

Municipality of Crowsnest Pass

Community Strategic Action Plan  
2012 - 2014

# *Table of Contents*

Introduction	Page 2
Council's Mission	Page 2
Council's Vision for the Future	Page 3
Strengths to Build On	Page 3
Critical Enablers of Success	Page 3
Action Plan	Page 4
First Pillar: Governance and Management	Page 4
Second Pillar: Economic Sustainability	Page 6
Third Pillar: Community Identity and Quality of Life	Page 10
Fourth Pillar: Environment and Infrastructure	Page 12

## ***Municipality of Crowsnest Pass***



### ***Council's Mission:***

***A municipality that is demonstrably effective in providing excellent governance, and operational services; that provides a safe, attractive residential and recreational setting, as well as embracing an aggressive business and environmental orientation.***



## ***Introduction***

We are pleased to introduce the Crowsnest Pass Community Strategic Action Plan for 2012 – 2014.

We have taken time in the preparation of this Plan to ensure that the actions and priorities of this Council are consistent with the needs of the community and drive the changes desired by the community.

During the process we had input from many sources:

- Legacy plans from the previous Council,
- Elements of the Crowsnest Revitalization Initiative Report, undertaken by Community Futures,
- Recommendations from the Mayor's Task Force on the Economy of Crowsnest Pass,
- Values and ideas contributed by individual members of Council, and
- Invaluable insights shared by members of the community.

The outcome was the identification of four Pillars that are the foundation of this Strategic Action Plan. These are:

First Pillar:      Effective Governance and Management  
Second Pillar:    Economic Sustainability  
Third Pillar:     Community Identity and Quality of Life  
Fourth Pillar:    Environment and Infrastructure

This document presents the important Action Plan items that have been identified relating to each of these Pillars.

We look forward to working together with you to accomplish this progressive plan and together we will create a community that meets the needs and expectations of its citizens today and tomorrow.

## ***Council's Vision for the Future:***

Crowsnest Pass in 2020 will be a vibrant, collaborative, unified community where a diversified economic base will attract those in trades, professionals, tourists, service providers, students, and retirees. Historical and environmental resources will be the foundation for continuous development of events, activities, the arts and celebrations. The historic neighbourhoods will have their own personality and will be places where people live, work and visit to enjoy their distinct character. Opportunities for arts, for culture and for recreation are in harmony with opportunities for work and business is conducted in a progressive and professional manner. The result is an outstanding quality of life for all.



## ***Strengths to Build On:***

Crowsnest Pass has significant strengths to build on and our task is to leverage these strengths as we work toward a new future for the community. Strengths adapted from the Final Report of the Mayor's Task Force on the Economy of Crowsnest Pass, May 24, 2011 are:

- Highway 3, the weather-accessible southern TransCanada Highway.
- Crown of the Continent natural Rocky Mountain environment resulting in recreational activities and the potential for international appeal.
- Internationally recognized year-round multi-use trail system.
- Work-ready labour force.
- Proximity to the expanding mining industry in the region.
- Quality of life, including work-life balance, that appeals to workers, visitors and retirees.
- Medical facilities including a full-service hospital.
- Proximity to urban centres.
- Historic communities and valuable heritage resources.

## ***Critical Enablers of Success:***

It will not be an easy task to create a different future for Crowsnest Pass. Important enablers are:

- Community participation and collaboration.
- Partnerships with industry and across the region.
- Focused effort on the defined Pillars.
- Effective evaluation of outcomes and fine-tuning of the Action Plan.

# Action Plan

The following Action Plan provides direction toward the achievement of desired outcomes for the community from 2012 to 2014.

## First Pillar: Governance and Management

Open, transparent and effective Governance and Management by Council and the Administration is the foundation of social and fiscal responsibility, which are essential enablers of future growth.

Desired Outcome: Effective and efficient use of scarce resources for the benefit of the community.

Measurement:

1. Action items completed.
2. Increased efficiencies.

*Note: Tan shaded areas below indicate action Items adapted from the Mayor's Task Force on the Economy Final Report, May 24, 2011.*

Effective Governance and Management Action Plan	Priority	Responsibility
<p><b>1. Improve the way we do business through enhanced planning, processes, procedures and communications.</b></p> <ul style="list-style-type: none"> <li>• Develop a 10 Year Capital Plan.</li> <li>• Implement a three year budgeting cycle.</li> <li>• Update the Land Use Bylaw.</li> <li>• Draft a new Development Plan that coincides with the Land Use Bylaw.</li> <li>• Conduct a procedure and process review relating to public enquiries.</li> <li>• Establish accountability measures with local organizations seeking municipal funding.</li> <li>• Continuously review people and processes to ensure efficiency and effectiveness.</li> <li>• Improve communication of services provided within the community.</li> <li>• Review Procedural Bylaw.</li> <li>• Benchmark performance for services and facilities, including milestones for cost recovery where appropriate.</li> </ul>	1	<p>CAO Council</p>
<p><b>2. Establish a systematic, orderly and universal process for development.</b></p> <ul style="list-style-type: none"> <li>• Create a development handbook.</li> </ul>	1	<p>Council Administration</p>
<p><b>3. Conduct a feasibility study to determine which Municipal buildings need to be replaced or consolidated.</b></p> <ul style="list-style-type: none"> <li>• Develop a current inventory of facility assets including buildings and recreation areas.</li> <li>• Consolidate Public Works operations where appropriate.</li> </ul>	2	<p>Administration</p>
<p><b>4. Review municipal organizational structure.</b></p> <ul style="list-style-type: none"> <li>• Ensure management positions are focused on strategic rather than operational work.</li> <li>• Consider addition of Events Coordinator.</li> </ul>	1	<p>Council CAO</p>

Effective Governance and Management Action Plan	Priority	Responsibility
<p><b>5. Create one Crowsnest Pass Fire and Rescue Department with one Chief and multiple Substations.</b></p> <ul style="list-style-type: none"> <li>• Develop a new structure ensuring enhanced service and safety.</li> </ul>	1	Council Administration
<p><b>6. For programs and services provided, ensure all revenue opportunities are maximized. For example:</b></p> <ul style="list-style-type: none"> <li>• Consider new approach to grant identification and sourcing.</li> <li>• Review other revenue sources for maximum impact.</li> <li>• Review cost effectiveness of services.</li> <li>• Consider tourism levy.</li> </ul>	1	Council CAO



## Second Pillar: Economic Sustainability

Achieving an economy that is sustainable is essential to the future of the community. Building on the strength of existing businesses to expand the commercial tax base, while leveraging partnerships with regional government, business and industry, will be the focus of this Action Plan.

Desired Outcome: Decreased reliance on residential tax base and increased employment opportunities.

Measurement:

1. Action Plan items completed.
2. Growth of existing businesses.
3. Establishment of new businesses.
4. More balanced split between residential and commercial tax base.

*Note: Tan shaded areas below indicate action Items adapted from the Mayor's Task Force on the Economy Final Report, May 24, 2011.*

Economic Sustainability Action Plan	Priority	Responsibility
<p><b>7. Establish a Community Economic Development Advisory Committee.</b></p> <ul style="list-style-type: none"> <li>• This committee, established by Council, will advise Council and will participate actively in oversight, planning and delivery of economic development results.</li> <li>• Council should select members of the Committee through a request for expression of interest and submission of qualifications.</li> <li>• One member of the Committee should be from Council. All other members should be chosen based on merit and diversity, resulting in a Committee that is representative of the community, including youth and seniors.</li> <li>• The current Crowsnest Advisory Committee should be disbanded.</li> </ul>	1	Council
<p><b>8. Create a plan to attract new development, business and industry.</b></p> <ul style="list-style-type: none"> <li>• Offer incentives for relocation of industry.</li> <li>• Establish inventory of serviceable, available land for commercial, industrial and residential use.</li> <li>• Establish architectural controls for various forms of development to ensure historical or mountain themes are used on main streets and along Highway 3.</li> <li>• In the next generation of the General Municipal Plan, include a designated area for big box store development.</li> <li>• Investigate the feasibility of servicing industrial properties.</li> <li>• Create climate and infrastructure to support commercial and industrial business.</li> <li>• Explore role and timing regarding the addition of an Economic Development Officer.</li> </ul>	1	Council

Economic Sustainability Action Plan	Priority	Responsibility
<p><b>9. Explore opportunities for enhanced post-secondary education and Centres of Excellence in the community.</b></p> <ul style="list-style-type: none"> <li>Continue the exploration of a Centre for Excellence in Field Studies in Crowsnest Pass. This should include the expanded feasibility study outlined in the initial report (Community Futures, 2010). Activities should include stakeholder engagement with University Presidents, MLAs and Alberta Advanced Education, development of a business case and development of funding proposals to Western Economic Development (WD) and Alberta Advanced Education.</li> </ul>	1	Council Community Futures
<p><b>10. Explore the advantages and disadvantages of being in the power distribution business.</b></p> <ul style="list-style-type: none"> <li>Create a plan for future development of this resource that explores the feasibility, opportunities and challenges.</li> </ul>	1	Council Administration
<p><b>11. Raise the profile of Crowsnest Pass with external audiences including the development of an integrated website.</b></p> <ul style="list-style-type: none"> <li>Develop a new website that includes the following distinct sections highlighting the advantages of Crowsnest Pass to specific target audiences. Included sections should be: <ul style="list-style-type: none"> <li>Living in Crowsnest Pass</li> <li>Visiting Crowsnest Pass</li> <li>Locating Your Business in Crowsnest Pass.</li> </ul> </li> <li>The website should integrate all necessary information in one place including links to community amenities and services. The website should also include functionality for an interactive events calendar and online booking service, as well as fee for service features including public GIS access.</li> <li>The strategy should also include exploration of a complimentary 1-800-crowsnest information service as well as GIS-type mapping for tourist smartphones and tablets.</li> <li>Any tagline associated with the website should come from marketing/branding consultants.</li> </ul>	2	Council Administration Partners including Chamber of Commerce and Community Futures as appropriate
<p><b>12. Once new website is in place, launch a high intensity integrated communications strategy to support economic development activities.</b></p> <ul style="list-style-type: none"> <li>Work with advertising agency to develop and implement this strategy.</li> </ul>	3	Administration
<p><b>13. Move forward on the implementation of the key recommendations of the approved Visitor Friendly Tourism Development Plan.</b></p> <ul style="list-style-type: none"> <li>Coordinate marketing activities.</li> <li>Consider marketing seed money through Council budget.</li> </ul>	1	Council Partners including Chamber of Commerce and Community Futures as appropriate

Economic Sustainability Action Plan	Priority	Responsibility
<p><b>14. Establish a committee to review and re-develop Rum Runner Days and Thunder in the Valley with a focus on increasing safety and increasing potential for economic benefit to the community and local businesses.</b></p> <ul style="list-style-type: none"> <li>Reach out to the community and stakeholders for volunteers for this committee.</li> <li>Encourage the development of a comprehensive plan and objectives to achieve safety goals and economic benefits.</li> </ul>	1	Council Rum Runner Days Committee
<p><b>15. Raise the visibility of the multi-use, multi-season trail system as the premier North American attraction for these activities.</b></p> <ul style="list-style-type: none"> <li>Become a member of an accredited mountain biking circuit and establish relationships with other relevant organizations.</li> <li>Encourage events that utilize the multi-use trail system.</li> <li>Promote events through the new, rebranded Crowsnest Pass website, social media, billboard and radio.</li> </ul>	1	Council Administration Tourism Board
<p><b>16. Establish a Tourism Board to advise Council.</b></p> <ul style="list-style-type: none"> <li>Seek applications from interested individuals and develop a well-balanced merit-based board.</li> </ul>	1	Council
<p><b>17. Seek opportunities to develop events that will attract tourists to Crowsnest Pass. For example:</b></p> <ul style="list-style-type: none"> <li>“Certified Canadian Cold” as a winter event</li> </ul>	2	Tourism Board
<p><b>18. Review Terms of Reference, accountability and marketing of Pass Powderkeg to ensure economic sustainability.</b></p> <ul style="list-style-type: none"> <li>Enhance positioning as family, seniors and learners venue.</li> <li>Seek investment or partners to add chair lift.</li> </ul>	2	Council Ski Hill Board
<p><b>19. Achieve agreement with the Government of Alberta on the location and the timing of the realignment of Highway 3 so that this can be included in the Municipal Development Plan.</b></p> <ul style="list-style-type: none"> <li>Approach the government for clarity regarding its intentions.</li> </ul>	1	Council Administration
<p><b>20. Complete a Commercial Feasibility Study and Develop a Site Master Plan for the Former Crowsnest Centre.</b></p> <ul style="list-style-type: none"> <li>Issue RFPs as required to achieve a well-developed plan for the future of this land.</li> <li>Move forward on implementation.</li> </ul>	1	Council Administration
<p><b>21. Develop an enhanced relationship with the provincial and federal governments and lobby for increased employment opportunities in Crowsnest Pass.</b></p> <ul style="list-style-type: none"> <li>Request consideration as a site for any future provincial or federal offices and facilities.</li> </ul>	1	Council Administration

Economic Sustainability Action Plan	Priority	Responsibility
<p><b>22. Build partnerships and networks to enhance ongoing economic development opportunities.</b></p> <ul style="list-style-type: none"> <li>• Continue building relationships with southern Alberta EDOs including Calgary, Lethbridge, and Medicine Hat, as well as Alberta Southwest and others.</li> <li>• Work with these partners to leverage new opportunity development and funding.</li> <li>• Align with Calgary Economic Development under the Southern Alberta Global Business Centre initiative to identify targeted international businesses to attract to Crowsnest Pass as well as other potential benefits.</li> <li>• Develop relationship with the Crowsnest Pass Health Centre and a strategy to leverage the hospital as a core strength of the community.</li> <li>• As part of this strategy, explore potential service expansions including additional facilities and services for medical imaging as well as expanded laboratory services and other similar projects.</li> </ul>	1	Council Economic Development Advisory Committee
<p><b>23. Develop a strategy to enhance amenities for families and seniors to attract long-term residents to the community.</b></p> <ul style="list-style-type: none"> <li>• Explore opportunities for enhanced shopping.</li> <li>• Establish welcoming program such as Newcomers Club, social activities and promotion of local clubs and organizations.</li> <li>• Develop ways to assist in the identification of employment opportunities for spouses and family members.</li> <li>• Explore potential for 55+ independent living residence as well as a designated assisted living lodge.</li> <li>• Consider potential for a Seniors' Centre including arts, crafts, fitness and shop activities.</li> </ul>	3	Council Business Community
<p><b>24. Lobby the provincial government to retain and maintain the wilderness access roads for tourism and recreation activities.</b></p> <ul style="list-style-type: none"> <li>• Identify key access roads.</li> <li>• Contact appropriate agencies.</li> </ul>	2	Administration
<p><b>25. Establish a dialogue with stakeholders regarding the expansion of Crowsnest Pass.</b></p> <ul style="list-style-type: none"> <li>• Discuss expansion with MDs and land owners.</li> </ul>	2	Council Administration

### Third Pillar: Community Identity and Quality of Life

Community Identity and Quality of Life are significant priorities and key success factors in achieving Council's Vision for Crowsnest Pass in 2020. The action plan items below involve the community broadly and establish the foundation for subsequent Priorities.

Desired Outcome: Community pride and unity drives actions that result in enhanced quality of life and attraction of like-minded others to the community for work and play.

**Measurement:**

1. Increased community involvement on boards and committees.
2. Action Plan items completed.
3. Population increases.
4. Increase in visitors to the area.
5. Longer stays by tourists.

*Note: Tan shaded areas below indicate action Items adapted from the Mayor's Task Force on the Economy Final Report, May 24, 2011.*

Community Identity and Quality of Life Action Plan	Priority	Responsibility
<b>26. Approach the provincial government relative to a Crowsnest Pass Unique Area designation.</b> <ul style="list-style-type: none"> <li>• Prepare response to the Regional Advisory Council's Advice to the Government of Alberta for the South Saskatchewan Regional Plan.</li> <li>• Develop strategy and presentation proposing a unique area designation.</li> </ul>	1	Administration
<b>27. Imbed a Heritage Resources Strategy in the Municipal Development Plan.</b> <ul style="list-style-type: none"> <li>• Identify realistic zones and priority buildings.</li> <li>• Identify and apply for appropriate grants.</li> </ul>	2	Council Administration Heritage groups
<b>28. Establish the historic neighbourhoods of Crowsnest Pass and develop appropriate signage.</b> <ul style="list-style-type: none"> <li>• Develop a community celebration strategy to support the establishment of the historic neighbourhoods of Frank, Hillcrest, Blairmore, Coleman, and Bellevue.</li> <li>• Connect with digital media through new website.</li> </ul>	1	Council Administration
<b>29. Redefine the Terms of Reference of the Culture and Recreation Board as an advisory board to Council.</b> <ul style="list-style-type: none"> <li>• Separate Culture and Recreation into two boards; Culture and Heritage, and Sports and Recreation.</li> <li>• Culture and Heritage Board - explore potential of an arts and culture facility with support from Council.</li> <li>• Sports and Recreation Board - explore potential for a multi-purpose recreation facility through a feasibility study with support from Council.</li> <li>• Explore potential for year round event/festival space including lease with Blairmore Railway Company.</li> </ul>	1	Council

Community Identity and Quality of Life Action Plan	Priority	Responsibility
<b>30. Establish a Housing Advisory Committee.</b> <ul style="list-style-type: none"> <li>• Establish Terms of Reference</li> <li>• Define municipal role</li> </ul>	3	Council Housing Advisory Committee
<b>31. Seek opportunities to work with regional partners to provide programs and services such as:</b> <ul style="list-style-type: none"> <li>• Explore opportunities to utilize newly expanded Pincher Creek Airport.</li> <li>• Maximize regional recreation opportunities including integrating the community trail system with the regional system where possible.</li> </ul>	2	Administration
<b>32. Commence rebranding strategy for Crowsnest Pass and redefine the image of the community.</b> <ul style="list-style-type: none"> <li>• Include new web presence and use of promotional activities including signs, print and social media.</li> <li>• Order new gateway signs for the east and west entrances to the community.</li> <li>• Enhance signage as necessary to ensure wayfinding signage is consistent and effective for visitors.</li> <li>• Develop a communication plan to support the launch of the new brand.</li> </ul>	1	Council Administration
<b>33. Create a Community Enhancement Strategy. Examples of this initiative are:</b> <ul style="list-style-type: none"> <li>• Explore a “Beautification Day” and involve local businesses in sponsoring and donating supplies.</li> <li>• Work with industrial owners to clean up sites including removal of old communications lines and right-of-way maintenance.</li> <li>• Consider 3<sup>rd</sup> party disposal services for municipal sites.</li> <li>• Revise existing sign bylaw.</li> <li>• Support, encourage, and enhance volunteerism.</li> <li>• Encourage Communities in Bloom and “Adopt a Site” programs.</li> <li>• Improve and enhance sports fields.</li> <li>• Develop and enhance recreational opportunities.</li> <li>• Implement Ambassador Program similar to Leduc’s.</li> </ul>	2	Council Administration Outside Partners
<b>34. Promote Crowsnest Pass as one community.</b> <ul style="list-style-type: none"> <li>• Complete the legal transfer to Crowsnest Pass and away from separate towns including one address for Crowsnest Pass using existing neighbourhood post offices.</li> <li>• Promote consistent use of “Crowsnest Pass” as the name of the community rather than “The Municipality of Crowsnest Pass” or “The Crowsnest Pass”.</li> <li>• The 411 directory should be updated to reflect Crowsnest Pass as the location.</li> <li>• Create a “Crowsnest Pass Day”.</li> <li>• Create a communication strategy to inform all service providers such as banks, utilities, Fortis, Shaw, Atco, Alberta First Call, Direct Energy, Enmax, Telus, Multiple Listing Service (MLS) etc. of address change.</li> </ul>	1	Council Administration

## Fourth Pillar: Environment and Infrastructure

It is essential for the future of the community that infrastructure development be an ongoing priority and that decisions regarding infrastructure be made with consideration for environmental responsibility.

Desired Outcome: Environmental responsibility is enabled through sustainable practices and sustainable infrastructure.

Measurement:

1. Action Plan completed.
2. Reduction in solid waste.

Environment and Infrastructure Action Plan	Priority	Responsibility
<b>35. Create a Master Green Space and Parks Plan.</b> <ul style="list-style-type: none"> <li>• Investigate xeriscaping.</li> </ul>	2	Council Administration
<b>36. Explore servicing of existing industrial parks.</b> <ul style="list-style-type: none"> <li>• Define options and costs.</li> </ul>	2	Council Administration
<b>37. Address heavy truck parking issues through appropriate Bylaws.</b> <ul style="list-style-type: none"> <li>• Meet with partners in the construction and transportation industry to hear their concerns and reinforce requirements.</li> </ul>	1	Administration
<b>38. Investigate options for solid waste reduction and recycling.</b> <ul style="list-style-type: none"> <li>• Conduct feasibility study undertaken through grant funding to explore curbside recycling.</li> <li>• Explore curbside recycling and solid waste reduction as shared issue with the MD of Pincher Creek, Pincher Creek and Crowsnest Pass.</li> <li>• Consider expansion of recycling to neighbourhood areas.</li> </ul>	1	Council Administration
<b>39. Develop an emergency road connecting Blairmore and Coleman.</b> <ul style="list-style-type: none"> <li>• Identify potential locations related to relocation of Highway 3.</li> </ul>	3	CAO
<b>40. Explore issues regarding random camping.</b> <ul style="list-style-type: none"> <li>• Define issues and develop recommendations</li> </ul>	2	Administration

