



The Corporation of the Town of Creston

Creston, British Columbia

2015 – 2017 Corporate Strategic Plan

Adopted by Town Council:

January 12, 2016

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

**TOWN OF CRESTON
CORPORATE STRATEGIC PLAN
2015 - 2017**

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.

PILLARS OF GOVERNANCE

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

2015 - 2017 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; these items are identified in the Strategic Priorities Chart attached to Council's agenda.

1. **Official Community Plan**
 - Terms of Reference
 - Complete Official Community Plan
 - Local Area Plan Implementation (Northwest Boulevard)
2. **Highway 3 Realignment**
 - Phase II (Cook Street Realignment) – Ongoing liaison with MoTI
3. **District Municipality - Research**
 - Affordability (Business Case)
 - Public Opinion (Public Support)
4. **Service Agreements**
 - Road Rescue (Jaws of Life); Cemetery; Septage Pits
 - Erickson Water Users Agreement
5. **Regional Fire Service**
 - Terms of Reference – Involve RDCK Directors
 - Budget (2017)
 - Business Case
 - Equity Cost Sharing
6. **Airport Lands m- Research**
 - Annex Lands for Revenue, Increased Taxation, Job Creation, Economic Development
 - Rationale for Proceeding (Involve Council, RDCK Area Directors, Airport Society)
 - Liase with Airport Society and Users
 - Develop Business Case
7. **Alternate Revenue / Grants**
 - Advocacy – Non-Government Sources
 - Project Readiness (Shelf-ready)
8. **Land Use Applications**
 - New Revenues
9. **Agriculture Hubs**
 - Research – Conceptual Model, Feasibility, Partners, Design, Creation
 - Food Security
 - Economic Drivers

10. Fire Hall – Replace or Renovation

- Needs Analysis Plan (Current or Current and Future)
- Capital Costs to Replace / Renovate
- Benefits to Replacement
- Opportunities for Cost-Sharing
- Commence Reserve Fund in Budget or Referendum
- Conceptual Design and Costs and Siting

11. Regional Trails – Multi-Model

- Connect Town Trails to Regional Trails
- Transportation Master Plan – Budget for 2017 (Subsequent to OCP)
- Terms of Reference for Trails Master Plan
- Support for Trails for Creston Valley Society (Advocacy)

12. Budget and Associated Communication

- Build Confidence Through Transparency, Accountability
- Budget Process – Engage Public
- Social Media / Website – Simple Format and Engage Media

2015 - 2017 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 (UBCM 2016)
 - Meet with MOTI staff as appropriate
- 2. First Nations Partnerships**
 - Liaise with Lower Kootenay Band and explore possible partnerships / cooperative efforts through Community-to-Community Forums two times per year (Ongoing)
- 3. Health / Physician Recruitment**
 - Continue to support the Creston Valley Health Working Group and medical professionals
 - Recruiter (Ongoing)
 - Continue to support the Air Medivac service (Ongoing)
- 4. Youth Program Support**
 - Continue to liaise with stakeholders regarding youth related initiatives (ongoing)
- 5. Affordable / Sustainable Housing**
 - Partner with Provincial agencies and other stakeholders to advance affordable / sustainable housing initiatives (Ongoing)
- 6. The Creston Experience (Livability)**
 - Support livability initiatives (Ongoing)
- 7. Economic Development**
 - Explore local and Regional Initiatives (Ongoing)
- 8. Arrow Creek Water Service**
 - Explore grant funding to assist with improvement / repair costs to system (2016)
- 9. Regional Trails System**
 - Support for Trails for Creston Valley Society
- 10. Police Cost Sharing**
 - Continue to work with Ministry of Justice to find more equitable cost-sharing
- 11. Alternate Revenue Sources / Grants**
 - Explore non-government sources for funding
 - Project readiness (shelf-ready)

REVIEW OF 2014 ACCOMPLISHMENTS (in Summary)

Highlights 2014

- Successfully recruited 2 Family Physicians to Creston;
- Implementation of First Responder (medical response) Program;
- Negotiated new Automatic Aid Agreement with RDCK involving Wynndel and Canyon Fire departments for layered responses by all three agencies;
- Published Citizen Satisfaction Survey results;
- Assisted in coordination of Telus Fibre Optic Build in community;
- Worked with the Ministry of Transportation & Infrastructure – Pine Street Intersection Improvements Contract awarded in 2014 for construction in 2015;
- Worked with the Ministry of Transportation & Infrastructure to complete Erickson Street water main improvements and resurfacing;
- Hosted Association of Kootenay & Boundary Local Governments (AKBLG) conference and Annual General Meeting (AGM) (200+ attendees);
- Opening ceremonies for the Waste Water Treatment Plant upgrade and the Off-Leash Dog Park;
- Community Recreation Grant (Trails & Equipment Program) – Paving, trail light installation, landscaping, gym installation and Grand Opening;
- Joint Inauguration of Town of Creston Council and Lower Kootenay Band Council ceremony on December 1, 2014;
- Hired five (5) Work Experience Firefighters who started on November 3, 2014 – additional standby coverage achieved for fire and rescue programs;
- Renovated the former “Drug & Alcohol Centre” to create residential space for Work Experience Firefighters;
- Implemented new electronic voting system for Municipal Election;
- Featured new webcam on Town of Creston website (Swift Internet Services);
- Completed Youth Engagement data collection and feedback opportunities;
- Initiated sanitary sewer Inflow & Infiltration (I&I) Program to mitigate storm water infiltration into sanitary sewer collection system;
- Completed agreement with Brewery for waste water discharge permit;
- Continued, indefinitely, free 2-hour parking in downtown core;
- Installation of public piano in the Canyon Street Walkthrough Park;
- Held first Bylaw Notice Adjudication Hearing in Creston;
- Undertook Wildfire Fuels Mitigation on Forest Lawn Cemetery and Airport lands;
- Development Cost Charges Bylaw - presentation to Council (item referred to 2015 OCP process);
- Arrow Creek Fire Protection added to the existing fire protection agreement with the RDCK;
- Chip Seal Program – 1.93 km of roads;
- Creston Age-Friendly Action Plan update;
- Cultivating Creston Integrated Community Sustainability Plan Action Planning and update;
- “Hot Summer Nights” public engagement events hosted by fire rescue services;
- Official opening of Training Grounds and classroom dedication to retired Fire Chief Mabin; and,
- Sustainability Initiatives – continued participation in RDCK Woodstove Exchange program; Low Flush Toilet Rebate program; Water Smart Ambassador program; reduced water consumption; and, establishment of residential composter rebate program.

REVIEW OF 2015 ACCOMPLISHMENTS (in Summary)

Highlights 2015

- Launched a new Town of Creston re-designed website which has a cleaner, easier layout to navigate
- Completed the Youth Engagement Strategy (YES) Final Reports and appointment of a Select Committee of Council to address the recommendations in the YES Reports
- Hosted a Youth Engagement Strategy Report launch event to showcase the report findings and reunite and engage the community in celebrating Creston Valley Youth
- Adopted a new Animal Care & Responsibility Bylaw which follows best practices of the SPCA and local government throughout the Province
- Increased the Town of Creston's social media presence and engagement (45 to 600 followers)