



# Strategic Directions – 2019

**Crystal Springs Residents:**

**Attached is the draft strategic directions document for 2019.**

**You are welcome to provide your feedback until February 8, 2019.**

**You may email your feedback to [information@svofficepl.com](mailto:information@svofficepl.com)**



# Strategic Directions - 2019

## A 2018 to 2022 Action Plan For the Summer Village of Crystal Springs

**NOTE TO READER:** This plan is prepared as a three-year “living” and “rolling” document that is updated annually. Councils initial Strategic Plan was prepared following the August 2017 election, a draft approved on Jan 17<sup>th</sup> of 2018, additional community consultation was undertaken and then a “final” plan approved on March 14<sup>th</sup>, 2018. In preparation for setting 2019 plans and priorities, residents were consulted via e-mail, newsletter and web-site through the Fall of 2018 and a revised plan was developed by Council and the administration in December, with a draft revised report considered in January of 2019. The following “Strategic Directions” are intended to be approved in Feb, 2019 following additional resident consultation.

## Introduction

An organizations strategic plan is prepared in order to confirm the agreed upon direction and priorities for decision making, to provide a source of guidance for the administration, to provide a reference point for evaluating results and to communicate to the community the leaderships current priorities and progress.

In order to make the report more “user friendly,” the plans components with regard to progress, change and additions are reported in different colored fonts within the “action plan” section of the report.

## Legend

GREEN FONT: 2017/18 completions (NOTE: Some objectives are repeated annually)

BLUE FONT: Work underway

RED FONT: 2019 additions

## Contents

|     |                                 |   |
|-----|---------------------------------|---|
| 1.0 | Role of the Strategic Plan..... | 4 |
| 2.0 | Council Values.....             | 4 |

|     |  |          |
|-----|--|----------|
| 3.0 | Council Role in Priority Setting and Decision Making ..... | 4        |
| 4.0 | Summary of existing services.....                          | 4        |
| 5.0 | Vision Statement.....                                      | 5        |
| 6.0 | Mission statement.....                                     | 4        |
| 7.0 | Goal statements.....                                       | 5        |
| 7.1 | Financial.....   | 5        |
| 7.2 | Governance .....   | 6        |
| 7.3 | Well-being.....  | <u>5</u> |
| 7.4 | Environmental.....   | 6        |
| 7.5 | Structure.....   | 5        |
| 7.6 | Collaboration .....  | 5        |
| 8.0 | Action Plan.....   | 6        |
| 9.0 | Synopsis of key desired result.....                        | 12       |
| 10  | Strategic planning process.....                            | 16       |

## 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

A reminder that this document is a “living” and “rolling” document. “Living” should be taken to mean priorities and action may change as community needs change. “Rolling” should be taken to mean the report is updated annually to ensure that there is always a three year plan into the future.

## 2.0 Council Values

- The views and priorities of residents
- **The health of Pigeon Lake and its watershed**
- 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 and Planning

## 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)?

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/<br>Waste Tote Service to<br>property | Wastewater<br>Management/NEPL                   | Communication to<br>Residents |
| Parks operations &<br>maintenance  | Bylaw Enforcement   | Picnic Shelter/ Tables                                       | Emergency Services (fire,<br>police, ambulance) | Boat Launch                   |
| Sign Maintenance   | Tree Management     | Public Lake Access   | Nature Trails                                   | Snow removal                  |
| Curbside <b>garbage<br/>collection, container<br/>returns and large item pick<br/>up</b>   | Grass/ Weed Control | Lake Stewardship<br>(Shoreline Clean Up /<br>Assessment)     | Pier / Boat Lift<br>Management                  | Enhanced police services      |
| Road construction and<br>maintenance of County<br>access roads through IDP<br>partnerships | Library             | Regional Emergency<br>Management                             | Administration / Office                         | Development Officer           |
| Buoy placement   | Recreation Services | Public works   | Latrine at park                                 | Ditch<br>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 Part 1.3)

## **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  | Draft in March with final in April annually |
|  | Exploration of granting opportunities with senior government and private foundations/corporations                   | Applications and complete reports on a timely basis  | As specified                                |
|  | Apply for grants on a timely basis  | Financial position on track  | Bi-monthly (every 2 months)                 |
|  | Bi-monthly review of financial position<br>Annual audit   | Audit expectations met or exceeded   | April annually                              |
|  | Set competitive tax and fair mill rates with modest incremental increases as required<br>Maintain adequate reserves | Mill rate comparable to other Summer Villages<br>Positive bank balances and available reserves | April/May annually<br>Ongoing               |
|  | Ensure adequate funding for capital projects (i.e.) local and regional wastewater; roadways                         | Maximize granting opportunities<br>Projects financially viable                                 | As required                                 |
|  | Review financial bylaws and policies with administration  | Completion of orientation  | Ongoing                                     |

|  |  |                                      |  |
|--|--|--------------------------------------|--|
|  |  | Consideration of a Finance Committee |  |
|--|--|--------------------------------------|--|

## 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   | Interim approval and develop success criteria<br><br>Judged successful after 5 month trial and approved for ongoing membership | Jan, 2018<br><br>December, 2018 |
|  | Complete Ministerial orders from inspection report  | Departmental satisfaction/Ministerial letter of approval   | July, 2018                      |
|  | Review smoking of tobacco and cannabis regulations regarding access and use   | Protective policies and by-laws<br><br>Resident satisfaction   | December, 2018                  |
|  | Review logo presentation and “branding”/ slogan messaging   | Memorable print material   | May, 2019                       |
|  | Review all by-laws including land development, noxious weeds, noise, animal control, fire ban, fireworks, speed and off highway vehicle bylaws and enforcement provisions | Bylaws reviewed<br><br>By-law officer reports<br><br>Resident satisfaction   | Jan, 2019 ongoing               |

|  |  |   |                                 |
|--|--|---|---------------------------------|
|  | Prepare Annual Strategic Plan in consultation with residents | 2018 experience evaluated<br>New plan in place annually | November through March annually |
|--|--|---|---------------------------------|

### 8.3 Community Well-Being

| Goal  | Objectives  | Measures  | Timing  |
|---|---|---|---|
| An accepting, inclusive, fun-filled and caring community. | <p>Enrich “welcome” information “baskets” for new residents including educational materials from the the PLWA, PLWMP, PLRL and AEP</p> <p>Reduce public misuse, improve efficiency of resident access and minimize liability of boat launch use including improved signage. Locate grants to upgrade launch and entry gates including modernized gate locks and by-law enforcement.</p> | <p>Welcome packages. Number of contacts</p> <p>Number of requests of administration for access and number of complaints</p> | <p>August, 2018 ongoing</p> <p>May, 2018 &amp; 2019</p> |
|   | <p>Support annual Recreation Committee social/recreational events including “meet &amp; greet,” AIM, golf, Christmas and others at discretion of the committee</p>  | <p>Recreation committee designs and sponsors events</p> <p>Resident satisfaction</p>  | <p>August annually</p> <p>May through Sept annually</p> |

|  |  |  |  |
|--|--|--|--|
|  | <p>Develop new youth recreation and swim area with platform</p> <p>Review and develop plans for a more aesthetic and cleaner swim location, dock placement and equipment storage options</p> | <p>Safety improvements to platform</p> <p>New volleyball court</p> <p>Aesthetic and cleaner swim location</p> <p>Safer swim site</p> <p>Improved equipment storage</p> | <p>May, 2018</p> <p>June, 2018</p> <p>June, 2018</p> <p>June 2019</p>                    |
|  | <p>Initiate social and mass media messages of positive community, economic and environmental issues through Mayor</p>  | <p>Number of communications</p> <p>Public response</p>   | <p>Ongoing</p>   |
|  | <p>Assess value of entry messaging options</p>   | <p>Decision on options</p> <p>Implementation as appropriate</p>  | <p>2019</p>  |
|  | <p>Sponsor annual information meeting and breakfast and publish a progress report</p> <p>Assess value in setting a consistent annual date</p>  | <p>Attendance numbers</p> <p>Response to information</p>   | <p>Annually in August.</p>   |
|  | <p>Improve resident communication via e-mail, newsletter and web-site</p>  | <p>Monthly internet communication</p> <p>newsletter</p>  | <p>Monthly or as required</p> <p>April, July and September annually</p> <p>May, 2018</p> |

|  |   |  |  |
|--|---|--|--|
|  |   | Web-site improvements  |  |
|  | Write and publish a historical record of the communities development  | Write and publish “coffee table” book<br><br>Obtain realtor funding of initiative  | August, 2018<br><br>Councillor funded                          |
|  | Assess police and security measures<br>Submit grant application for resources to develop a comprehensive police and security plan | RCMP initiatives reviewed<br><br>Submit application<br><br>Confirm funding<br><br>Organize community study group and prepare recommendations<br><br>Implement plan | January, 2019<br><br>March, 2019<br><br>June, 2019<br><br>2020 |
|  | Council sponsored Christmas social  | Social held<br><br>Resident feedback   | December annually  |
|  | Asses need and value of providing FCSS program  | Mandate review and preliminary community survey.   | May 2018   |

#### 8.4 Environment

| Goal | Objectives | Measures | Timing |
|------|------------|----------|--------|
|------|------------|----------|--------|

|  |   |   |  |
|--|---|---|--|
| <p>Excellence in environmental stewardship for an ecologically healthy community, lake and watershed through partnerships with residents, visitors. <b>NGO's</b> and other municipalities.</p> | <p>Endorse and promote recommendations of the Pigeon Lake Watershed Management Plan</p> <p>Facilitate full lake shoreline cleaning.</p> <p>Examine drainage system and pass new environmental bylaws relating to run-off.</p> <p>Pass By-laws to eliminate the use of phosphorous, pesticides and other toxic chemicals</p> | <p>Information provided to residents</p> <p>Number of residents who take action</p> <p>Recommendation to APLM</p> <p>Removal of algae mats in the Spring and undertake Day Park cleaning on an ongoing basis</p> <p>New bylaws</p> <p>By-law compliance</p> <p>Phosphorous reductions</p> | <p>Ongoing</p> <p>March, 2018</p> <p>August, 2018 and ongoing</p> <p>On-going</p> <p>September, 2018</p> |
|  | <p>Promote in-lake remediation through the promotion of the research done for the Alliance of Pigeon Lake Municipalities</p>  | <p>Leadership on APLM</p> <p>New initiatives</p>  | <p>August, 2018</p> <p>August 2019</p>   |
|  | <p>Promote north shore public wastewater systems through Alliance of Pigeon Lake Municipalities</p>   | <p>Leadership on APLM</p>   | <p>2022</p>  |
|  | <p>Review adequacy of Land Use By-Laws and develop</p>  | <p>New laws in place</p> <p>Improved new development</p>  | <p>September, 2019</p>   |

|  |  |  |                           |
|--|--|--|---------------------------|
|  | environmentally sensitive options as required  |  |                           |
|  | Assess unsightly and derelict properties for municipal intervention  | Derelict properties repaired<br>Reduction in resident complaints   | September, 2018 & ongoing |
|  | Examine options for improvements to old store site and plant buffer trees along north right-of-way   | Improved esthetics at east entrance  | June, 2019                |
|  | Study potential for sale of reserve “right of way” property and designating remainder of forested land a protected environmental reserve   | Increase income<br>Preserved forests<br>Pleased residents  | July, 2019                |
|  | Assess potential for resident access to County transfer station for garbage  | Evaluation completed<br>Decision made on participation   | July, 2019                |
|  | Assess potential for expanded community recycling programs<br><br>Initiate partnership with PLRL and bottle recyclers to locate bottle recycling<br><br>Examine need and strategies for annual Fall leaf removal | Evaluation completed<br>Decision made on program<br><br>Recycle container in place<br><br>Decision on need and method. | 2019<br><br>April, 2019   |

|  |  |                |  |
|--|--|----------------|--|
|  |  | Implementation |  |
|--|--|----------------|--|

### 8.5 Infrastructure

| Goal   | Objectives   | Measures  | Timing  |
|--|--|---|---|
| Enhancing and managing tangible assets with a focus on convenience, comfort, aesthetics and environmental sensitivity. | <p><b>Assess engineering and environmental opportunities to reduce run-off into the lake</b></p> <p>Enhance &amp; maintain road and ditch/ drainage system</p> | <p>Run-off is directed to ponds to slow drainage into lake <b>where indicated</b></p> <p>Road maintenance is adequate and signage is appropriate.</p> <p>Emergency personnel can find addresses</p> | <p>2019 and beyond</p> <p>Ongoing</p>               |
|  | <p><b>Improve community entrance esthetics including removal of old store and rejuvenation of SVCS signs</b></p>   | <p><b>Store is removed</b> and area landscaped</p> <p><b>Signs are renewed</b></p>  | <p><b>Feb, 2018</b></p> <p><b>June, 2019</b></p>    |
|  | <p>Encourage testing of drinking water</p>   | <p>Day park water well is tested; residents informed of well water testing process</p>  | <p>May, 2018 <b>Annually</b></p>                    |
|  | <p><b>Complete homeowner connections of public wastewater collection system.</b></p>   | <p><b>Completion of public system with maximum voluntary participation</b></p>  | <p><b>June, 2019</b></p> <p><b>August, 2019</b></p> |

|  |  |  |   |
|--|--|--|---|
|  | <p>Finalize all aspects of wastewater operations and maintenance</p> <p>Apply for Community Enhancement &amp; resident donations to undertake a Day Park revitalization and infrastructure repair in partnership with NGO's</p> <p>Remove dangerous trees, clean and improve Eagle View Park in consultation with PLWA</p> | <p>Parks funding received</p> <p>Day Park renewal completed</p> <p>West bridge replaced</p> <p>Park improved</p> | <p>June, 2018</p> <p>Aug, 2019</p> <p>Aug 2018</p> <p>August 2020</p> |
|  | <p>Complete Crystal Springs Drive road renewal with consideration of speed reducing options (design, bumps, signage, "no through" road)</p>  | <p>Satisfactory hard surface road installed</p> <p>Dust control</p> <p>Speed reductions</p>                      | <p>July, 2019</p>   |
|  | <p>Promote RR #11 hard surface</p> <p>Negotiate County support for greater RR 11 #12 cost coverage</p>   | <p>Satisfactory road installed at manageable cost</p> <p>County agrees</p> <p>Less maintenance cost</p>          | <p>Aug, 2021</p> <p>Dec, 2021</p>                                     |
|  | <p>Facilitate resident access to fiber-optics for improved internet service</p>  | <p>Assess opportunity for right-of-way charges and consult with other lake municipalities for a co-</p>          | <p>Aug, 2018</p>  |

|  |  |   |                   |
|--|--|---|-------------------|
|  |  | <p>ordinated approach –<br/>decision “no charges.”</p> <p>Install and connect</p> | <p>July, 2019</p> |
|--|--|---|-------------------|

### 8.6 Intermunicipal Collaboration

| Goal  | Objectives   | Measures   | Timing  |
|---|--|--|---|
| Enhance intermunicipal collaboration on roadways, in services and lake ecology through positive leadership and modelling. | <p>Prepare an Intermunicipal Collaboration Framework (ICF) with neighbouring municipalities to provide for integrated planning, delivery and funding.</p> <p>Prepare an Intermunicipal Development Plan regarding future regional land use and a Municipal Development Plan regarding future municipal land use.</p> | <p>Create t and implement plan</p> <p>Advise Minister</p> <p>Write regional plan</p> <p>Write municipal plan</p> | <p>2020</p> <p>April 2020</p> <p>April 2021</p> |

|  |   |   |                                    |
|--|---|---|------------------------------------|
|  | <p>Negotiate Intermunicipal Development Plan cost allocations for road construction and maintenance based on an equitable formula acceptable to all parties.</p> <p>Promote intermunicipal collaboration on wastewater maintenance and repair</p> | <p>Consideration of IDP based on residential tax roll numbers that are mutually agreeable to partners.</p> <p>Agreement on a plan for a single contractor and arrangements complete</p> | <p>Dec 2019</p> <p>April, 2019</p> |
|--|---|---|------------------------------------|

## 9.0 Synopsis of Key Operational Results

| Result   | By When                  |
|--|--------------------------|
| Negotiate permanent return to Joint Services administration  | May, 2018                |
| Complete Ministerial orders from inspection report   | July, 2018               |
| Improve resident communication via internet, quarterly newsletter, welcome packages, historical book and evaluate need for a community message board             | Jan, 2018 & Ongoing      |
| Improve community entrance esthetics including removal of old store and signage refurbishing <b>Examine options for site use and improve entrance aesthetics</b> | Feb, 2018 and June, 2019 |
| Develop five year “rolling” operating and capital budgets  | April annually           |
| Upgrade website <b>and ensure continuing updates</b>   | May, 2018                |

|  |                       |
|--|-----------------------|
| Evaluate CAO performance   | Annually              |
| Review “branding” messages including a slogan  | May, 2019             |
| Negotiate improved Intermunicipal Development Plan for road construction and maintenance. <b>Develop long range municipal and inter-municipal development plans.</b> | December, 2019        |
| Evaluation and <b>installation of</b> fiber-optics service   | August, 2019          |
| Initiate “welcome” information including history booklet for new residents   | May & August 2018     |
| Improve resident access to boat launch, restrict parking and <b>upgrade fencing</b>  | May, 2018             |
| <b>Research government and private granting opportunities.</b>   |                       |
| Initiate twice annual “meet and greet” meetings for residents <b>and support other initiatives of the Recreational Committee as appropriate.</b>                     | May & August Annually |
| Facilitate community shoreline cleaning <b>and promote full lake shoreline cleaning.</b>   | May, 2018 Annually    |
| Promote intermunicipal collaboration on wastewater maintenance and repair  | April, 2019           |
| Endorse and promote appropriate recommendations of the PLWMP, PLWA & PLRL  | May, 2018 & Ongoing   |
| Pass new environmental bylaws relating to run-off, the use of phosphorous, pesticides and other toxic chemicals  | September, 2018       |
| <b>Assess engineering and environmental options</b> to enhance municipal run-off control   | September, 2019       |
| Review and update <b>all bylaws</b> and enforcement provisions   | June, 2018            |
| Complete Day Park revitalization, youth recreation and swim area in partnership with NGO’s and plan “Eagle View Park” renewal.                                       | September, 2018       |
| <b>Plan and initiate next Park initiative for “Eagle View.”</b>  | <b>2020</b>           |

|   |                                |
|---|--------------------------------|
| Initiate social and mass media messages of positive community, economic and environmental issues                        | Ongoing                        |
| Promote in-lake remediation <b>promoting research done for</b> the Alliance of Pigeon Lake Municipalities               | August, 2018 & Ongoing         |
| Complete wastewater home connections  | September, 2018                |
| Sponsor Annual Information Meeting and breakfast  | August, 2018 & Annual          |
| Complete Crystal Springs Drive road renewal <b>with improved speed control</b>  | September, 2018                |
| Promote RR #11 & RR #12 hard surface.   | August, 2019                   |
| <b>Develop and</b> implement improved police and security measures  | January, 2019                  |
| <b>Assess development by-laws</b> and promote new environmentally sensitive development                                 | September, 2018                |
| Assess unsightly and derelict properties for municipal intervention   | September, 2018 & Ongoing      |
| <b>Expand recycling initiatives. Assess leaf removal options</b>  | <b>Nov 2019</b>                |
| Review policies and control tobacco <b>and cannabis use</b>   | August, 2018                   |
| Study potential for sale of reserve “right of way” property and designating remainder a protected environmental reserve | September, 2019                |
| <b>Promote a north Shore Wastewater system through the APLM.</b>  | <b>2020</b>                    |
| Prepare/Review Strategic Plan   | October through March, Annualy |
| Sponsor Christmas social event  | December 2018 & Annually       |

## 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
- 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
- Consultation with public
- Modify as appropriate and confirm a plan of strategic directions
- Assess results prior to developing future plans.