



Strategic Plan

2017

draft

Contents

1.0	Role of the Strategic Plan.....	3
2.0	Council Values.....	3
3.0	Summary of Desired Accomplishments	3
4.0	Council Role in Priority Setting and Decision Making	4
5.0	Vision Statements	4
5.1	Social.....	4
5.2	Culture.....	5
5.3	Economy	5
5.4	Environment.....	5
5.5	Governance	5
6.0	Goals and Action Plan.....	5
6.1	Social.....	6
6.2	Culture.....	7
6.3	Economy	8
6.4	Environment.....	9
6.5	Governance	10

1.0 Role of the Strategic Plan

The strategic plan has several roles to play for the corporation of the Summer Village of Grandview. Key roles include:

1. Provide direction to Council for its decision making over the next 3 to 5 years.
2. Communicate to the community Council's current priorities.
3. Provide a source of guidance for Administration, where it has a role to implement aspects of the Strategic Plan

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

2.0 Council Values

We value:

1. The opinions and values of our residents;
2. Open, honest and ethical governance that respects divergent opinions of residents and staff;
3. Open and transparent communication with residents;
4. Effective and efficient delivery of programs and projects;
5. Responsible fiscal management.
6. The health of the lake and watershed

In conducting its affairs, Council will ensure that three priorities are maintained at the forefront:

1. to promote and protect the special character of our Summer Village,
2. to respect and promote the democratic process,
3. to recognize that Pigeon Lake is a special place.

3.0 Summary of Desired Accomplishments

Accomplishment	By When
Develop a capital works schedule that is coordinated with a capital plan	Ongoing
Effective bylaw enforcement system in place	Ongoing
Complete a coordinated wastewater project and governance system with Poplar Bay	December 2018

Improve process for monitoring and enforcement of development permits	Ongoing
Provide leadership in initiatives to protect Pigeon Lake through a coordinated approach with other stakeholders	Ongoing
Replace bridge	Design is ready for bid; December 2020 or earlier subject to grant availability
Upgrade road	Following the wastewater project (2019)
Improve website usability	2018
Institute provisions of new MGA	2018

4.0 Council Role in Priority Setting and Decision Making

The following questions will assist Council in determining whether they have a role to play among the competing demands for its action:

1. Is the matter one that Council has the jurisdiction for under the Municipal Government Act?
2. Is the matter one that is not 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 municipal government?
6. Is the matter a priority in Council's strategic plan?
7. Is the matter an implementation issue that rests with Administration?
8. Does the matter affect the well-being of Grandview as well as the health of Pigeon Lake?

5.0 Vision Statements

Vision – Grandview is a community that can be enjoyed year-round where residents take pride in their property and community and act in a respectful and environmentally responsible manner.

5.1 *Culture/Social*

We want to increase community involvement by communicating openly, encouraging volunteers and supporting community events and activities.

5.2 Finance

We act in a financially responsible manner seeking to use revenues wisely to keep taxes as low as feasible.

5.3 Environment

We recognize our responsibilities to have a safe, healthy environment with emphasis on the lake ecosystem. Grandview Council has resolved to be the leader in watershed stewardship.

5.4 Infrastructure

We have a clean, safe, secure community with well-maintained roads, parks and reserves with the priority of a wastewater collection system with recognition of an efficient and effective budget plan.

5.5 Governance

Our governance structure, featuring open and transparent communications, inspires confidence while respecting the values and priorities of our residents and also the community as a whole.

6.0 Goals and Action Plan

The following tables will identify Council goals and their relationship with challenges, actions, measures and outcomes. Goals in each of the categories – Culture/Social, Economy, Natural Environment, Built Environment and Governance tie back to how the vision statements will be achieved.

6.1 Culture/Social

Goal	Challenges	Action	Measures	Outcomes
Increased community involvement	Diverse community with many different interests	Increase communication through public information meetings, electronic media, bulletin board and newsletters	Public feedback Increased public participation	Increased sense and pride in the community due to increased community participation. Increased cooperation among our residents.
Increased volunteerism	Availability and expertise People want to relax – other priorities	Advertise and recruit volunteers Volunteer recognition program	Increased volunteerism	More pride in our community. More active and attractive community

6.2 Finance

Goal	Challenges	Action	Measures	Outcomes
Financial responsibility	<p>Major infrastructure projects on the horizon (wastewater, road and bridge)</p> <p>Reliance on grants, which can unilaterally change.</p> <p>Escalating costs</p> <p>Grandview has very limited borrowing capacity.</p>	<p>Schedule projects in a timely manner and within fiscal capacity</p> <p>Use short term solutions for road maintenance. Ensure grant applications are made</p> <p>Examine efficiencies in service delivery</p> <p>Examine alternatives to projects and services</p> <p>Post appraisal of projects</p> <p>Develop long-term financial plan</p>	<p>Infrastructure investments made in a prioritized manner</p> <p>Public feedback on road maintenance program</p> <p>Fiscal plan tied with project schedule</p>	<p>Responsible, prioritized infrastructure schedule</p> <p>Efficient service delivery.</p> <p>Financial stability</p> <p>Effective programs.</p> <p>Provides information to residents and long-term direction for Council and Admin</p>

6.3 Environment We recognize our responsibilities to have a safe, healthy environment with emphasis on the lake ecosystem.

Goal	Challenges	Action	Measures	Outcomes
Recognize our responsibilities to have a safe, healthy environment with emphasis on the lake ecosystem.	<p>Lack of common knowledge and information</p> <p>Diverse values and opinions</p> <p>Providing accurate and understandable information to residents</p>	<p>Disseminate information to educate residents to care for properties, right of ways and lakeshore</p> <p>Enact bylaws to protect the environment</p> <p>Engage with Pigeon Lake Watershed Association and other stakeholders</p> <p>Work with other Summer Villages and lead by example</p> <p>Protect and maintain municipal reserves</p> <p>Support the implementation of the PLWMP</p>	Positive change in people's actions and attitudes towards the environment	<p>Less distress on lake ecosystem</p> <p>People understand their impact on ecosystem and act responsibly</p>

6.4 Infrastructure We have a clean, safe, secure community with well-maintained roads, parks and reserves with the priority of wastewater collection system

Goal	Obstacles	Action	Measures	Outcomes
We have a clean, safe, secure community with well-maintained roads, parks and reserves with the priority of wastewater collection system	Available funding. Administrative capacity. Finding an approach that will be supported by the majority of the residents	Construct local wastewater collection system Concerted efforts to obtain grant funding for wastewater collection system Solicit cooperation for local wastewater collection from adjoining Summer Villages Implement infrastructure and safety inspection policy for Hamblin Park	Feasible design of a local wastewater collection system Amount of grant funding received	Early implementation of the local wastewater system. Improved infrastructure (better quality roads)
		Develop a road maintenance program	Visual/resident feedback	Road acceptable to both vehicle and pedestrian traffic
		Maintain Hamblin Park to high standards (fencing, playground equipment)	Visual/resident feedback	Increased park use

6.5 Governance Our governance structure builds confidence while respecting the values and priorities of our residents.

Goal	Obstacles	Action	Measures	Outcomes
Our governance structure builds confidence while respecting the values and priorities of our residents.	the ability to communicate our actions and plans to the community.	<p>Communicate and justify actions of Council</p> <p>Continue holding informal information meetings, post agendas, and encourage resident feedback</p> <p>Improve website design</p>	<p>Positive resident feedback</p> <p>Increased participation</p>	<p>Resident’s values and priorities are met.</p> <p>Easier to find document, better communication</p>
		Provide leadership in wastewater design and governance.		Cost effective and efficient wastewater system
		Lead efforts to have Summer Villages and counties to work together to improve efficiency and effectiveness		Effective relationship between Summer Villages.
Effective bylaw enforcement	Lack of bylaw enforcement officers	Continue to explore best options for bylaw enforcement		Bylaws enforced and no new encroachments