



**The Corporation of the Town of Creston**

Creston, British Columbia

**2017 – 2018 Corporate Strategic Plan**

Adopted by Town Council:

January 10, 2017

# **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 Corporate 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

**TOWN OF CRESTON  
CORPORATE STRATEGIC PLAN  
2017 - 2018**

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 (listed under each associated Strategic Priority) 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.

## **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 endeavor 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.

## **PILLARS OF GOVERNANCE**

- 1. Economic Viability**
- 2. Health, Safety and Security**
- 3. Sustainable Infrastructure**
- 4. Environmental Stewardship**
- 5. Quality of Life**
- 6. Exceptional Service**

## 2017 - 2018 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. Operational Strategies provide greater detail for staff's implementation of Council's Strategic Priorities; Operational Strategies are identified in the Strategic Priorities Chart attached to Council's agenda.*

### 1. **Official Community Plan**

- Official Community Plan Implementation – 2017/2018
  - ✓ Zoning Bylaw Update - 2017
  - ✓ DCC Bylaw Update - 2017
  - ✓ Multi Modal Transportation Master Plan developed – 2017/2018
  - ✓ Implementation of the Trails Master Plan to enhance trails, greenways and parks connectivity – 2017/2018

### 2. **Highway 3 Realignment**

- Phase II (Cook Street Realignment) – Ongoing liaison with MoTI

### 3. **Service Agreements**

- Septage Pits – Study Currently Underway - 2017
- Road Rescue (Jaws of Life) – 2017/2018
- Erickson Water Users Agreement – 2017/2018

### 4. **Regional Fire Service**

- Budget - 2017
- Develop Business Case/ Budget & Strategic Plan – 2017 / 2018
- Contract Negotiations - 2018

### 5. **Airport Lands / Research**

- Undertake research re: possible annexation of subject lands and potential land use(s) - 2018
- Engagement of affected stakeholders (Council, RDCK Electoral Area Directors, Airport Society, etc.) – 2018

### 6. **Shelf Ready Projects**

- Project Readiness - Market Park detailed design (engineering) – 2018 (Budget Dependent)

### 7. **New Revenue Opportunities & Service Levels**

- Consider contractual arrangements with adjacent local governments for service provision – 2017/2018
- Consider implementation of Local Improvement Costs Bylaws for capital infrastructure projects - 2018
- Implement billing for Garbage Service as a utility - 2017

### 8. **Fire Hall – Replacement**

- Referendum - 2017
- Construction (subject to successful referendum) – 2018 / 2019

**9. Organization/Process Improvements**

- Asset Management Implementation - 2017
- Records Management Implementation – 2017 / 2018 (Budget Dependent)
- Research possible partnerships with Columbia Basin Trust and other organizations for funding of a local government intern position - 2018

**10. Emergency Management**

- Liaise with the RDCK to address the four phased approach to Emergency Management; Preparedness, Mitigation, Response, and Recovery - 2017
- Review local emergency preparedness - 2017

**11. Community Development Projects**

- Glaser Drive Right Of Way – Trail – 2017 / 2018 (Budget Dependent)
- Yard Waste Diversion – 2017 / 2018 (Budget Dependent)
- Downtown Beautification – 2017 / 2018 (Budget Dependent)

## 2017 - 2018 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 – Phase II**
  - Meet with Minister of Transportation and Infrastructure
  - Meet with MOTI staff
2. **First Nations Partnerships**
  - Liaise with Lower Kootenay Band and explore possible partnerships/cooperative efforts through Community-to-Community Forums and other opportunities
3. **Health / Physician Recruitment**
  - Continue to support the Creston Valley Health Working Group and Medical Professionals Recruiter
  - Continue to support the Air Medivac service
4. **Youth Program Support**
  - Continue to liaise with stakeholders regarding youth related initiatives
5. **Affordable / Sustainable Housing**
  - Partner with provincial agencies and other stakeholders to advance affordable/sustainable housing initiatives
6. **The Creston Experience (Livability)**
  - Support livability initiatives that enhance Creston’s sense of place and quality of life
  - Support and promote the local agri-good sector through a variety of means including, but not limited to, providing ongoing support for the Creston and District Fields Forward Partnership
7. **Economic Development**
  - Explore local and regional economic development initiatives/opportunities
  - Support RDCK Service 108 initiatives
  - Promote a vibrant food system as a pillar of the local economy
  - Partner with provincial agencies and community stakeholders to support business retention, expansion and attraction efforts
8. **Arrow Creek Water Service**
  - Explore grant funding opportunities at regional, provincial and federal levels
9. **Regional Trails System**
  - Support planning, funding and development of trails, greenways and parks
10. **Police Cost Sharing**
  - Continue to work with Ministry of Justice to find more equitable cost-sharing
11. **Alternate Revenue Sources / Grants**
  - Explore sources for funding, not based on municipal taxation