



The Corporation of the Town of Creston

Creston, British Columbia

2009 – 2011 Corporate Strategic Plan

Adopted by Town Council: 24 March 2009

MAYOR'S MESSAGE

The Corporate Strategic Plan for the Town of Creston, is the basis for determining our Town's Vision, Mission, Values, Strategic Directions, Goals and Actions to be accomplished, within our three year mandate. This Plan is based on a collaborative process, in which all our Members of Council and Senior Staff participated. It represents a real effort by the Council to reach consensus, on the major and most important issues in our Town and Region, and Council has set some specific goals and objectives for 2009, in this Plan.

In the process we have identified the future Goals and the Actions to be accomplished, which will define our budgets and provide for clear direction and actions to be taken by our staff, including business plans with a focus on improving customer service, in the Town of Creston.

As said before, this Plan demonstrates Council's commitment to working to build a safe, prosperous and friendly Town that provides excellent service to our public, with a staff that are motivated to provide the best customer service in Local Government. While we realize that priorities may change with time, it is Council's plan to provide for this process, of strategic thinking and acting every three years, with the firm belief that customer service will improve and we will be more accountable to our Public.

Sincerely

Mayor Ron Toyota
March 2009

VISION, MISSION and VALUES

We, the Council, 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 move forward to be responsive to the needs of our Public and to focus our organization's efforts on the goals of our Strategic Plan, reflective of the changing needs of our Community

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 for Creston is to provide strong leadership with a belief in Community involvement. We will:

- Provide excellent public service and value, through good governance
- Maintain a strong sense of Community while embracing opportunities for growth, that enhance our quality of life
- Nurture and preserve pride in our culture and heritage

GUIDING PRINCIPLES AND VALUES

As people who care, we treat each other with respect and act with integrity, by fostering:

- Collaborative Leadership
- Safety
- Innovation and Creativity
- Quality of Life Style
- Partnerships and Alliances
- Recognition of Achievements
- Be Environmentally Responsible

GOOD GOVERNANCE

The Town of Creston is committed to lead through good governance, strong values and partnerships, which will provide the public of Creston, with quality services. We 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 for Council and staff
- Develop Community volunteer leadership through recruitment, education and recognition
- Undertake appropriate and periodic reviews of organization structure and human resource capacity

2009 COUNCIL PRIORITIES

Council's 2009 priorities are goals and actions to move forward and complete. While Council will be advancing the overall thrust of this Plan, this list identifies ongoing/transitional and new initiatives. Council wishes to focus resources this year in an effort to conclude them with positive results.

2009 PRIORITY GOALS AND ACTIONS:

1. Professional Recruitment for the Community
2. Downtown Action Plan Implementation with an emphasis to:
 - a. Undertake to meet with the Province to commence with the planning, design and construction of the Truck Route
 - b. Review and Complete the Downtown Parking Strategy
3. Regional Police and Bylaw Enforcement Strategy
4. Waste Water Treatment Plant Upgrade
5. First Nations Involvement
6. Livability /Housing/Development:
 - a. Review Fees and Charges to provide 2009 relief options

**TOWN OF CRESTON
CORPORATE STRATEGIC PLAN
2009- 2011**

In March 2006, the Town of Creston developed its first Corporate Strategic Plan. This Plan was updated in December 2007 and now as at February 2009, a new Corporate Strategic Plan has been developed, by the Mayor and Council, in cooperation with staff.

The Mayor and Council together with senior staff, initiated a facilitated workshop session, to review the 2007 Strategic Plan, to ensure that it remained current and to amend it, to delete items that have been dealt with or are in the implementation phase.

The Corporate Strategic Plan is meant to provide a general description of Council's priorities and strategic directions and each Department in the Town will now develop a Departmental Business Plan, which will describe in more detail how each Strategic Direction within the Plan will be addressed and what actions will take place.

The "Vision", "Mission" and "Values" in the Strategic Plan were reviewed and confirmed with some changes and a new section added, titled "Good Governance".

The six (6) Strategic Directions were each reviewed and a number of Goals and Actions were determined to provide for more focus and to enable the finalization of the Budget and the determination of resources. These Goals and Actions are multi-year initiatives that will continue to be reviewed by Council on a regular basis to ensure this plan is relevant to Councils overall directions.

STRATEGIC DIRECTIONS

1. ECONOMIC VIABILITY
2. HEALTH, SAFETY AND SECURITY
3. INFRASTRUCTURE
4. ENVIRONMENTAL SUSTAINABILITY
5. ARTS, CULTURE AND HERITAGE
6. CUSTOMER SERVICE

STRATEGIC DIRECTION – ECONOMIC VIABILITY

GOALS AND ACTIONS

1. Professional Recruitment for the Community
 - Continue with the Health Recruiting Program
 - Link with Educational Facilities to facilitate Coop usage of students to assist with Departmental and other Community needs

2. Livability / Housing/Development
 - Develop a Housing Strategy for Affordable Housing
 - Review the existing OCP
 - Review Fees and Charges to provide 2009 relief options

3. Downtown Action Plan Implementation
 - Implement Phase 2 of the Downtown Development Plan
 - Undertake to meet with the Province to commence with the planning, design and construction of the Truck Route
 - Revisit the timing of construction of the parking lot adjacent to the Sunset Seed Company lands, in light of the acquisition of the Home Hardware Lands (Armitage Property) including a review of environmental policies
 - Review and Complete the Downtown Parking Strategy

STRATEGIC DIRECTION - HEALTH, SAFETY and SECURITY

GOALS AND ACTIONS

1. Regional Fire Service Enhancement
 - Define different organization structure models and strategize to support the Regional District of Central Kootenay to implement a Regional Fire Service
 - Take action to sponsor a meeting with other jurisdictions to coordinate discussions
 - Focus on a Regional Training Facility

2. Trails Master Plan Implementation

- Review and update the Trails Master Plan
- Undertake to define priorities and Implementation Action Plan, Process and Budget
- Seek grant funding for Action Plan
- Work with the CPR to define partnership principles for the Trails Master Plan

3. Regional Police Force and Bylaw Enforcement Services

- Complete the Police Study and negotiate an agreement with the Province, RCMP and Municipal partners for enhanced Police Service for the Town of Creston and Electoral Areas A, B and C
- Complete a review of bylaw enforcement services and implement a strategic approach to maintain efficient and effective services

STRATEGIC DIRECTION – INFRASTRUCTURE

GOALS AND ACTIONS

1. Develop Infrastructure and an Infrastructure Management System

- Prepare Terms of Reference for an Infrastructure Management System which includes a Needs Assessment Methodology and an Infrastructure Reserve Fund
- Appoint a Consultant to undertake the work
- Conclude Phases 1 and 2 for Cavell Street improvement project

2. Waste Water Treatment Plant Upgrade

- Undertake a Process and Design Audit of the Waster Water Treatment Plant
- Appoint a Consultant to prepare a Project Preliminary Design for the Waster Water Plant Upgrade and Cost Estimates for Budget purposes
- Preparation of Final Design
- Prepare Grant Applications and debt for financing the Project
- Prepare an Infiltration Study to divert storm water from the Waster Water System

3. Equipment & Facilities Upgrades

- Determine an Equipment Replacement and Maintenance Program
- Determine Program Funding and actions for establishing an Equipment Depreciation Reserve Fund
- Consider replacement of equipment with multifunctional equipment
- Continue to support the long-term RDCK/TOC/CVAS partnership at the Airport (CVAS) with advocacy
- Continue/complete municipal facility renovations/improvements

STRATEGIC DIRECTION – ENVIRONMENTAL SUSTAINABILITY

GOALS AND ACTIONS

1. Provincial Mandate / Carbon Neutrality

- Work with the RDCK to determine Environmental Sustainability Program and policies to meet goals of the Provincial Mandate, to move to Carbon Neutrality
- Seek Grants from Province for actions required
- In review of the OCP consider the Provincial Mandate for Carbon Neutrality

2. Water Conservation

- Determine Water Conservation Implementation Plan including metering
- Undertake to define Priorities and Action Plan, Process and Budget
- Seek grant funding for Action Plan
- Create specific Educational Program for Water Conservation
- Consider introducing low flush toilet incentives
- Determine Leak Reduction Program and budget
- Determine a new fee structure to implement Water Conservation

3. Environmental / Sustainability Education

- Prepare Communications Plan for Water Conservation
- Prepare Newsletter for Environmental / Sustainability Information for Education of Public
- Create partnership with Board of Education for establishment of Information and Education Program

STRATEGIC DIRECTION - ARTS, CULTURE AND HERITAGE

GOALS AND ACTIONS

1. Create Awareness and Education

- Support the Arts Council to create a website for Arts, Culture and Heritage which is interactive and includes maps, links and an events calendar
- Develop maps for Tourism purposes which outlines locations of Cultural and Heritage Interest

2. Support the Arts Community / New Facility

- Consider the planning and design of a new Arts Facility or building conversion, in consultation with the Arts and Cultural Community
- Review the existing Arts Scan to determine needs and priorities
- Determine funding opportunities and development of partnerships
- Seek agreement with Arts Council on their role and budget

3. First Nations Involvement

- Undertake to meet with First Nations to communicate the Corporate Strategic Plan
- Invite First Nations to link to the Creston website (www.creston.ca)
- Develop and create an advocacy Committee to interface and work with First Nations

STRATEGIC DIRECTION – CUSTOMER & CITIZEN SERVICES

GOALS AND ACTIONS

1. Website / E-Gov and Business

- Create online tools to promote E-Government and Business on the website
- Contract to be sought for ongoing maintenance of Website
- Continue to upgrade Town's Website
- Additional staff resources to be provided to E Government / Business Services focus
- Review Council E-Gov for agenda packages

2. Creston 311 Service

- Provide Budget for software purchase for Creston 311 Service implementation
- Commence with implementation of Creston 311 with additional focus and staff resources
- Enhance staff commitment to an excellent service culture

3. Communications

- Create a citizen survey to understand the Public's view of Creston's Public Service
- Review and expand the Information Technology Plan and Strategy
- Institute wireless communications in Creston
- Consider organizing a page in the local Newspaper, weekly, to transmit local events and information from Town of Creston