

STRATEGIC PLAN 2020-2022

CRESTON  VALLEY

TOWN of CRESTON



MAYOR AND COUNCIL



RON TOYOTA
MAYOR



ARNOLD DEBOON
COUNCILLOR



JEN COMER
COUNCILLOR



JIM ELFORD
COUNCILLOR



ELLEN TZAKIS
COUNCILLOR



KAREN UNRUH
COUNCILLOR



JOANNA WILSON
COUNCILLOR

VISION • MISSION • PRINCIPLES • 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 community working together to enhance the quality of life, now and into the future, for the Creston Valley.



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.



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

THE BASIS OF OUR STRATEGIC PLAN

STRATEGIC FOCUS AREAS

KEY INITIATIVES

SPECIFIC PROJECTS

Instead of choosing projects without context, Council spent significant time ensuring alignment around the focus areas.

Under those broad headings, Council articulated the key initiatives that would impact the themes.

Each of the projects that is planned or underway are linked to these Strategic Themes.

PLANS & POLICIES

TOP 5 LIST

MEASURE & MANAGE

Council identified and linked the key plans in the Town (many created with significant community engagement) as well as the top priorities.

At the end of this process, the top five projects or programs that will advance the strategic themes were identified.

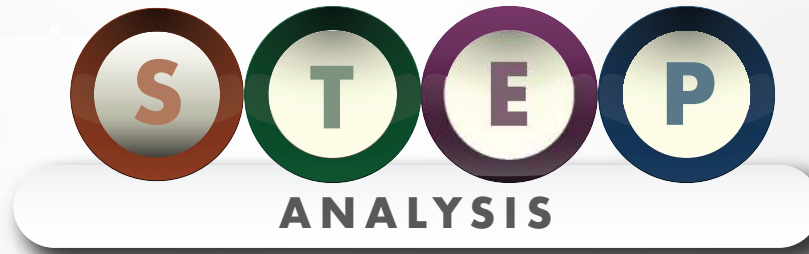
The progress towards the identified projects and initiatives will be measured throughout the term, with Council having 'check ins' to ensure the plan remains 'live' to the Town's needs.

A "STEP" Analysis is a framework used to analyze events and trends in four external forces that commonly affect the local government's operations and performance. On May 18th, 2021, Council reviewed the Strategic Plan and considered how events and trends may affect this Strategic Plan. The STEP Analysis on the following page is the result of Council's discussions.



STEP ANALYSIS

STEP ANALYSIS



SOCIOLOGICAL	TECHNOLOGICAL	ECONOMIC	POLITICAL
COVID-19 Pandemic	Social Media	Cost increases due to COVID-19 Pandemic	Provincial Public Health Orders
Changing demographics in the Creston Valley	Increased opportunity to communicate with the public	Low interest rates	COVID-19 Safe Re-start Grant of \$1.6 million
Increase of new residents from urban setting	Some demographic of community are challenged using technology for information	Uncertainty of inflation	Changes in Climate Action Revenue Incentive Program (CARIP)
Public expectations exceed either local government mandate and/or capacity		Dramatic increase in local building permits	Local by-election created by two vacancies on Council
Changing environmental legislation and regulations		2020 Creston Business Survey - 84% reported fair, good, or excellent year	
Public perceptions and expectations related to climate change		Uncertainty of impact on local restaurants due to 2021 Public Health Orders	Inequitable Policing Cost Sharing Agreement with the Province
		Potential loss of local business patronage when US Border re-opens	

The following represent the key "Focus Areas" that Council identified as having the most profound impact on the community. These focus areas are further broken down into strategic initiatives, and finally, the projects that support them are identified and will be measured and tracked by Council throughout the term.



COMMUNITY SAFETY

Council recognizes that a community's strength is in its safety and will focus on ensuring residents feel safe in the Town and the Region.



LIVABILITY

The Town is an inclusive, connected place for residents to play, celebrate the arts, connect to nature and which recognizes and values the diversity of our residents.



ECONOMIC HEALTH

We support and enhance economic health as being critically linked to quality of life in our community.



SERVICE EXCELLENCE

The Town is diligent and disciplined in its own service delivery and fiscally diligent in its management of assets and regional relationships.



COMMUNITY SAFETY

EMERGENCY MANAGEMENT & PREPAREDNESS

Continue to take a leadership role regionally and prepare, protect and plan for the impact of emergency events.

TRANSPORTATION

Advocate for highway and transportation improvements to make travel to and within the Town safer and more efficient.

FIRE HALL

Completing the Town's Fire Hall replacement is a significant investment in safety in our community.

PUBLIC SAFETY

Support the key services that make our community safe, and more importantly, make our residents feel safe in the Town.

KEY PROJECTS

The following are the projects identified by Council that will advance this Focus Area

Creston Emergency Services Building – Construction

Multimodal Transportation Master Plan

Proactive Public Safety Compliance

Parks Security Cameras

PLANS AND POLICIES

The following are Plans and Policies that impact this Focus Area

Dave Mitchell & Associates -
Creston Fire Rescue Strategic Plan

Firewise Consulting -
Creston Fire Department Interim Measures Report

Firewise Consulting -
Creston Fire Station Report

Fire Services
Bylaw No. 1774

Town of Creston Policy #SER-006-001 –
Fire & Rescue Service Level

Town of Creston Policy #SER-008-041 –
Bylaw Enforcement Procedures



LIVABILITY

RECREATION

Maintain and enhance opportunities for our residents to connect and live healthy lives.

CONNECTIVITY

Ensure an environment that allows us to connect with nature and supports active and safe multi-modal transportation.

ARTS, CULTURE AND HERITAGE

Showcase the talents and history of our community.

ADVOCACY

Continue to advocate on behalf of the Town and the region for investments in transportation, health and housing.

HOUSING

Continue to support projects that improve access to diverse housing options.

VOLUNTEER SUPPORT

Recognize that much of the work around supporting our community (and it's most vulnerable) is done through our volunteers and community organizations.

KEY PROJECTS

The following are the projects identified by Council that will advance this Focus Area

Highway 3 Re-alignment

Connectivity Master Plan

Crawford Hill Reservoir Restoration

Official Community Plan (OCP) Implementation

Zoning Bylaw Update

PLANS AND POLICIES

The following are Plans and Policies that impact this Focus Area

Official Community Plan Bylaw No. 1854

Cultivating Creston
Integrated Community Sustainability Plan

Cultivating Creston and Age Friendly Action Plan – Action
Planning Round 2

Creston Age-Friendly Action Plan

Regional Housing Needs Report
& Town of Creston Community Summary

Greenways and Trails Master Plan



ECONOMIC HEALTH

PARTICIPATE REGIONALLY

Continue to engage regionally to enhance the economic health of the region.

STREAMLINE PROCESSES

Position our Town as the best place to grow a business with a focus on businesses that align with our strategic direction.

PROACTIVE COMMUNITY GROWTH

Provide an environment where our existing businesses can thrive.

VIBRANT DOWNTOWN

Recognize the importance of a vibrant downtown to community pride, livability and economic prosperity.

KEY PROJECTS

The following are the projects identified by Council that will advance this Focus Area

Developer's Information and Procedures Bylaw

Downtown Decorative Banners

Downtown Murals

Expand License of Occupation Policy

Market Park

Branding of Commercial Revitalization
Tax Exemption Program

Community Health Initiatives Program (C.H.I.P.)

PLANS AND POLICIES

The following are Plans and Policies that impact this Focus Area

Official Community Plan Bylaw No.1854

Town of Creston Policy #SER-004-001 –
Commercial Vending

Revitalization Tax Exemption Bylaw No. 1918

Town of Creston Policy #SER-009-020 –
Murals

Creston Valley – Kootenay Lake
Economic Action Partnership



SERVICE EXCELLENCE

ACCOUNTABLE SERVICE DELIVERY

Continue to ensure we utilize existing staff and partnerships before adding more.

REGIONAL PARTNERSHIPS

Ensure our regional service relationships are focused on value for our investment, supported by fact based decision making.

COMMUNITY ENGAGEMENT

Encourage proactive and meaningful engagement.

MANAGEMENT OF ASSETS

We proactively plan for the financial impact of managing our assets.

KEY PROJECTS

The following are the projects identified by Council that will advance this Focus Area

Curbside Organic Waste and Recycling Program

Creston Valley Regional Fire Service
(Creston/Canyon/ Wynndel/West Creston)

Asset Management Plan

Creston Education Centre – Local Area Plan

Cemetery Upgrades and Improvements

PLANS AND POLICIES

The following are Plans and Policies that impact this Focus Area

Official Community Plan Bylaw No. 1854

Town of Creston Policy #PUB-001-020
Public Participation and Community Engagement

Asset Management Policy

Town of Creston Cemeteries Master Plan

Town of Creston
Forest Lawn Cemetery Development Plan

COUNCIL'S TOP 5

These projects are the highest priority over the next 12-24 months. Note there are significant initiatives not found on this list that enhance the Town in the Key Focus areas.

01

FIRE HALL REPLACEMENT

Construction of new emergency services building for the fire department and BC Ambulance Service. Estimated completion date August 2022.

02

OCP IMPLEMENTATION

Hire an additional staff resource to work in development services to implement projects from the Official Community Plan.

03

CURBSIDE RECYCLING

Implement an "enhanced" curbside recycling program in 2022 that includes bi-weekly collection of recycling, bi-weekly collection of solid waste and weekly collection of organic waste.

04

ECONOMIC DEVELOPMENT STRATEGY

Continue working with the Regional District of Central Kootenay in developing a sustainable economic development plan that maintains and improves the economic health of the Creston Valley.

05

EMERGENCY MANAGEMENT PROGRAM

Work with the Regional District of Central Kootenay to have an inclusive emergency management program in preparedness, mitigation, response and recovery functions.





TOWN of CRESTON

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