust) (2013)

# REVIEW OF 2011 ACCOMPLISHMENTS

## Highlights 2011

- Completed discussions relating to a Regional Policing Model with the Province
- Completion of Regional Fire Service discussions/negotiations with RDCK
- Transitioned to new Physician Recruitment Coordinator
- Enhanced effective working relationship with Chamber of Commerce and other community organizations
- Participated in stakeholder meetings for a wide variety of initiatives including: Biomass, Trails, Agriculture Sector, Tourism, Farmers' Market, etc.
- Pursued funding for Seniors and Youth initiatives
- Initiated Community Branding Exercise in conjunction with Chamber of Commerce
- Implemented Department reorganization with advancement of Director to Town Manager position
- Ongoing implementation of Bylaw Adjudication
- Adopted philosophy of 'Bylaw Compliance' vs. 'Bylaw Enforcement'
- Installed/replaced enhanced video security to Town assets
- Downtown Parking Strategy completed
- Developed and implemented Revitalization Tax Exemption Bylaw
- Saw completion of 24 Unit housing development for disabled and/or elderly citizens
- Completed Wastewater Treatment Study to determine best method of wastewater treatment
- Finalized 2011 Sanitary Sewer Master Plan
- Initiated Infrastructure Asset Management & Tangible Capital Assets Program
- Completed energy audits on all Town buildings
- Implemented Memorial Tree Grates and Plaques Program
- Implemented voluntary water conservation measures
- Installed non-potable well
- Installed webcam
- Conducted Fire Hall building maintenance and repair
- Implemented Wildfire Fuels Mitigation program
- Completely revised Fire Services Bylaw

## REVIEW OF 2012 ACCOMPLISHMENTS

### Highlights 2012

- Wastewater Treatment Plant Upgrade Design completed and construction commenced
- Integrated Community Sustainability Plan (Cultivating Creston) process initiated; successful associated grant funding application for \$20,000 and public process carried out
- Wastewater Treatment Plant boiler replacement (achieved potential savings of \$60,000 by undertaking refit approach)
- Policing Contract negotiated and signed with the Province of British Columbia
- Cavell Street intersection improvements initiated
- Arrow Creek Water Service Agreement negotiated with Regional District of Central Kootenay
- Application Submitted to Columbia Basin Trust for \$100,000 of Youth Funding over 4 year period
- Applied for and received \$20,000 grant funding for Seniors Action Planning (groundwork for Official Community Plan)
- Applied for and received \$400,000 Community Recreation Grant
- Applied for and received \$17,500 grant from BC Tire Stewardship for installation of slip resistant coating on splash park surface
- Ongoing Support of the Physician Recruitment Program for the Creston Valley
- Northwest Boulevard Local Area Plan carried out (groundwork for Official Community Plan)
- Negotiated release of Reverter Clause from the Province to allow construction of a crematorium
- Asset Management Plan initiated (Tangible Capital Assets – integration of GIS Model in to Financial Statements)
- Partnership for mural replacement in the downtown core
- Partnership to reduce rental fees for non-profit organizations with respect to the Prince Charles Theatre facility
- Community-to-Community Forums between Councils for the Town of Creston and Lower Kootenay Band
- Union Contract Negotiations
- Initiated Discussions re Cost Sharing Agreement between Town of Creston and Columbia Brewery
- Development Cost Charges Bylaw Review initiated
- Purchased and transitioned to new Building Inspection software
- Finalized implementation of Bylaw Notice Adjudication System
- Recruited for Assistant Fire Chief position
- Fire Training grounds developed to accommodate limited use
- Energy upgrades for Town owned buildings
- Chip sealed 4.03 km and micro surfaced 2.56 km of roads
- Information Technology (IT) advances
- Achieved significant cost savings through reduced electrical consumption, reduced landfill tipping tonnage fees, etc.