

Crossfield Sustainability Plan



December 2009
Version 1.0

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1.0 Our Story

On December 15, 2009, the Town of Crossfield Council approved the Crossfield Sustainability Plan. That Council meeting served as a major milestone for the citizens of Crossfield, particularly the members of the Vision Committee and Action Groups who had been working on the Crossfield Sustainability Plan since March 2009. To those dedicated community members, that December Council meeting represented more than the approval of a plan; it marked the beginning of an ongoing process of engagement in continually making Crossfield a more sustainable community.

Community Engagement

A decentralized model of consultation effectively engaged the community in the Crossfield Sustainability Plan by utilizing multiple public participation methods to “go where the people are.” The most successful engagement methods included:

- ongoing work with the Vision Committee and Action Groups
- direct engagement of students in the schools
- collection of Visioning forms
- attendance at established community events (e.g., Rodeo Breakfast and Farmers Market)
- print and radio media coverage
- www.ilovecrossfield.com web site

During the visioning stage of the Sustainability Plan process between March and July 2009, more than 250 community members contributed their ideas to the establishment of a long-term Vision for Crossfield. A conservative estimate of the total amount of time that was devoted by community members to preparation of the Crossfield Sustainability Plan amounts to more than 800 volunteer hours. Many more volunteer hours and much more community energy will be dedicated to implementing the Vision, Sustainability Principles, and actions that will make Crossfield a more sustainable community.

Vision Committee and community requests for additional meetings and outreach initiatives created opportunities to enhance community engagement in the Sustainability Plan process. Key to the success of the Sustainability Plan were seven visits to W. G. Murdoch School between May and October 2009. The communications and engagement strategy also included the launch of the Sustainability Plan web site, www.ilovecrossfield.com, which provided information on the Sustainability Plan and a forum for community members to express their views on a range of topics between August and December 2009.

Vision Committee

The Crossfield Vision Committee took responsibility for the formulation of Sustainability Principles, endorsement of the Vision, and ongoing community engagement. In addition to the ten meetings the Vision Committee held over the eight months between March and December 2009, members of the Vision Committee participated in a number of public events such as the June 2009 Rodeo Breakfast, ongoing visioning at the Crossfield Farmers Market, and an August 2009 community Vision celebration and Action Group kick-off, which was attended by more than seventy members of the community.

The Vision Committee also took the opportunity to apply the Sustainability Principles and action plans to the most important community issue of 2009 in Crossfield: the location and design of a new Civic Centre. In order to assist the Town of Crossfield Council in considering an appropriate location for the new Civic Centre, the Vision Committee formulated and recommended a set of location and design principles. Many of those principles are included in the Sustainability Plan. Council’s selection of a site for the Civic Centre is considered one of the first “quick wins” of the Sustainability Plan, due to the support provided by the Vision Committee and to a generous contribution

from ENMAX in the amount of \$50,000 to be used to support clean sustainable energy systems in the new Civic Centre. The Town of Crossfield Council and administration are deeply grateful to ENMAX for this generous contribution.

Action Groups

The Action Group stage of the Sustainability Plan project was initiated at a community-wide event in August 2009 to celebrate the Vision, to kick off the Action Group stage, and to recruit community members to four Action Groups that developed action plans in four key strategy areas: Business and Economic Development; Community Planning and Smart Growth; Natural Resources and Environment; and Vibrant Community (which addressed social issues and community services).

The Action Group stage included sixteen meetings during a seven-week period in September and October 2009. The Action Group meetings involved more than two dozen community members, including three Town staff members, who served as technical advisors and Town information resources.

Crossfield Sustainability Plan Implementation

The work of the Vision Committee and Action Groups was integrated in the Crossfield Sustainability Plan, which links a long-term Vision to achievable actions according to a set of Sustainability Principles. The key ideas and actions of the Sustainability Plan will be implemented in the short, medium, and long term.

Outreach to stakeholders and organizations in the community that could take responsibility for implementation resulted in the identification a number of community champions who are willing to demonstrate leadership, particularly in the implementation of immediate or “quick win” actions:

- spring 2010 eco-fair at Crossfield Elementary School
- Council decision on a location for the new Civic Centre
- Municipal Development Plan to set forth policies on sustainable development, variety of housing types, efficient land use, protection of natural areas, etc.
- new Land Use Bylaw to implement the Sustainability Plan and Municipal Development Plan policies
- Downtown and Entrance Area Redevelopment Plan to provide a framework for downtown beautification (both architectural guidelines and public improvements)

The decentralized model of consultation was extremely effective in engaging the people of Crossfield in the Sustainability Plan. On a per capita basis, a higher percentage of Crossfield’s population participated in the Crossfield Sustainability Plan than any other sustainability plan in the Calgary region. Tangible and achievable benefits to the Town of Crossfield will include a strong foundation of community engagement and a significant amount of policy development and direction that have already been established for future statutory planning projects such as the Municipal Development Plan and the Downtown and Entrance Area Redevelopment Plan.

Successful implementation of the Crossfield Sustainability Plan will depend upon the future commitment of a number of champions in the community. Those champions have been identified in the Vision Committee, in the Action Groups, in the local schools, and in the Town Council and administration. The Crossfield Sustainability Plan has served to build bridges in the community and is expected to provide a strong basis for future community engagement in moving Crossfield toward a more sustainable future.

2.0 Our Vision & Principles

The Vision for the Crossfield Sustainability Plan is based directly upon ideas contributed by more than 250 community members between March and July 2009. These words are the community's words; they represent the collective aspirations of the people of Crossfield.

Crossfield Sustainability Vision

*This safe and peaceful place,
Surrounded by fields,
With a view of the mountains,
And the city within reach
By road, rail, and trail;
This is my home town.*

*Everything I need
For work, for recreation,
For shopping, for learning,
For health, for family, and for my spirit
Is right here.*

*As my community and I welcome the growth that brings
A wide range of neighbours, businesses, and industries,
We continue to cherish our small town ways
By beautifying our downtown, streets, and pathways,
Honouring and celebrating our heritage, culture, and
arts,
And finding solace in our wetlands, creeks, trees, and
parks.*

*While we work together to serve our community,
Raise our children, support our youth, and care for our
elders,
Some of us may move on,
But we'll always come back to Crossfield.*

Crossfield Sustainability Principles

In the spring of 2009 the Vision Committee reviewed several sets of Sustainability Principles, such as the Melbourne Principles and other Principles promoted by the Natural Step, the Earth Charter, and the Alberta Urban Municipalities Association. Based upon that review, the members of the Vision Committee established their own Sustainability Principles:

1. We express pride in our identity and heritage by working together to achieve our common vision.
2. We balance our social, environmental, and economic values for the benefit of our people, the planet, and both private and common economic profit.
3. We include and empower all the people in our community, respecting their diverse points of view, needs, and values.
4. We protect and maintain a healthy natural environment as we plan and develop our community.
5. We promote and support various types of growth, development, and activities that will benefit ourselves and our community.
6. We recognize that the decisions we make today will have long-term impacts on future generations.
7. We take individual and collective responsibility for our decisions and actions in order to benefit and improve the whole community.

3.0 Our Community Today

The Crossfield Sustainability Plan builds upon the many assets already available within the community. These assets can be grouped according to location and natural features; infrastructure, facilities, and services; businesses; organizations; heritage; quality of life; and the many opportunities that these assets provide for creating a more sustainable community.

Location and Natural Features

Crossfield is situated in an advantageous location, along Alberta's Queen Elizabeth II Highway (Highway 2) corridor, just to the north of the major centres of Calgary and Airdrie. The town is endowed with many natural assets, including wetlands, creeks, and their associated riparian areas. The community is surrounded by prosperous agricultural land and enjoys views of the Rocky Mountains to the west. The westerly winds from the mountains not only provide relief from winter cold and summer heat; they also offer a potential source of renewable energy.

Infrastructure, Facilities, and Services

More than 2,800 residents and 250 businesses in Crossfield have access to significant transportation infrastructure, including the Canadian Pacific Railway and Highways 2 and 2A. Railway Street serves as the town's main street, where a number of local businesses serve the community. A variety of utility services provide the town with gas and electric energy as well as full urban sewer and water servicing. Natural gas industries in and around Crossfield have considerable capacity for both transmission and storage of energy resources.

The community services, institutions, and facilities available to the residents of Crossfield include the Crossfield Community Centre, splash park, library, arena, rodeo grounds, curling rink, fish ponds, golf course, wetlands, cemetery, and parks such as Veteran's

Park and the snow hill. Public services that benefit the community include the Volunteer Fire Department and its training centre, emergency medical services, RCMP, a Municipal Enforcement Unit, municipal administration and public works, post office, registry and licensing services, and a landfill transfer site with a recycling depot.

Businesses

Crossfield has a large industrial and commercial base with retail, wholesale, and service businesses such as hotels, restaurants, and coffee shops, graphic design, arts, crafts, and photography studios, bottle depot, laundromat, pet store, financial services, supermarket, gas stations, and real estate offices. New businesses include pizza parlors and liquor stores.

Significant employment opportunities are available, particularly in manufacturing. The local Chamber of Commerce promotes both established and new business ventures, while the community also supports a number of home-based businesses. Medical and personal services include a doctor's office, chiropractor, dentist, and veterinarian.

Crossfield's industrial businesses, which benefit from access to rail spurs and the CPR main line, include wood products, light industry, manufacturing, construction, oil and gas services, and industries related to farming and ranching products such as grain, canola, cattle, pork, and poultry. Local industries are encouraged by relatively low business taxes. The Pete Knight Days Rodeo provides a potential base for expansion of tourism businesses.

Commercial bus lines offer transportation to other centres. Crossfield also benefits from proximity to major retail outlets in the region, such as the new Cross Iron Mills mall, and access to employment in major centres such as Calgary.



Organizations

Crossfield has many active volunteer clubs, service organizations, churches, and a library. Specific organizations include creative writing clubs, Lions, Legion, Boy Scouts, Girl Guides, 4H, and Mothers of Preschoolers (MOPS). The Crossfield Farmers Market brings people into town from a large surrounding area. Local sports organizations offer gymnastics, soccer, baseball, curling, and hockey for youth and adults. The Town of Crossfield provides various recreational programs, while a BMX and motocross course is being developed in the community. Youth and children in Crossfield enjoy the local skateboard park and splash park, while more organized youth activities include summer recreation programs, day camps managed by volunteer boards, church programs, and the W. G. Murdoch School Band Parents Association.

Community leaders energize community spirit in local neighbourhoods and throughout town. Arts groups support school art shows and the school jazz band, as well as individual artists, photographers, and musicians. Buildings along Railway Street have also been used as sets in the film industry.



Heritage

Crossfield's history committee is updating a local history book. A number of historic homes can be found in a variety of locations throughout the town. Railway Street in particular features several historic buildings, such as the old grocery store, the Side Street Café, the Canadian Imperial Bank of Commerce, and the Oliver Hotel.

Quality of Life

Crossfield is a small community where real estate values are relatively reasonable. A healthy balance of jobs and residents ensures that Crossfield is a complete and integrated town rather than a bedroom community. The community enjoys numerous recreational and social amenities, such as the golf course, skate park, splash park, tennis and basketball courts, community parks, walking paths, and community landmarks. A healthy mix of families, seniors, youth, and young adults contributes to a sense of community spirit. New residents find that the local institutions are friendly, thanks in large part to a cultural heritage of volunteerism that many of the established residents have fostered over the decades. Social values and family connections between youth and parents are important in Crossfield.



Local social service providers support health, wellness, fitness, training, and education for all ages. Crossfield's schools offer stimulating and supportive learning environments for children from preschool through grade 12, while adult education is also available in the community.

Opportunities

Crossfield offers opportunities for growth and development of a sustainable community. Stewardship grants and other funding opportunities are available for eco-friendly community initiatives and start-up businesses.

The Town of Crossfield is a member of the Calgary Regional Partnership, which offers new ideas, education, and opportunities for regional collaboration. Crossfield can benefit from the experience that neighboring communities have had in sustainability initiatives. The Towns of Olds, Airdrie, and Cochrane have all adopted and started implementing their own sustainability plans. Airdrie offers a Sustainability Speaker Series, which many residents of Crossfield have attended.

The Town of Crossfield has undertaken a number of important planning initiatives. The Town Council and administration regularly refer to a recent Community Needs Assessment and have commissioned engineering and growth management studies in support of an annexation. Once the Government of Alberta approves the annexation, the Town expects to adopt a Municipal Development Plan to guide the long-term growth of Crossfield. The Town works closely with other government agencies to ensure environmental regulation, to fund infrastructure, and to promote economic development.

4.0 Our Community Tomorrow

In accordance with the Vision and Sustainability Principles, the Vision Committee and Action Groups created detailed descriptions of a sustainable community. In certain respects these descriptions of success may be considered goals. On the other hand, the Vision Committee and Action Groups recognize that sustainability is not an end state to be achieved, but an ongoing process of improvement and development.

These descriptions of success are organized according to six strategic areas: Eco-Friendly Town; Well Planned Town; Vibrant Main Street; Strong Economy; Quality of Life; and Governance. The descriptions of success for each of these strategic areas begin with long-term goals. Analysis of the contrasts between the community assets described in the previous section and these descriptions of success leads to the action plan in the last section of the Crossfield Sustainability Plan.

Eco-Friendly Town

Goal

We are recognized as one of the most eco-friendly Towns of Alberta because of our sustainable parks, housing, and businesses.

The term “eco-friendly” refers to both ecology and economy. The Vision Committee and Action Groups recognize that for Crossfield to become truly sustainable, economic development must go hand-in-hand with sustaining the ecological integrity of our natural systems. Another key aspect of our eco-friendly town is engagement of the community and visitors in both education and the actions it will take to make Crossfield more sustainable. Economic development is important, but it is not the only goal. We want all members of our community to take pride and responsibility in building a more sustainable community.

In our eco-friendly town we are building upon our beautiful natural environment by protecting natural systems, by enhancing the viability and adaptability of those systems, and by creating a beautiful built environment in harmony with nature. We protect our systems of creeks, wetlands, fish ponds, natural trails, and riparian areas. We enhance the viability and adaptability of those systems by planting more trees, integrating pathways within natural systems, and maintaining existing parks.

Crossfield “feels green” because of its well used, well maintained, and expanding system of pathways that link all of the parks in the community. Our pathways also link our developed areas to each other and to the parks system. There are always people in our parks, both because of their recreational value and because of the generous provision of benches and picnic tables, which are made of recycled materials. The parks system also provides opportunities for environmental education and engagement, through placement of recycling bins and interpretive signs.

Our parks, natural areas, and recreation facilities are integrated with our school and community activities, community gardens, and meeting places. Crossfield’s system of pathways and benches encourages walking and puts vehicles and parking in their place. Our active outdoor sports areas build upon our natural assets and include features such as commuter bicycle trails, a BMX and motocross course, rock and ice climbing walls, and outdoor skating rinks.

Our new green Civic Centre, which is built to high environmental standards, serves as an example of sustainability and environmental leadership for the residential, business, and development communities. Crossfield’s neighbourhoods provide for variety and diversity of housing, with sustainable buildings in



the context of mixed-use development. Our public places and open spaces further inspire our community members to beautify their homes, lawns, and gardens, to control weeds, and to clean up empty lots.

The local business community is also eco-friendly, because “going green” is recognized as a major element in Crossfield’s economic development strategy. Our eco-business park is well known for both its environmental design and for the small and medium sized green and community based businesses that are attracted to the area.

Crossfield has a reputation for responsible use of energy and resources, thanks to the Town’s partnerships with local and regional businesses such as ENMAX, which is supporting clean sustainable energy systems in the new Civic Centre. The Town, local businesses, and residents all benefit from the use of renewable energy resources such as wind and solar power, which feed energy back into the regional grid. Some areas of Crossfield have managed to sustain their energy needs off the grid.

Crossfield is also a leader in water conservation and resource recovery, utilizing advanced water and wastewater management, solid waste management, and recycling systems.

Well Planned Town

Goal

Our sustainable land use, development, facilities, and infrastructure demonstrate that we are leaders in town planning.

The majority of Crossfield’s residential population, projected to reach 12,000 to 15,000 people by the year 2040, both live and work in Crossfield. Because of this important balance of jobs and population, the local services and amenities grow with the population. Crossfield residents do not need to leave town for either services or employment.

Residential, commercial, and industrial growth are well coordinated. Large-scale segregation of land uses is discouraged because such separation of development types puts a strain on local commuter systems. Nonetheless, heavy industrial development that may create impacts on residential communities is well regulated and removed from the core of the community. Light industrial development is located in business parks that contribute to the visual aesthetics and environmental integrity of the community. These business parks attract more diverse industrial and commercial enterprises including offices, which in turn provide more services and employment for the community.

Large retail outlets are appropriately located away from downtown Railway Street and enhance retail variety rather than threaten the viability of local shops. Highway 2A is integrated with the urban fabric of development such that speed limits and regular access points are safely controlled. Emergency access is well coordinated throughout the town.

Transit and taxi services are available for travel within and outside of Crossfield. Mass transportation operators base their services on good information through surveys and regular communication with the Town and other organizations about the types of transportation services the residents of Crossfield currently use, want, and need.

Commercial and residential development is suitably mixed not only downtown, but also at key locations in the town's residential communities. Crossfield's downtown and residential neighbourhoods are all designed and built to high environmental standards that promote walking, healthy lifestyles, and sustainable communities. Low impact lighting and landscaping are designed to reduce light and noise pollution in our growing town.

The needs of our residents are understood in the design of new communities and in the redevelopment of existing neighbourhoods. We pride ourselves in providing decent living accommodations for everyone. Affordable and low-income housing is integrated throughout the town so that residents in need or with modest means are not isolated. Developments offer a variety of community types and options for start-up, move-up, and seniors housing within both suburban and mixed-use urban contexts.

Crossfield plans its parks and open spaces as well as its developed areas. Our creeks, wetlands, and riparian areas form the basis of a comprehensive open space system that serves the dual purpose of protecting the environment and providing both passive and active recreational amenity. In addition to our natural parks, we have planned parks, each with its own identity and dedicated activity for the various segments of our community: youth, seniors, veterans, heritage, and ethnic groups. Areas where people can exercise and play are located in every part of town.

The centerpiece of our parks system is our regional park with its associated recreational facilities. The theme of this major park is environmental education. The development of our regional park involves significant partners such as schools, advanced education institutions, small businesses and major corporations, the BMX and motocross course, the golf course, and Ducks Unlimited. It includes a campground, a natural water feature for swimming, sunbathing, and skating, a new tobogganing hill, pathways with benches and bicycle trails linked to the Crossfield Community Centre and the rest of the town's park system, and when the population of the community warrants the investment, an integrated conference centre and recreational facility with an indoor pool. This will be Crossfield's main leisure centre, where major events, festivals, and outdoor concerts will be held to celebrate our community pride.

Vibrant Main Street

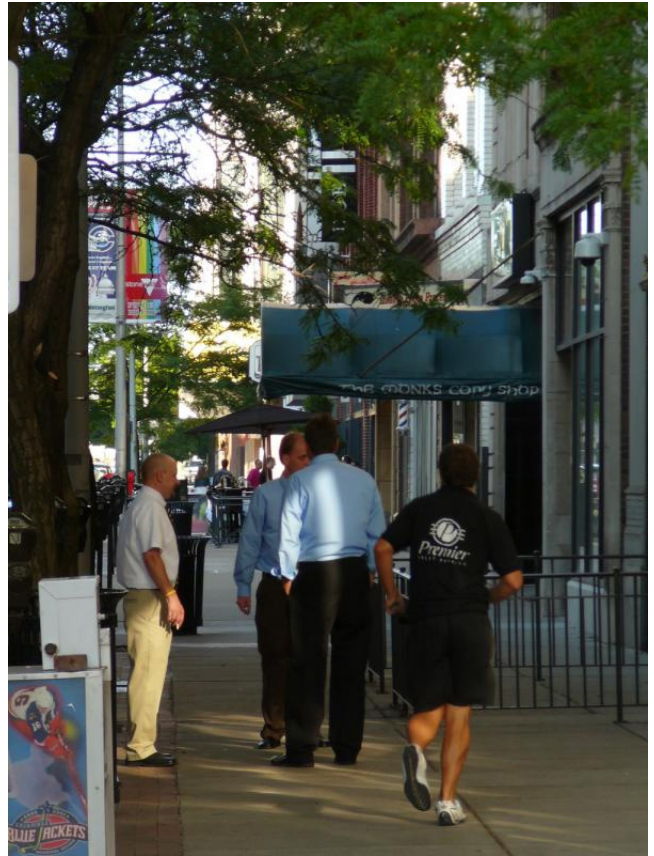
Goal

We value our lively and vibrant main street, which contains unique, beautiful and artistic shops, retail stores, and service business – with a prosperous feel that reflects our pride in downtown Crossfield.

Railway Street is the vibrant commercial heart of Crossfield. Residents and visitors enjoy convenient pedestrian access to a full range of services and amenities including coffee shops, restaurants, outdoor patios, and trendy artisan stores and boutiques. The architecture along Railway Street reflects our pioneer heritage with local and natural façades of wood, sandstone, and brick, while appropriately integrating contemporary design. The Town’s Downtown and Entrance Area Redevelopment Plan, in conjunction with the Land Use Bylaw, ensures conformity with high architectural standards. Attractive landscaping and buildings are developed at a human scale that enhances the pedestrian experience.

Most of the previously underdeveloped land downtown is either developed or, if it is still vacant, well maintained. An improved stock of buildings downtown has encouraged business owners to invest in their properties. The old system of angle parking has been removed. Ample public and private parking, including well located accessible parking for those who need it, is available for the benefit of downtown businesses and their patrons. Parking structures are developed underground, with green roofs and power generation using wind energy and solar panels.

The Town has invested in downtown beautification with tree planting, widened sidewalks, boulevards, flower baskets, landscaping, outdoor tables and chairs, street lights, and an information centre. Local attractions include large public murals and a museum that celebrates our agricultural and railway heritage.



Crossfield’s walkable downtown is well linked to the rest of town with pathways and bicycle trails. In the long term, a rail station will be developed downtown to serve commuters and the general public taking advantage of the regional rapid transit system.

Strong Economy

Goal

We have a diverse, healthy and strong local economy.

Local businesses, community organizations, and the Town are engaged in communicating and cooperating to benefit the economic development of Crossfield. The availability of jobs continues to draw new residents to Crossfield, sustaining a healthy balance of jobs and population that ensures that people of all ages will continue to both live and work in this community.

A local economic development committee with its full-time economic development officer promotes existing businesses and works to bring new businesses to town. Relatively low business taxes and incentives for new businesses are critical components of Crossfield’s economic development strategy.

Industry continues to serve as the core of the community’s economy and employment. Land annexed to the Town in 2010 includes a large industrial land supply, which provides space for a diverse array of industrial operations, including warehouse, storage, and distribution, heavy industry, and light industry in business park settings. Synergies are created among complementary industries and many services and products originating in Crossfield are consumed locally by both businesses and residents.

The Farmers Market continues to draw consumers, who also spend their money at other businesses. Crossfield’s

diverse economy provides increasing opportunities for people to buy goods and services that are produced locally.

Education: the Bridge between Our Strong Economy and Quality of Life

W. G. Murdoch School serves as a community resource, offering adult education, English as a Second Language (ESL), and distance education through webinars and videoconferencing facilities. Crossfield’s schools are supplemented by partnerships among the Town, economic development authorities, businesses, health agencies, and advanced educational institutions, which provide professional development, job training, and personal learning opportunities for the entire population. A satellite campus has built upon the success of Crossfield’s firefighter training program by offering instruction in first aid, workplace safety, Workplace Hazardous Materials Information Systems (WHIMS), human factors and ergonomics, biological and agri–business sciences, trades, and fabrication.

Quality of Life

Goal

We are an attractive, unique, vibrant, welcoming, friendly, green, and diverse community that retains its small town feel in the country, with people who have come to live, visit, play, and work here in Crossfield.

Crossfield is a complete community that offers opportunities to live, play, raise a family, connect with other generations, meet people of diverse backgrounds, learn, receive medical care, and work — all in the same town. Crossfield provides many of the services and amenities that most people need on a daily basis. This is an attractive community, with arts and culture, civic, and tourism facilities. The quality of life in Crossfield is enhanced because it is built as a walkable community at a human scale, with beautiful natural areas,



parcs, pathways, and neighbourhoods. Visitors and newcomers are impressed by its attractive entryways, community spirit, and positive communications. As expressed in the Vision, “Some of us may move on, but we’ll always come back to Crossfield.”

Community Support

People and organizations in Crossfield work and celebrate together. Communication is coordinated so that the contributions of our service groups are well known. Community news is published frequently to keep people up to date about births, illnesses, wedding showers, baby showers, birthdays, high school events, games, competitions, concerts, art shows, and plays, both in Crossfield and in neighbouring communities. Publications involve the schools, where students can receive recognition for their contributions. We publicize events in neighbouring towns such as Carstairs, Beiseker, Cochrane, Didsbury, and Acme - and they in turn publicize our events. Local organizations, such as the Golden Key Club, seniors lodge, churches, service clubs, and schools all contribute information and articles to our publications and web sites. We recognize our volunteers and honour our heritage with community events, plaques and signs in our public places, and stories in the media. The Town plays a coordinating role with its bulletin boards, signs, publications, and website, so that public facilities and programs are well used.

The people of Crossfield care for each other. Our integrated seniors housing and medical centre serves as a community resource. Family support systems are in place for those in need, to provide counseling, poverty assistance, crisis support, programs for youth, food bank access, crime prevention, relief from family violence, drug addiction, and alcohol abuse, and to increase awareness of social issues in the community. People in Crossfield know where to go for help because all our people and institutions do their part.

Community Identity

Crossfield maintains its small town charm as it grows. Community spirit, connections, and values are evident in organizations such as Block Parents, which provide support systems for neighbours to help each other. Our welcoming committee makes newcomers feel at home with welcome packages and information on CDs, the internet, and publications about our services, amenities, facilities, and programs.

Heritage

Crossfield’s pioneer farming, ranching, and railway heritage is celebrated by community organizations, businesses, and the Town. Local historical and cultural groups promote community publications and events that involve all members of the community, including youth. Pete Knight and Crossfield’s other founding mothers and fathers are commemorated in family



trees, heritage walks, plaques, and the preservation of heritage buildings. At the Cenotaph and Veteran's Park, special honour is afforded those who have given their lives for peace.

Welcoming Diversity

Diversity is celebrated in Crossfield at multicultural events and in daily life. Our institutions teach and nurture values of tolerance, respect, understanding, and learning from other cultures. Our desire to learn about each other breaks down our differences and divisions.

Connecting Generations

Children, youth, adults, and seniors work and play together in Crossfield. Senior and youth mentorship programs, buddy systems, and good neighbour initiatives connect the generations, create positive peer group pressure, and increase mutual respect. Arts, culture, heritage, and recreation projects provide opportunities for the generations to learn from one another. Our Youth and Elder Councils give those particular age groups a greater voice in community affairs. Community organizations offer chances for speaking engagements to both youth and seniors. The schools also grant course credits for intergenerational projects. All of these initiatives ensure more frequent opportunities for positive informal chance encounters among the generations.

Arts and Culture Facilities and Events

Crossfield is well endowed with places where local talent can be showcased and visiting artists can be engaged to bring vitality to the community. Permanent and rotating local and visiting art and heritage exhibits are shown at the museum, Civic Centre, and schools, which coordinate their programs and displays. Outdoor exhibits include sculpture and murals. Our inventory of arts assets is promoted through multiple media and at the town's information booth.

The arts community is supported through adopt-an-artist and adopt-an-event programs. Periodic arts events are supplemented by special events, cultural days, and festivals for all ages and walks of life. The Pete Knight Days now run for an entire week, bringing ever increasing numbers of visitors to town, while other weeks of the year in different seasons are dedicated to other cultural activities. Performing arts festivals feature local and touring theatre and musical ensembles.

Governance

Goal

We are an inclusive community.

Governance in relation to the Crossfield Sustainability Plan means the ability to make decisions, manage, monitor, and most importantly take responsibility for the implementation of actions that make Crossfield

a sustainable community. In many respects, every resident, employee, and business in Crossfield is both empowered and responsible for governance and implementation of the actions set forth in this Sustainability Plan.

The Town of Crossfield Council and administration fully support the Crossfield Sustainability Plan. In view of that supportive role, it is the Vision Committee that is ultimately accountable for ensuring that the actions proposed in the Crossfield Sustainability Plan take place. Thus the Vision Committee makes decisions, manages, monitors, and takes responsibility for the implementation of the Sustainability Plan. In some instances this means organizing the groups and individuals in the community who take specific actions. In other cases it involves making recommendations to the Town of Crossfield Council and administration. At all times, the Vision Committee must work collaboratively with groups and individuals to ensure that the Vision and descriptions of success become reality.

The Town of Crossfield Council and administration are critical to the successful implementation of the Sustainability Plan. Many of the actions set forth in the Sustainability Plan require resources, knowledge, and abilities that are beyond the capacity of the Vision Committee or other organizations in the community.

The Town of Crossfield Council and administration also have the statutory and legal authority to govern many of the aspects of the community that the Sustainability Plan addresses. The municipal authority of Town Council to prepare, adopt, and enforce plans, bylaws, and measures requiring taxation and spending is instrumental in the achievement many of the goals of this Sustainability Plan. It is necessary that those plans, bylaws, and fiscal measures align with the Vision, Principles, and actions of the Sustainability Plan if

Crossfield is to become a more sustainable community.

The decisions and actions of the Town Council and administration, the Vision Committee, and all other empowered members of the community need to be taken with deliberate forethought and a view to long-term benefits. At the Town, planning decisions need to be made in the context of streamlined development processes while at the same time providing for high quality development. The Town is also responsible for municipal staff and services that provide for law enforcement and economic development.

On the other hand, the Vision Committee is responsible for ensuring that the decisions and actions taken to implement the Sustainability Plan truly reflect the aspirations of the community at large. Periodic needs assessments and progress reports are important tools for measuring success. ***It is recommended that the Crossfield Sustainability Plan be updated as a living document every one or two years.***

The keys to successful implementation and evaluation are collaboration, communication, coordination, and good faith. All parties must work together to coordinate communications through official Town publications, the local media, and on the street. Both the Town and the Vision Committee can serve as clearing houses for information, dialogue, and debate.

Finally, the successful achievement of Crossfield's sustainability goals requires leadership. Clearly, such leadership must be demonstrated by Town Council, but the Town of Crossfield is not the only place where leadership needs to be found. In many respects, every resident, employee, and business in Crossfield needs to exhibit the leadership that is necessary to make Crossfield a more sustainable community.

5.0 Our Action Plan

This Action Plan is intended to move Crossfield from the current reality as expressed in “Our Community Today” toward the Vision and descriptions of success expressed in “Our Community Tomorrow”. All of the ideas included in this Action Plan have been reviewed to ensure alignment with the seven Crossfield Sustainability Principles.

The Action Plan is presented in tabular point form for ease of interpretation, cross-reference, and review when the Crossfield Sustainability Plan is monitored, evaluated, and updated. The actions for implementation are organized according to the six strategic areas in “Our Community Tomorrow” and are further colour-coded by time frame:

- Quick Wins are shaded pink
- Short Term Actions are shaded green
- Medium Term Actions are shaded yellow
- Long Term Actions are shaded blue
- Ongoing Actions are left unshaded.

The time frames in this Action Plan are relative and are not meant to be specific. For example, Quick Wins are most likely achievable in 2010, while Short Term Actions may take two to three years to implement. Medium Term Actions may be implemented between three and ten years from the present, while Long Term Actions may not be implemented for at least another decade.

The section above on Governance (the sixth strategic area in “Our Community Tomorrow”) outlines the relative roles and responsibilities of the Town Council and administration, the Vision Committee, and other empowered organizations and members of the community. That description of roles and responsibilities for implementing the Sustainability Plan is echoed in the right hand columns of the Action Plan. It should be recognized that the actors identified in those columns may play roles of varying importance, as leaders or simply as coordinators of the actions taken by others. The critical point is that every resident, employee, and business in Crossfield can be both empowered and responsible for governance and implementation of the actions set forth in this Sustainability Plan.

Eco-Friendly Town

Goal

We are recognized as one of the most eco-friendly Towns of Alberta because of our sustainable parks, housing, and businesses.

Eco-Friendly Town - Eco-Educational Park

Quick Wins

- Celebrate new development, redevelopment, and renovations
- New Civic Centre

Responsibility

Vision Committee, Town, and Local Businesses

Short Term

- New Civic Centre Town
 - » educate people and students on eco-development opportunities
 - » develop complementary community facilities (tourism information centre, library, parks)
- Campground Town
- Find location for eco-educational park (with room to expand) Vision Committee
 - » find sources of funding and develop a business plan
- Chamber of Commerce to host awards with sustainability theme (green business, family friendly business) Chamber of Commerce

Medium Term

- Develop incentives, bylaws, and agreements to attract eco-businesses and developers (Town and Chamber of Commerce to facilitate) Town and Chamber of Commerce
- Town and Chamber of Commerce to engage Economic Development Officer and establish an economic development committee with emphasis on attracting eco-businesses and developers
- Well planned communications programs and materials with eco-education
- Town to pursue innovative eco-infrastructure Town
- Start development of an eco-educational park system that includes all parks (connected by trails, with room to expand) Vision Committee
- Attract new businesses with an eco-educational focus (e.g., signs explaining processes, materials, and sources) Chamber of Commerce
- Design an environmental playground
- Develop community gardens – family and school planting
- Develop fishing ponds
- Develop clean yard contest
- Develop school programs (e.g., planting trees for credit or work, take care of trees, develop relationships with farmers) Town, Vision Committee, and Schools
 - » plant trees with interpretive signs near golf course and wetlands
- Develop educational and interpretive signs
- Enhance wetlands
- Enhance recycling

Long Term

Responsibility

- Develop bird-watching and other tourist activities
- Create an eco-educational facility
- Integrated Recreational & Geo-Tourism Park
 - » Geo-Tourism: recreation with education about the environment (including cultural heritage and arts)

Town, Vision Committee, and Schools

Parks

Short Term

Responsibility

- Municipal Development Plan
 - » campground and ball diamonds
 - » off-leash parks (build on existing assets, e.g., rodeo grounds or near Memorial Gardens)
 - » natural parks system
 - » active and passive recreation parks, tennis courts, skate parks, and basketball courts distributed throughout all areas of town

Town

Medium Term

- Municipal Development Plan
 - » passive and active recreation parks (e.g., for kites and model airplanes)

Town

Long Term

- Large regional park (Municipal Development Plan), which may include golf course, trails, or horse riding

Town

Resource Recovery

Quick Wins

Responsibility

- Arts & crafts (Responsibility: local artists), using recycled materials:
 - » sculpture fair or recycled grocery bag art contest
- Eco-fair (Responsibility: schools)
- Christmas tree recycling to build toward compost facility December 2009 or 2010 (at Council's direction)
- Idling bylaw
- Small scale recycling of construction materials (e.g., Country Pine Furniture)
- Establish an eco-committee to study, recommend, and develop resource recovery options (formulate business plan and integrate work)

Town, Vision Committee and Local Artists

Schools

Town

Town

Local Businesses

Vision Committee

Short Term

Responsibility

<ul style="list-style-type: none"> • Canvas existing industries in Crossfield: "What of your waste can we recycle?" (Chamber of Commerce and Town) • Initiate local and regional recycling partnerships <ul style="list-style-type: none"> » glass, paper, concrete » recycling centre to become social centre » system of alternating weeks (landfill waste even weeks, recycling and composting odd weeks) • Christmas light contest (energy conservation, sustainability) • Build toward compost facility <ul style="list-style-type: none"> » W. G. Murdoch wood shop » Green Calgary Association (potential partner) can provide support » tree recycling can build upon Christmas tree recycling » feasibility study (Town) • Integrated waste management plan 	<div style="font-size: 3em; line-height: 1;">}</div> <p>Chamber of Commerce, Town, and Vision Committee</p> <div style="font-size: 3em; line-height: 1;">}</div> <p>Chamber of Commerce, Town, and Vision Committee</p> <div style="font-size: 3em; line-height: 1;">}</div> <p>Chamber of Commerce, Town, and Vision Committee</p> <div style="font-size: 3em; line-height: 1;">}</div> <p>Town and Vision Committee</p>
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Medium Term

<ul style="list-style-type: none"> • Small business oil recovery (Responsibility: local businesses) <ul style="list-style-type: none"> » monitor on an opportunity basis • Compost facility <ul style="list-style-type: none"> » wind row system at transfer station (Town) » in regional partnership » Crossfield becomes a regional centre (with Airdrie) OR » Crossfield joins an existing regional centre • Plastics recycling facility (Town to start by accepting plastics) 	<p>Local Businesses</p> <div style="font-size: 3em; line-height: 1;">}</div> <p>Town and Regional Partners</p> <div style="font-size: 3em; line-height: 1;">}</div> <p>Town and Local Businesses</p>
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Long Term

<ul style="list-style-type: none"> • Oil & gas <ul style="list-style-type: none"> » generating energy from flare stacks (see technology) » investigate carbon credit market • Compost facility <ul style="list-style-type: none"> » can be used in collaboration with local agriculture » energy generation (methane recovery) • Construction materials (Responsibility: Town to coordinate with local business and industry) <ul style="list-style-type: none"> » cement, ceramics, asphalt, building materials • Plastics recycling facility (attract a private company) 	<p>Local Industry</p> <p>Town</p> <p>Town, Local Businesses & Industry</p>
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Technology

Quick Wins

- Leadership and simple demonstration projects (public relations) that save energy and improve efficiency
 - » toilet saver kits (Town), rain barrels, skylights, interior light sensors, exterior solar lights
 - » local business leaders (e.g., recognition of Country Pine Furniture)
- Communications and public education
 - » train volunteers to start green initiative
- New Civic Centre
 - » solar energy, green roof, green walls, rain barrels
 - » LEED or Green Build standards

Responsibility

Town, Vision Committee, and Local Businesses

Town

Short Term

Energy Conservation: promote in existing development, require in new development through Municipal Development Plan (MDP)

Town and Development Industry

- Research and promote green houses among local builders (similar to pilot projects in Okotoks)
- Radiant heat or in-floor heating
 - » more lights, less light per lamp, directional lamps
 - » programmable thermostats and water heaters, high energy furnaces, insulation, geothermal

Medium Term

Energy Conservation: promote in existing development, require in new development through Municipal Development Plan (MDP)

Town and Development Industry

- Solar energy
- Reduction of artificial light (diminish “light pollution” from public, commercial, and residential development)
- Street lights (redevelopment levies through ARP or requirements in new development through MDP)
 - » more lights, less light per lamp, directional lamps
 - » programmable thermostats and water heaters, high energy furnaces, insulation, geothermal

Water Conservation: promote in existing development, require in new development through Municipal Development Plan (MDP)

- Rebates for low consumption toilets and shower heads
- Hot water on demand (tankless water heaters)
- Grey water (purple pipes in new parks, filtration in domestic systems)

Long Term

Responsibility

- Smart grid
- Generate energy from flare stacks (see resource recovery)
- Wind turbines - micro - domestic design innovations
- Wind turbines - macro - wind farms (partner with Rocky View County)

Town, Industry, and Regional Partners

Well Planned Town

Goal

Our sustainable land use, development, facilities, and infrastructure demonstrate that we are leaders in town planning.

Land Use, Development, Facilities, and Infrastructure

Quick Wins

- New Town infrastructure (grants from senior levels of government)
- New Civic Centre
 - » solar energy, green roof, green walls, rain barrels
 - » LEED or Green Build standards

Town

Short Term

- 2010 workshop in Crossfield on Universal Design
 - » recognize that people will be “coming back to Crossfield”
- Require in new development through Municipal Development Plan (MDP):**
- New subdivisions should integrate diversity of uses
 - » single, duplex, townhouse, multi-unit residential
 - » off street parking
 - » MDP – LUB integration
- Ensure enough land supply for industrial uses to maintain consistent value
- Proper land use distribution in industrial areas, main street, and entrance
- Promote the development of a business park for office development to balance the supply of commercial development in town
- More efficient lot, lane, and roadway configuration
- Higher densities, mix densities and land uses
- Stormwater Best Management Practices, Low Impact Development

Vision Committee

Town, Vision Committee, Development Industry, and Local Businesses

Responsibility**Short Term (continued)*****Require in new development through Municipal Development Plan (MDP) continued:***

- Rainwater harvesting, cisterns, permeable surfaces, xeriscaping (native vegetation in yards)
- Protection of wetlands, creeks and riparian areas
- Natural area system to form basis of parks system
- Ensure that pedestrian links are continuous and not interrupted by roads
- Widen sidewalks in existing (ARP) and new (MDP) communities
- System of pathways leading to the main streets
- Enhance pathway connections to downtown (Railway Street)
- MDP to enunciate philosophy on institutional sharing of facilities
- Local materials, materials manufactured by local industries
- MDP planning process policies: integrated plan review involving all disciplines and departments (planning, engineering, transportation, parks)
- Encourage good development with efficient permitting processes
- Amend Land Use Bylaw to allow suites (basement or “granny” suites)
- Architectural and landscaping controls for residential and industrial development
- Screening and landscaping (close to 2A) to enhance views of town from highways and entranceways
- Prevent new heavy industrial development from being visible from Highway 2A (MDP - LUB)
 - » building design and placement, trees and other landscaping
- Public safety: maintain emergency plans and improve communication of emergency plans through the local school system
- Communicate the MDP policies

Town, Vision Committee,
Development Industry, and Local
Businesses

Architecture and Site Planning

- Ensure compatibility, quality, accessibility, affordability, safety (CPTED)
- Make buildings face the highway
- Require low impact lighting and landscaping to reduce light and noise pollution

Growth Management

- Integrated management of residential, industrial, and commercial growth
- Survey employees to better understand housing needs and affordability (to support MDP policies)
- Develop a strong understanding of housing demand and supply in collaboration with the local development industry (survey development industry during preparation of the MDP)
- Evaluate future needs for a town of 15, 000 (e.g., schools, train station)

Short Term (continued)

Responsibility

Facilities and Infrastructure

- Determine where future facilities should be located: medical offices, town buildings, train station, arena, schools, library, sports facilities
- Adaptive re-use, build with future adaptation in mind, relocatable buildings
- Facilities for all ages
- Institutional sharing of facilities (build upon current practices and partnerships) for schools, Town, libraries, community facilities
 - » build upon existing positive partnerships (e.g., Recreation Board, Agricultural Society)
- Upgrade sites for public uses (e.g., parking)

Town, Vision Committee, Development Industry, and Local Businesses

Other Town Policies

- Building materials and techniques
- Green Build or LEED standards
- LEED Neighbourhood Design (ND) pilot project with partners
- Training, professional development, and education for Town administration (e.g., workshop on Universal Design)
- Policies re: utility charges (existing and new development)

Medium Term

- Upgrade all public buildings in Town
- Upgrade sites for public uses (e.g., parking)
- Re-use materials on site

Town

Town and Industry

Transportation

Short Term

- Traffic controls at CPR level crossings
- Review safety and speed concerns throughout town
- Enhance emergency service partnerships with Airdrie
- Limit speeding and improve Highway 2A
- Improve safety at Highway 2 and 2A interchange

Town, CPR, and Province

Medium Term

Responsibility

- Bicycle path system (MDP) Town
- Commuter bus service (build on existing assets)
 - » work with City of Airdrie to investigate potential integration with Airdrie bus connections to Calgary - Crossfield could connect to Airdrie directly and improve the financial success of Airdrie transit
- Taxi, dial-a-bus, and shuttle services (to be operated by foundations, volunteers, or private businesses) Town, Local Businesses, and Vision Committee

Long Term

- Bicycle path to Airdrie (with regional partners) Town, Regional Partners, Vision Committee, and Local Businesses
- Passenger rail station (along Railway Street)
- Rickshaws and horse-drawn carriages (tourism)

Vibrant Main Street

Goal

We value our lively and vibrant Main Street, which contains unique, beautiful and artistic shops, retail stores, and service business – with a prosperous feel that reflects our pride in downtown Crossfield.

Quick Wins

- Celebrate redevelopment Town and Local Businesses
 - » new Civic Centre and new improvements to private properties and local businesses along Railway Street
- Town planners to enhance and streamline planning and decision-making processes

Short Term

- Require in redevelopment through Area Redevelopment Plan** Town, Vision Committee, and Local Businesses
- Redevelopment and renovation
 - Public education and business relations
 - Access grants with project coordinator

Short Term (continued)

- Maintenance (business opportunity)
 - » enforce maintenance standards for vacant properties (empty lots and buildings) to improve downtown appearance and safety
- Redevelopment levies for main street beautification
 - » widen sidewalks, install new street lights
- Walkable and green downtown with more trees and shrubs
- Improve Banta Park to create a public square (gathering place) and to develop a sense of community with festival space, public change rooms, and washrooms
- Design entrances to illustrate our architecture and heritage
- Evaluate the possibility of purchasing a railway car with government funding (in collaboration with local historical and seniors groups)

Responsibility

Town, Vision Committee, and Local Businesses

Require in redevelopment through Area Redevelopment Plan (continued)

- Enhance entrance to town to create a sense of arrival (trees, park)
 - » improve visibility of access to Limit Avenue
 - » consult businesses along Railway Street to discuss an entrance plan
 - » Limit Avenue will always be the main entrance to Railway Street
- Develop a parking plan
 - » eliminate angle parking and buy land for public parking
 - » eliminate residential parking on Railway Street (provide parking for commercial uses and eliminate parking for residential users)
 - » timed parking
 - » create pedestrian environment on Railway Street
 - » use existing Town-owned land for a central public parking lot (e.g., existing Town Hall site if new location is found for Civic Centre)
 - » place parking at the back of buildings
 - » macro: strategic placement of public parking lots (e.g., 500 metres apart) around downtown
 - » micro: attractive parking lot design - benches, landscaping
- Screening and landscaping (close to 2A)
- Beautify the entrance to town (landscaping, berms, entry features)
 - » investigate berm ownership and improvement (Town and Province)
- Prevent new heavy industrial from being visible from highway (MDP - LUB)
- Make fronts of buildings face the highway

Town, Vision Committee, Local Businesses, and Province

Medium Term

Responsibility

<ul style="list-style-type: none"> • Enhance pathway connections to downtown • Economic Development programs, conferences, and training for Town staff and local business leaders • Economic Development Officer to promote Crossfield and attract business • Redesign Railway Street <ul style="list-style-type: none"> » attract new retail, focus commercial growth in downtown, and attract compatible light industry • Investigate relocation of bottle depot 	<p>Town, Chamber of Commerce, and Local Businesses</p>
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Strong Economy

Goal

We have a diverse, healthy and strong local economy.

Collaboration & Cooperation

Ongoing

Responsibility

<ul style="list-style-type: none"> • Chamber of Commerce – and all required players – on board 	<p>Chamber of Commerce</p>
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Communication

Quick Wins

<ul style="list-style-type: none"> • Hold community events to promote Crossfield <ul style="list-style-type: none"> » Olympic Torch January 19, 2010 (with Olympic Torch welcoming committee) » bring celebrities into town (e.g., Joe Hick) » exhibition sports events (e.g., Hitmen versus Volunteer Firefighters, donkey baseball, snow golf) » business fair » live radio broadcasts from Crossfield 	<p>Town, Vision Committee, Local Business, and Chamber of Commerce</p>
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Short Term

<ul style="list-style-type: none"> • Develop communications plan (communication, information, examples) • Information centre • Build on existing public forums (e.g., Remax event) • Different media: newspapers, newsletter, web site (rich in pictures and graphic images), community events, business calendar, directory • Use electronic signs at W. G. Murdoch School, arena, Town office • Include local job postings 	<p>Town, Vision Committee, Local Business, and Chamber of Commerce</p>
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Responsibility and accountability

Ongoing

- Work together to ensure that bylaws, incentives, and standards support economic development goals
- Work together to market Crossfield, with emphasis on positive attitude, revitalization, high quality design, and education (including supply chain)
- Work together to formulate and enforce architectural controls
- Ensure that everyone in the community takes responsibility for results (communicate that the Town cannot do it all, that tax revenues do not cover all costs, and that the whole community needs to get involved in projects)
- Investigate other sources of revenue (e.g., partnerships or user fees in exchange for services)

Responsibility

Town, Vision Committee, Local Business, and Chamber of Commerce

Tourism

Medium Term

- Build upon existing assets (e.g., Rodeo, Farmers Market)
- Festivals (e.g., music, winter, car shows)
- Tourism information centre (rail, heritage, or agricultural theme)

Town, Vision Committee, Local Business, and Chamber of Commerce

Local Business

Short Term

- Community Directory (Chamber of Commerce)
- Local business exhibitions, fairs, or open houses (booths, share information, exchange goods and services, promote local trades, promote carpooling, investigate local currency)
- Business leaders visit W. G. Murdoch and Crossfield Elementary Schools
- Learn internally: know what local businesses do
- Promote local growers and our 250 businesses in the region
- Promote responsible business attitudes, behaviours, and practices
- Buy local products
- Fundraise
- Clubs and school programs (Junior Achievement, Boys and Girls Club, 4H)

Town, Vision Committee, Local Business, Chamber of Commerce, and Schools

Medium Term

- Find business opportunities for agriculture (e.g., canola processing)
- Local programs for responsible youth entrepreneurship
- Community Futures Centre
- Attract health and wellness businesses
- Establish more education and training
- Develop value-added products
- Attract eco-businesses (e.g., solar panel factory)
- Promote corporate citizenship (businesses are more involved in the community so that businesses and community groups promote each other)

Responsibility

Town, Vision Committee, Local Business, Chamber of Commerce, and Schools

Quality of Life

Goal

We are an attractive, unique, vibrant, welcoming, friendly, green, and diverse community that retains its small town feel in the country, with people who have come to live, visit, play, and work here in Crossfield.

Short Term

- Needs Assessment to identify overall leadership, survey other towns in the region on specific issues, link to local community census
- Community handbook with lists of businesses and organizations, to be sent to all residences
- Increase community use of W.G. Murdoch School
 - » integration of W.G. Murdoch as a “Community School”
 - » community use of various facilities after school hours
 - » satellite campus to offer night courses, career training
 - » videoconferencing and webinar centre at W.G. Murdoch
- Business Plan for Youth Council

Responsibility

Town

Town and Vision Committee

Town, Vision Committee, and W. G. Murdoch School

Vision Committee

Short Term (continued)

Responsibility

<ul style="list-style-type: none"> • Initial task-oriented youth projects prior to establishment of Youth Council <ul style="list-style-type: none"> » bike trail design contest » build upon existing credit courses (e.g., public speaking) » youth festival (plan one event) » youth clubs and groups visit Crossfield Elementary School » find opportunities for adults and youth to mingle (e.g., Lions casino) » bus Children’s Hospital patients to Crossfield for Rodeo parade • Municipal Development Plan to provide for a variety of housing stock, including affordable housing • Business Plan for Elder Council • Initiate Mentorship Programs <ul style="list-style-type: none"> » youth and seniors, adopt-a-senior, abuse issues » “help crossing the street” initiatives for seniors and children » internet grocery shopping (Big Way already delivers) • Coordinate ESL Programs <ul style="list-style-type: none"> » Rocky View Adult Education and employers • Motocross or BMX facility • Periodic Arts Events <ul style="list-style-type: none"> » shuttle services (canvas the business community) within town and key out of town destinations (e.g., airport, Calgary LRT) 	<div style="font-size: 3em; line-height: 1; margin-bottom: 10px;">}</div> <p>Town, Vision Committee, and W. G. Murdoch School</p> <p>Town</p> <p>Vision Committee</p> <p>Vision Committee and W. G. Murdoch School</p> <p>Vision Committee</p> <p>Local Businesses, and W. G. Murdoch School</p> <p>Town and MX Groups</p> <p>Town, Vision Committee, and Local Businesses</p>
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Medium Term

<ul style="list-style-type: none"> • Continue to increase community use of W.G. Murdoch School • Enhance mentorship programs for abuse issues, youth and seniors • Form task-oriented action groups (to initiate new projects and for on-going maintenance and operation of existing programs) • Start Youth Council and Elder Council • More Seniors Housing <ul style="list-style-type: none"> » Town and developers work together to promote Universal Design • Greater variety of housing stock, including affordable housing • New recreation facilities (e.g., running track, soccer, baseball, hockey) • Inventory of arts assets and groundwork for museum • Adopt-an-Artist and Adopt-an-Event • Involve older residents who have lived here all their life in order to get a better understanding of the history of Crossfield and how it developed • Archive (paper and electronic) to connect written history with stories from elders who have lived in the community all their lives 		<p>Responsibility</p> <p>Vision Committee and W. G. Murdoch School</p> <p>Vision Committee</p> <p>Town and Development Industry</p> <p>Vision Committee</p> <p>Vision Committee</p>
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Long Term

<ul style="list-style-type: none"> • Enhanced information centre and point of interest signs with information on services, activities, and heritage • Establish welcoming committee and welcome centre <ul style="list-style-type: none"> » operated for and by new residents, open evenings for welcome events • Welcome CDs & DVDs (use school and outside resources) • Mural • Medical centre linked to seniors housing • Recreation centre with indoor swimming pool linked to Community Centre • Arts and culture centre with museum dedicated to founders of Crossfield 		<p>Town, Vision Committee and Chamber of Commerce</p> <p>Town, Health Agencies, and Development Industry</p>
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Governance

Goal

We are an inclusive community.

Collaboration & Cooperation

Quick Wins

- New Civic Centre
 - » Town to use Vision Committee location and design principles
- Town to meet with motocross and BMX groups to start up a course in 2010

Responsibility

Town and Vision Committee
Town and MX Groups

Ongoing

- Council supports the Sustainability Plan
- We make decisions with foresight, we educate each other, and we value leadership, coordination, and communication
- The Vision Committee is empowered by the responsibility it takes
- All members of the community support the Sustainability Plan
- Crossfield welcomes high-quality development
- Streamlined development processes
- Consistent regulation

Vision Committee

Town Council and administration, the Vision Committee, and all other organizations and community members can be empowered to take responsibility

Communication

Quick Wins

- Town biweekly newspaper articles
 - » include upcoming school and community events
 - » coordinate with school and community (MOPS) newsletters
- New Town web site
 - » incorporate www.ilovecrossfield.com into new Town website
 - » enhanced search engine and key word search capabilities
 - » links to school and community web sites

Town Council and administration, the Vision Committee, and all other organizations and community members can be empowered to take responsibility

Short Term

- Develop communications plan (communication, information, examples)
- Information centre
- Build on existing public forums (e.g. Remax event)
- Community workshops on sustainability (e.g., Universal Design workshop in 2010)
- Different media: newspapers, newsletter, web site (pictures, images), community events, business calendar, places, directory
- Advise and educate the community about Council's work and learning

Responsibility

Town Council and administration, the Vision Committee, and all other organizations and community members can be empowered to take responsibility

Ongoing

- Keep communications up to date, respectful
- Let everyone have a voice and stay positive
- Build bridges and promote ongoing mutual learning
- Encourage and let people know how to get involved
- Keep up the community engagement momentum
- Connect the people with ideas with the people who will take action
- Connect the communications tools, media, and messages
- Promote and build upon what is already great about Crossfield

Town Council and administration, the Vision Committee, and all other organizations and community members can be empowered to take responsibility

Implementation

Quick Wins

- Community education in sustainability will have long-term paybacks

Town and Vision Committee

Short Term

- Town rebates
- Town development requirements (MDP)
- Alignment
 - » Town plans (MDP and ARP) and Council Strategic Priorities with Sustainability Plan
 - » Town administration, Council, and Vision Committee
- Economic development
 - » provide incentives linked to business licenses

Responsibility

Town Council and administration, the Vision Committee, and all other organizations and community members can be empowered to take responsibility

Medium Term

- Economic Development Officer
- 24-hour police service

Chamber of Commerce and Town

Ongoing

- Sustainability Plan will serve the community as a living document

Town and Vision Committee

Responsibility

Ongoing Leaders in the Community:

- Vision Committee
 - » advisory committees to work with Town Council and recruit steering committees for planning projects such as Municipal Development Plan, Downtown and Entrance Area Redevelopment Plan, and bylaw reviews
 - » work with Municipal Planning Commission
- Town and Schools
 - » eco-fair
 - » school principals and teachers are a continual resource for promotion, curriculum, communications, and coordination
 - » student environmental groups
- Chamber of Commerce and other service clubs
- Local businesses, industries, and developers

Town Council and administration, the Vision Committee, and all other organizations and community members can be empowered to take responsibility

Adopted by the Town of Crossfield Council December 15, 2009

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