

# Town of Coronation Strategic Plan

2019-2025



## *A Message to the Town of Coronation:*

On behalf of the Town of Coronation Council, I am pleased to present you with our 2019 - 2025 Strategic Plan.

Strategic planning is a process through which Council conveys its vision and goals. This document reflects our plans and priorities for the future of our community and it will serve as a guide to Staff and Council to accomplish those items outlined within the plan.

The Strategic Plan includes a Vision Statement for the Town of Coronation, as well as a Mission Statement that clearly reflects the purpose and business of the Town, in providing quality infrastructure, programs and services for our residents.

The Strategic Plan presents seven key value statements that will guide the behaviors of all of us who serve the community.

The Plan then presents the eight key Focus Areas, and within each, there are a number of strategic outcomes that have been identified. Council, staff, and other key stakeholders will contribute to the achievement of these outcomes.

As we move forward with the implementation of this Plan, I encourage our residents, local organizations and the business community to not only read this plan but identify and share opportunities on how you can contribute to our shared vision for Coronation.

Sincerely,

*Mark Stannard*

Mayor



## Our Vision for the Future

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*"The Town of Coronation is a safe, active  
and affordable community....  
A place to live your dreams"*

The Town of Coronation is a vibrant, dynamic, safe and caring community where quality of life is key. Diverse economic, social, cultural and recreational opportunities are available for people of all ages, backgrounds and cultures. The Town of Coronation embraces its history and the pioneers who built our community, while embracing the opportunities that are available to us in envisioning and creating our future.



## Our Mission

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*"The Town of Coronation will provide quality infrastructure,  
services and programs for the community through good  
governance, citizen engagement and accessible,  
accountable leadership.*

*These will be developed and maintained in a cost-effective manner  
contributing to the overall economic, social and environmental  
well-being of the community."*

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## Our Values

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- Integrity:* We will conduct ourselves honestly, fairly, respectfully and ethically
- Approachable:* We will be approachable and open to any ideas and opinions brought forward
- Collaborative:* We will strive to work with our municipal partners in developing positive and meaningful relationships for the provision of services to our citizens
- Respectful:* We will treat everyone with respect, acknowledging and accepting people's differences
- Honest:* We will be honest and transparent in all our actions, decisions and communications
- Professional:* We will be committed to consistent application of bylaws, policies and best practices, to due diligence, and to the orderly conduct of municipal business
- Sustainable:* We will provide focused growth, with financial accountability



## GOAL

### Maintaining Effective Intermunicipal Alliances

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#### Objective

Collaborate and cooperate with our neighbors

#### Key Actions

- Develop cost-sharing partnerships with other municipalities
  - Sharing equipment with neighboring municipalities
  - Sharing staff (i.e. Lifeguards)
- Sharing information (i.e. Bylaws, policies, survey results) with neighboring municipalities
- Disaster Planning – Mutual Aid agreements, evacuation plans, reception centers, etc.
- Regional Tourist Booth Operated by PEPS – ensure staff are Tourism Ambassadors who can provide information about the entire Paintearth Region
- Fire Services Agreement with the County/Castor/Halkirk
  - Capital support
  - Shared budget for member training
  - Intermunicipal support between Fire Departments
- Airport Maintenance Agreement
  - Runway maintenance
  - Shared capital costs



## GOAL

### Optimizing the Provision of Municipal Services

#### Objective

Continue to address aging infrastructure and facilities

#### Key Actions

- Sewer relining instead of replacement
- Plan for ongoing pavement/sidewalk/curb replacement or patching in order to prevent deterioration
- Fire hydrant replacement – 2 per year

#### Objective

Continue to focus on Infrastructure Master Plan

#### Key Actions

- Develop and maintain 5-10 year Capital Plan
- Present Operating and Capital Budgets and Long Term Capital Plan annually for Council review and approval



#### Objective

Maximize the utilization of Recreation Facilities

#### Key Actions

- Utilize Curling Rink and Arena Lobbies more effectively all year – promote their availability on website and in newsletter – utilize for summer activities/programming
- Survey Pool patrons for programming suggestions annually
- Use Feasibility Study results to plan for future Recreation Facility development

## GOAL

### Create and Maintain a Viable and Sustainable Community

#### Objective

Create and review Strategic Plan

#### Key Actions

- Annual review by Council and Staff

#### Objective

Improve Tourism Opportunities

#### Key Actions

- Pursue opportunities for Hotel/Motel development
- Campground upgrades
  - long term development plan
  - future development of overflow “dry camping” sites on west side of the Dam, north of Ball Diamonds and on Rodeo Grounds
  - New shower house and laundry facility
- Campground promotion – develop brochures, cross-promote with other attractions such as Pool and Golf Course
- Paved walking paths – develop plans for enhancement/extension of paths and ongoing maintenance program
- Off-leash dog park

#### Objective

Beautification of community

#### Key Actions

- Support of CiB programs
- Community Standards Bylaw
  - enforcement/compliance/facilitation



## GOAL

### Create and Maintain a Viable and Sustainable Community (cont'd)

#### Objective

Promote Local Businesses

##### Key Actions

- Support shop local promotions
- 10% local business advantage for municipal purchasing
- Local business profiles in monthly PEPS newsletters
- Promote Coronation globally as an investment opportunity/destination

#### Objective

Provision of Supportive Social Services for Residents

##### Key Actions

- Support the initiatives and projects of
  - FCSS
  - Community Health
  - Food Bank
  - Handi Bus/Community Bus
  - Victim Services
  - Churches
  - Youth Programming
  - Others



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## GOAL

### Fiscal Accountability

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#### Objective

Sustainable Funding

##### Key Actions

- Lobby provincial and federal governments for long term, predictable funding sources
- Take advantage of all available grant programs
- Limit tax increases as much as possible
- Promote Sale of bulk water

#### Objective

Sale of Land

##### Key Actions

- Enforce new Land Sale Policy
  - Enforce registerable transfer back provision and administration fee charged to purchase land back
- Tax Recovery Process – avoid taking title to properties with environmental liabilities



#### Objective

Effective Municipal Staffing

##### Key Actions

- Ensure all Town departments are staffed according to work demand and not to exceed required FTE's

## GOAL

### Plan for Current and Future Needs of Our Community

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#### Objective

Plan for Growth and Development

#### Key Actions

- Review of Municipal Development Plan and Land Use Bylaw
  - Five year cycle – due for review again in 2020
- Subdivision Plan for commercial and residential growth
  - Lack of desirable residential lots - Identify potential development locations
  - Create Area Structure Plan with Palliser's assistance
  - Tax incentives for new residential and commercial development
  - Acquire land required for new development
  - The Town will need to debenture in order to pay for development costs
- Continue to advocate for more Seniors, Community and Low Income housing
- Ensure continued viability of Hospital, School and Medical Clinic
- Pursue future development of multipurpose facility to replace Arena and Curling Rink
- Pursue ongoing upgrades to the Swimming Pool



## GOAL

### Communicate Effectively at All Levels

#### Objective

Ensure Effective External Communication

#### Key Actions

- Provide information in a timely and effective manner to the public through multiple media platforms, including Town Hall meetings, website, facebook, Town newsletter, PEPS website and others
- Engage citizens in planning processes
  - New Public Participation Policy
- Continue to maintain good working relationships with Town staff
- Conduct “Pulse Checks” with community – “Are we Doing it Right?”
  - Surveys could go out in Town utility bills
  - Incentives to complete surveys such as prize draw from submissions received
- Volunteer Information Night/Open House
- Share Copies of Strategic Plan
- Newsletter item Inviting citizens to engage
  - “if you’re interested in volunteering or need more information on local events, activities or organizations, please call the Town Office”
- Include reference to the Town’s website address in the newsletter
- Provide information packages for new residents signing up for utility accounts
- Promote all municipal events and activities on the community sign as much as possible



## GOAL

### Improve Quality of Life and Social Well Being

#### Objective

Promote Community Education and Wellness Programs

#### Key Actions

- Maintain effective partnership with Paintearth Community Adult Learning Council (PCALC)
- Maintain effective partnership with Coronation Family and Community Support Services (FCSS)

#### Objective

Maintain Good Working Relationships with Community Organizations

#### Key Actions

- Support and acknowledge volunteers and their efforts annually
- Policy for funding support for community organizations
- RCMP - Community Policing priorities – DARE Program in Schools
- Volunteer Fire Department
  - Ensure effective budget for services, equipment and training
- Support Coronation Choosewell initiatives
- Support and Council representation on Coronation Memorial Library Board
- Support and Council representation on Wellness Society



## GOAL

### Be a “Green” Community

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#### Objective

Promote Environmental Stewardship

#### Key Actions

- Offer residential curbside recycling collection
- Support and encourage local recycling programs and initiatives
- Promote water conservation through education and incentives
- Participate in and promote Hazardous Waste Roundup
- Explore opportunities for LED street lights/convert yard lights at Public Works Shop and Recreation Facilities to LED
- Explore possibility of solar lights at Campground and Heritage Park
- Explore possibility of installing solar power collection panels on existing municipal facilities
- Encourage staff and public to report faulty street lights to ATCO
  - Link to ATCO ‘Report a Street Light’ web page on the Town web page and the newsletter
- “Green Ideas” feature in every newsletter
  - i.e. “Did you know that your Keurig pods can be recycled?”



*We welcome your questions and comments.*

*Please contact us if you would like to  
discuss our Strategic Plan.*

Town of Coronation

Administration Office

403-578-3679

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