Strategic Plan 2022–2025

STRATEGIC STEPS INC

The contents of this Strategic Plan were created by the Town of Coalhurst's Council and Management in the spring of 2022 with the long-term betterment of the community in mind.

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Letter from Town Council

In the spring of 2022, the Town of Coalhurst Council and senior managers met to discuss priorities for the duration of this Council's term with a focus on how we can best take steps towards a big, bold future for the Town of Coalhurst.

We set a vision for our community and a set of goals that illustrate what we see as important changes to make, or to at least start, during out time together. We are proud to live in Coalhurst, and we plan to take bold steps together to build the community.

Coalhurst is facing a period of change and growth as a community. This plan provides us as a town with the best chance to focus on what we see as most important for our bright future. It's a journey, and we want you to come on that journey with us.

Mayor Lyndsay Montina and the rest of Coalhurst Town Council

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Vision, Mission, and Values

In looking towards the future of Coalhurst, it is important that council members agree on what the final destination looks like. With this in mind, Council decided on the town's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

Vision

A community's vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Coalhurst's Council and administration. The vision also indicates what makes Coalhurst unique.

> ***Coalhurst's strong community comes from generations choosing to build an inspiring future.***

Mission

A town's mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Coalhurst does and who benefits from Council's activities. This mission statement was created based on key ideas about how to achieve the town's vision.

> ***By caring for one another and making bold decisions for our future together, Coalhurst is the community of choice for individuals, families and businesses seeking a unique place to call home.***

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Values

The values expressed here are the guiding principles that help determine how the town will operate, both in public and privately:

Value	*What it Means*
Equity	All residents of Coalhurst are provided with the same opportunities within our community
Innovation	We develop new strategies to accomplish the wishes of our community
Intention	We are purposeful with our time, resources, and decisions
Public Service	We work for the greater long-term benefit of our community
Sustainability	We are good stewards of our limited resources, allowing future generations to determine their own path
Vision	We have a dream of what our community could be, and we work towards it

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Priorities for 2022-2023

Within the full list of Tactics that appear in the town's plans, Council has created a subset of 'high' ranked Tactics. The items on this list reflect the priorities that Council sees as both important and timely.

Many other Tactics are identified as having a moderate priority, meaning they will be worked in the corporate business plan as resources allow or deadlines near. It is expected that the high priority Tactic list will change over time as some high priority items near completion and new priorities emerge for the town.

The Priorities for 2022-23 below are identified in the order in which they appear in this Strategic Plan. They include:

Goal	*High Priority Tactic*
Increase Community Engagement	Create a Community Services Department to focus on social and cultural life within Coalhurst.
Increase Community Engagement	Increase engagement with community members using tools and technology that work for citizens.
Provide Coalhurst Residents with Exceptional Service	Ensure the town's service levels meet community needs while keeping budget in mind.
Incentivize Business Development in Coalhurst	Create a welcoming environment where businesses are encouraged to build and expand.

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Pillars, Goals, and Tactics

The plan below identifies what the town will be working on over the course of the next four years. It is divided into Pillars, Goals, and Tactics, all of which support each other.

> **Pillar**: Area of major concentration for Town Council over the term of this strategic plan. The foundational elements of the strategic plan that support the achievement of the defined Vision of Town Council.
>
> **Goal**: Change over time that is supported by Town Council. This becomes the answer to 'what does the town want to achieve?'
>
> **Tactic**: Expected activity in support of the Goal. This becomes the answer to the question 'how does the town achieve the goal?'

In this strategic plan, the Pillars and Goals are governance related. How these Goals get achieved is through the use of Tactics. Tactics are the building blocks of the town's corporate business plan.

In some cases, management's expertise may require the adaptation or change of some of the Tactics to achieve the Goals that Council has identified.

Within the bulleted lists below, high priority Tactics are in bold.

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Pillar A: Effective and Informed Governance

The Town of Coalhurst strives to provide residents, businesses, and community organizations with efficient, timely and transparent governance. Through the goals and tactics here, we will provide the best programs and services possible.

Goal 1 - Increase Community Engagement

Tactics:

- **Create a Community Services Department to focus on social and cultural life within Coalhurst.**
- **Increase engagement with community members using tools and technology, and attend community events to connect with citizens, businesses, and community groups.**
- Increase council member attendance at community events where people gather.
- Meet community members where they are, whether that is in physical locations or online spaces.

How We Know When We Are Successful:

Performance Measure
A community satisfaction survey indicates at least 60% of respondents are feeling more engaged in their community year over year.

Goal 2 - Provide Coalhurst Residents with Exceptional Service

Tactics:

- **Ensure the town's service levels meet community needs while keeping budget in mind.**
- Conduct a regular community satisfaction survey to determine which town programs and services are meeting resident needs.
- Develop and implement a succession plan for staff roles.

How We Know When We Are Successful:

Performance Measure
The community satisfaction survey shows that respondents are satisfied or very satisfied that recreation and social opportunities are increasing in Coalhurst.

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Goal 3: Make Informed Decisions based on the Principles of Good Governance

Tactics:

- Ensure that necessary information is provided to Council and reviewed before Council makes decisions.
- Tie Council decisions back to achieving goals in the Strategic Plan.

How We Know When We Are Successful:

Performance Measure
Council members believe they make decisions based on the best information available.

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Pillar B: Strong and Sustainable Economy

The Town of Coalhurst understands the importance of a resilient and diverse economy. We will provide businesses with a supportive and stable foundation upon which to grow and thrive.

Goal 1 - Incentivize Business Development in Coalhurst

Tactics:

- **Create a welcoming environment where businesses are encouraged to build and expand.**
- Consider relocating the town office to allow commercial development on the current office site.
- Use partnerships to create a plan and a space for light industrial development in the community.

How We Know When We Are Successful:

Performance Measure
At least two net new businesses open in Coalhurst each year for the duration of this strategic plan.

Goal 2 - Create Spaces for People to Gather Within the Community

Tactics:

- Extend walking paths, biking trails, and gathering places throughout the town to encourage residents to move around their community.
- Plan for further business development in a central area where residents and businesses will be drawn.

How We Know When We Are Successful:

Performance Measure
Community satisfaction survey results indicate that respondents are satisfied or very satisfied with how much of the town is accessible through walking and biking trails.

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Pillar C: Land and Environmental Responsibility

The Town of Coalhurst protects and honours the land upon which our community is built. To make Coalhurst a more complete community, we provide residents with opportunities to enjoy outdoor recreation. We are building a more walkable, environmentally sensitive, mixed-use community that encourages people to walk or bike around town.

Goal 1 - Develop Infrastructure that Meets Community Needs

Tactics:

- Be mindful of responsible sustainability in energy efficiency and consumption.
- Create walkable and attractive business areas.
- Develop a solid waste management plan to divert material from the landfill.
- Increase access to recycling and composting.

How We Know When We Are Successful:

Performance Measure
The Town of Coalhurst has, funds, and follows a comprehensive asset management plan.

Goal 2 - Make the Town an Attractive Place to Be

Tactics:

- Create a memorial garden.
- Create and implement a public art program.
- Encourage residents to have visually attractive properties that show off the best of Coalhurst.
- Increase planting of local trees and flowers in public spaces.
- Update the entrance to the community to create a welcoming space.

How We Know When We Are Successful:

Performance Measure
Citizen satisfaction survey results indicate that respondents believe Coalhurst is increasingly visually appealing.

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Pillar D: Deep Cultural and Social Connections

Social connection is the fabric that makes Coalhurst unique. We rely on each other to create a community where people feel safe and are safe.

Goal 1 - Maintain a Safe Community

Tactics:

- Consider where to place new protective services locations so they are aligned with projected population growth.
- Consider working with surrounding communities to identify a regional Director of Emergency Management and develop related Emergency Management policy.
- Ensure that a proactive bylaw and policy framework is built to create a safe community.
- Update the town's bylaw and peace officer enforcement programs.

How We Know When We Are Successful:

Performance Measure
In the citizen satisfaction survey, at least 80% of respondents indicate they feel safe within Coalhurst.

Goal 2 - Promote Diverse and Attainable Housing within Coalhurst

Tactics:

- Create an environment that encourages the growth of attainable and diverse housing choices in the community.

How We Know When We Are Successful:

Performance Measure
The Town's MDP and LUB are revised and approved to support diverse housing options

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Goal 3 - Anticipate and Respond to the Social Needs of the Community

Tactics:

- Create a Recreation Master Plan.
- Develop a volunteer program to recognize and promote volunteerism.
- Develop opportunities to incorporate the relevant Calls to Action from the Truth and Reconciliation Commission.
- Ensure that community programs are reflective of resident needs.

How We Know When We Are Successful:

Performance Measure
A Recreation Master Plan is considered by Town Council by the end of 2024.

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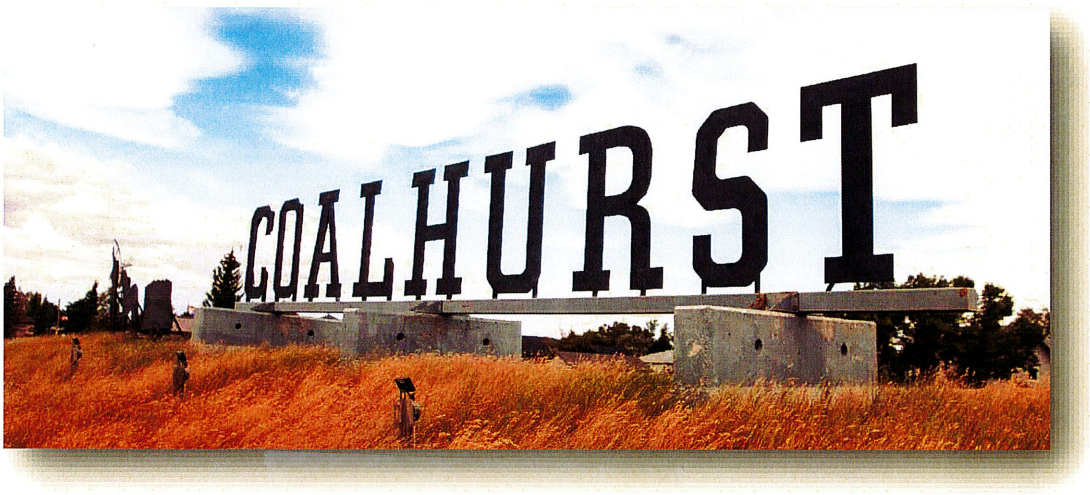
Conclusion

The pages of Coalhurst's 2022-2025 Strategic Plan provide a roadmap that was developed by the town's elected officials and senior administration. It is important that both Council and administration work together to achieve the priorities that are outlined in this plan.

The environment in which the town operates is always shifting. In response, the Town's plans also must change over time to remain relevant. As with any plan, this one must be used, reviewed, and updated on a regular basis.



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