



Summer Village of Crystal Springs

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December 18, 2017

To: Crystal Springs Residents:

On December 8, 2017 Council approved a preliminary draft strategic plan for the purpose of obtaining feedback and recommendations from residents prior to the plans formal approval in February.

Please forward your comments by letter or e-mail to any member of Council prior to February 1, 2018.

The draft strategic plan is attached.

Thank you,

Crystal Springs Council



Strategic Directions

An Action Plan For Crystal Springs

2018 - 2021

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1.0 Role of the Strategic Plan

The strategic plan has several purposes including:

1. Providing direction to Council for its decision making
2. Communicating to the community Council's current priorities.
3. Providing a source of guidance for the administration.
4. Providing a reference point for evaluating results

It should be noted that this document is a “living document” and may change as the needs of the community change.

2.0 Council Values

- The views and priorities of residents
- Community involvement
- Complete and timely communication
- Respect and unity in relationships
- Accountable leadership
- Ethical decisions
- Efficient operations
- Effective Programs and services
- Prudent Use of Resources
- Collaboration

3.0 Council Role in Priority Setting and Decision Making

The following questions assisted Council in determining their responsibilities among the competing demands:

1. Is the matter one that Council has the jurisdiction under the Municipal Government Act?
2. Is the matter one that is a responsibility of other levels of government (Alberta, Canada)?
3. Is the matter one that is being led and/or handled by another community agency (education, business, health, etc)?
4. Is the matter one that is within the purview of the private sector?
5. Is the matter one that is normally regulated by the municipal government?
6. Is the matter a priority for residents?

7. Is the matter affordable?

4.0 Summary of Existing Services

Road / Maintenance	Playground	Solid Waste Management/ Waste Tote Service	Wastewater Management/NEPL	Communication to Residents
Parks operations & maintenance	Bylaw Enforcement	Picnic Shelter/ Tables	Emergency Services (fire, police, ambulance)	Boat Launch
Sign Maintenance	Tree Management	Public Lake Access	Nature Trails	Snow removal
Curbside Pick Up	Grass/ Weed Control	Lake Stewardship (Shoreline Clean Up / Assessment)	Pier / Boat Lift Management	Enhanced police services
JSC road construction and maintenance	Library	Regional Emergency Mgmt	Administration / Office	Development Officer
Buoy placement	Recreation Committee	Public works	Latrin at park	Ditch mowing/maintenance

5.0 Vision Statement

A caring, clean and safe lakefront community with opportunities for recreation, relaxation, respite and relationships.

6.0 Mission Statement

To provide good government, services and facilities for a safe and viable community. (MGA Part1.3)

7.0 Goal Statements

7.1 *Financial Goals*

Financially sound management that utilizes public funds efficiently and effectively.

7.2 *Governance Goals*

Responsible, responsive and progressive governance enabling a safe and viable community where citizen involvement is actively encouraged.

7.3 *Well-being Goals*

An accepting, inclusive, fun-filled and caring community.

7.4 *Environmental Goals*

Excellence in environmental stewardship for an ecologically healthy community, lake and watershed through partnerships with residents, visitors and other municipalities.

7.5 *Infrastructure Goals*

Enhancing and managing tangible assets with a focus on convenience, comfort, aesthetics and environmental sensitivity.

7.6 *Collaboration Goals*

Enhancing intermunicipal collaboration on roadways, services and lake ecology through positive leadership and modelling.

8.0 Action Plan

The following tables detail Council goals within a framework of the “SMART” planning model. (Specific, Measurable, Achievable, Realistic and Timely.) All goals and objectives in each of the categories relate back to the vision and mission.

8.1 Financial

Goal	Objectives	Measures	Timing
Financially sound management that utilizes public funds efficiently and effectively.	Prepare balanced operating and 5 year capital budgets	Balanced budget	Mar, 2018, 2019, 2020
	Apply for grants on a timely basis	Applications and complete reports on time	As specified
	Monthly review of financial position	Financial position on track	Monthly
	Annual audit	Audit expectations met or exceeded	March, 2018, 2019, 2020
	Set competitive tax rates with modest incremental increases and fair mill rates	Mill rate comparable to other Summer Villages	Jan, 2018, 2019, 2020
	Maintain adequate reserves	Positive bank balances and available reserves	Ongoing
	Ensure adequate funding for capital projects (ie) local and regional wastewater; roadways	Maximize granting opportunities Projects financially viable	As required
	Update financial bylaws and policies	Completion of review	May

8.2 Governance

Goal	Objectives	Measures	Timing
Responsible, responsive and progressive governance enabling a safe and viable community.	Negotiate a return to Joint Services administration	Develop success criteria and Judged successful 5 month trial	Jan, 2018 May, 2018
	Complete Ministerial orders from inspection report	Departmental satisfaction/Ministerial letter	Feb, 2018
	Improve resident communication via internet, quarterly newsletter and community message board	Monthly internet communication Quarterly newsletter New web-site Message Board	Monthly or as required Feb, May Sept, & Nov, 2018 Feb, 2018 Aug, 2018
	Evaluate logo and improve “branding” messages	Approve logo and modernized print material	Feb, 2018
	Review and update existing bylaws and enforcement provisions	Bylaws in place By-law officer reports	Sept, 2018
	Prepare 2019 Strategic Plan in consultation with residents	2018 experience evaluated New plan in place	Nov, 2018 & 2019

8.3 Community Well-Being

Goal	Objectives	Measures	Timing
An accepting, inclusive, fun-filled and caring community.	Initiate “welcome” information for new residents	Welcome packages. Number of visits	Feb, 2018
	Open boat launch to public and institute no parking by-law	Number of complaints	Mar, 2018
	Initiate twice annual “meet and greet” meetings for residents	Sponsor events Resident satisfaction survey	May and August
New youth court recreation and swim area with platform		Corrections to platform	May, 2018
		New volleyball court	June, 2018
		Aesthetic swim location	June, 2018
Initiate social and mass media messages of positive community, economic and environmental issues		Numer of communications	Ongoing
		Public response	
Sponsor annual community information meeting		Attendance numbers Response to information	Aug, 2018, 19,& 20
Implement improved police and security measures		New initiatives approved Fewer police reports	Sept, 2018

	Sponsor Christmas social event	Social held Resident feedback	Dec, 2018, 19 & 20
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8.4 Environment

Goal	Objectives	Measures	Timing
Excellence in environmental stewardship for an ecologically healthy community, lake and watershed through partnerships with residents, visitors and other municipalities.	Endorse and promote recommendations of the Pigeon Lake Watershed Management Plan	Information provided to residents	Ongoing
	Facilitate full lake shoreline cleaning.	Number of residents who take action	Mar, 2018
	Examine drainage system and pass new environmental bylaws relating to run-off, the use of phosphorous and other toxic chemicals	Recommendation to APLM	May, 2018
		Removal of algae mats.	June, 2018
	Promote in-lake algae remediation through the Alliance of Pigeon Lake Municipalities	New bylaws Phosphorous reductions	
	Promote in-lake algae remediation through the Alliance of Pigeon Lake Municipalities	Leadership on APLM New initiatives	Aug, 2018
	Develop new environmentally sensitive development by-laws	New laws in place Improved new development	Sept, 2019
	Assess unsightly and derelict properties for municipal	Derelict properties repaired Reduction in resident	Sept, 2018

	intervention	complaints	
	Study potential for sale of reserve “right of way” property and designating remainder of forested land a protected environmental reserve	Increase income Preserved forests Pleased residents	Sept, 2018

8.5 Infrastructure

Goal	Objectives	Measures	Timing
Enhancing and managing tangible assets with a focus on convenience, comfort, aesthetics and environmental sensitivity.	Enhance & maintain road and ditch/ drainage system	Run-off is directed to holding ponds Road maintenance is adequate and signage is appropriate. Emergency personnel can find addresses	2018 Ongoing
	Improve community entrance esthetics including removal of old store	Store is removed and area landscaped	Jan, 2018
	Encourage testing of drinking water	Day park water well is tested; residents informed of well water testing process	May, 2018

	<p>Complete homeowner connections of public wastewater collection system</p> <p>Complete Parks revitalization and infrastructure repair in partnership with NGO's</p>	<p>Completion of system</p> <p>Parks funding received</p> <p>Parks renewal completed</p> <p>West bridge repaired/replaced</p>	<p>Aug, 2018</p> <p>Aug, 2018</p> <p>May, 2019</p>
	Complete Crystal Springs Drive road renewal	Satisfactory road installed	Aug, 2019
	<p>Complete RR #11 hard surface.</p> <p>County asked to assume greater support for RR #12 cost</p>	<p>Satisfactory road installed at manageable cost</p> <p>County agrees</p> <p>Less maintenance cost</p>	<p>Aug, 2019</p> <p>Mar, 2018</p>
	Asses value of fiber-optics for improved internet service	Consultation with other lake municipalities for a co-ordinated approach	Feb, 2018

8.6 Collaboration

Goal	Objectives	Measures	Timing
Enhance intermunicipal collaboration on roadways, in services and lake ecology through positive leadership and modelling.	Negotiate improved Intermunicipal Development Plan for road construction and maintenance.	IDP based on residential tax roll numbers.	Jan 2018
	Promote intermunicipal collaboration on wastewater maintenance and repair	Agreement on plan for a single contractor and arrangements complete	Sept, 2018

9.0 Summary of Desired Results

Result	By When
Negotiate return to Joint Services administration	Jan, 2018
Complete Ministerial orders from inspection report	Feb, 2018
Improve resident communication via internet, quarterly newsletter and community message board	Jan, 2018 /Ongoing

Improve community entrance esthetics including removal of old store	Jan, 2018
Develop five year “rolling” operating and capital budgets	Mar, 2018/ annual
Implement new website	Feb, 2018
Evaluate logo and improve “branding” messages	Feb, 2018
Negotiate improved Intermunicipal Development Plan for road construction and maintenance	Mar, and Sept 2018
Evaluate fiberoptics service	Feb, 2018
Initiate “welcome” information for new residents	Feb, 2018/Ongoing
Open boat launch to public and institute no parking by-law	April, 2018
Update financial bylaws and policies	May, 2018
Initiate twice annual “meet and greet” meetings for residents	May, 2018/ aug/ Annual
Facilitate community shoreline cleaning	May, 2018/Annual
Promote intermunicipal collaboration on wastewater maintenance and repair	May, 2018
Endorse and promote appropriate recommendations of the PLWMP, PLWA & PLRL	May, 2018
Pass new environmental bylaws relating to run-off, the use of phosphorous and other toxic chemicals	June, 2018
Enhance municipal run-off through holding ponds	Sept, 2019
Review and update existing bylaws and enforcement provisions	June 2018
Complete Parks revitalization, youth recreation and swim area in partnership with NGO’s	July 2018
Initiate social and mass media messages of positive community, economic and environmental issues	Aug, 2018

Promote in-lake algae remediation through the Alliance of Pigeon Lake Municipalities	Aug, 2018/annual
Complete wastewater home connections	Aug, 2018
Sponsor Annual Information Meeting	Aug, 2018/annual
Complete Crystal Springs Drive road renewal	Sept, 2018
Complete RR #11 & RR #12 hard surface.	Sept, 2018
Implement improved police and security measures	Sept, 2018
Develop new environmentally sensitive development by-laws	Sept, 2018
Assess unsightly and derelict properties for municipal intervention	Sept, 2018
Study potential for sale of reserve “right of way” property and designating remainder a protected environmental reserve	Sept, 2018
Prepare Strategic Plan	Oct, 2018/annual
Sponsor Christmas social event	Dec 2018/Annual

10.0 Strategic Planning Process

- Assess results from previous plans
- Receive input from external environment (political, social, ecological, economic and technological)
- Receive input from stakeholders (residents)
- Confirm Vision and Mission
- Confirm goals
- Assess strategic issues (opportunities, threats, resources, systems, historic results)
- Consider options and develop preliminary objectives, success measures and timeframes within “SMART” criteria (specific, measurable, achievable, realistic and timely)

- Consultation with key stakeholders on preliminary proposed strategies
- Modify as appropriate and confirm a plan of strategic directions
- Assess results prior to developing future plans.

Approved for consultation

Dec 08, 2017

Date

D R A F T

Approved

Feb 06, 2018

Date

Mayor

CAO