



# Strategic Directions

## A 2018 to 2021 Action Plan For the Summer Village of Crystal Springs

**NOTE TO RESIDENTS:** A preliminary Strategic Plan was prepared by Councillors following the August 2017 election, taking into account resident concerns and suggestions both during and after the election. On Jan 17<sup>th</sup> of 2018, a draft report was approved by Council for further consultation with the community and administration. Following additional input and revisions, a “final” plan was approved on March 14<sup>th</sup> 2018. This plan is considered a “living document” and will be formally reviewed annually, but revised as circumstances dictate.

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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

A reminder 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 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/ 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
Road construction and maintenance of County access roads through IDP partnerships	Library	Regional Emergency Management	Administration / Office	Development Officer
Buoy placement	Recreation Services	Public works	Latrine 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 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**

<b>Goal</b>	<b>Objectives</b>	<b>Measures</b>	<b>Timing</b>
Financially sound management that utilizes public funds efficiently and effectively.	Prepare balanced operating and 5 year capital budgets  Apply for grants on a timely basis  Bi-monthly review of financial position  Annual audit	Balanced budget  Applications and complete reports on a timely basis  Financial position on track  Audit expectations met or exceeded	Draft in March with final in April annually  As specified  Bi-monthly (every 2 months)  April annually
	Set competitive tax and fair mill rates with modest incremental increases as required  Maintain adequate reserves	Mill rate comparable to other Summer Villages  Positive bank balances and available reserves	April/May annually  Ongoing
	Ensure adequate funding for capital projects (i.e.) local and regional wastewater; roadways	Maximize granting opportunities  Projects financially viable	As required
	Review financial bylaws and policies with administration	Completion of orientation  Consideration of a Finance Committee	Ongoing

## 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  Judged successful after 5 month trial and approved for ongoing membership	Jan, 2018  May, 2018
	Complete Ministerial orders from inspection report	Departmental satisfaction/Ministerial letter of approval	July, 2018
	Review smoking of tobacco and marihuana regulations regarding access and use	Protective policies  Resident satisfaction	November, 2018
	Evaluate logo and review “branding” messages	Approve a logo and modernized print material	May, 2019
	Review land development, noxious weeds, noise, animal control, fire ban, fireworks, speed and off highway vehicle bylaws and enforcement provisions	Bylaws reviewed  By-law officer reports  Resident satisfaction	Jan, 2019
	Prepare Annual Strategic Plan in consultation with residents	2018 experience evaluated  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 for new residents</p> <p>Reduce public misuse, improve efficiency of resident access and minimize liability of boat launch use. Strategies to include “no parking” and “safety” signage, 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</p> <p>May, 2018</p>
	Initiate annual “meet and greet” meetings for residents	<p>Recreation committee designs and sponsors events</p> <p>Resident satisfaction</p>	August annually
	Develop new youth recreation and swim area with platform	<p>Safety improvements to platform</p> <p>New volleyball court</p> <p>Aesthetic and cleaner swim location</p>	<p>May, 2018</p> <p>June, 2018</p> <p>June, 2018</p>
	Initiate social and mass media messages of positive community, economic and	<p>Number of communications</p> <p>Public response</p>	Ongoing



	environmental issues through Mayor		
	Assess cost benefit for electronic message board associated with east entrance SVCS sign	Study completed Decision on Addition	2019
	Sponsor annual information meeting	Attendance numbers Response to information	Annually in August.
	Improve resident communication via internet, newsletter	Monthly internet communication newsletter Web-site improvements	Monthly or as required April, July and September annually May, 2018
	Write and publish a historical record of the communities development	Write and publish “coffee table” book Obtain realtor funding of initiative	August, 2018
	Assess police and security measures	New RCMP initiatives reviewed	January, 2019
	Council sponsored Christmas social	Social held Resident feedback	December annually

## 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 Number of residents who take action	Ongoing
	Facilitate full lake shoreline cleaning.	Recommendation to APLM	March, 2018
	Examine drainage system and pass new environmental bylaws relating to run-off. Eliminate the use of phosphorous, pesticides and other toxic chemicals	Removal of algae mats in the Spring and undertake Day Park cleaning on an ongoing basis New bylaws Phosphorous reductions	August, 2018 and ongoing On-going September, 2018
	Promote in-lake algae remediation through the Alliance of Pigeon Lake Municipalities	Leadership on APLM New initiatives	August, 2018
	Develop new environmentally sensitive land development by-laws	New laws in place Improved new development	September, 2019
	Assess unsightly and derelict properties for municipal intervention	Derelict properties repaired	September, 2018 & ongoing

		Reduction in resident 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	July, 2019
	Assess potential for resident access to County transfer station for garbage	Evaluation completed Decision made on participation	July, 2019
	Assess potential for community recycling program	Evaluation completed Decision made on program	2019

### 8.5 *Infrastructure*

<b>Goal</b>	<b>Objectives</b>	<b>Measures</b>	<b>Timing</b>
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 ponds to slow drainage into lake  Road maintenance is adequate and signage is appropriate.  Emergency personnel can find addresses	2018  Ongoing

	Improve community entrance esthetics including removal of old store and rejuvenation of SVCS sign	Store is removed and area landscaped  Signs are renewed	Feb, 2018  June, 2019
	Encourage testing of drinking water	Day park water well is tested; residents informed of well water testing process	May, 2018
	Complete homeowner connections of public wastewater collection system.  Finalize all aspects of wastewater operations and maintenance  Apply for Community Enhancement & resident donations to undertake a Day Park revitalization and infrastructure repair in partnership with NGO's	Completion of public system with 100% voluntary participation  Parks funding received  Parks renewal completed  West bridge repaired/replaced	September, 2018  April, 2019  June, 2018  May, 2019  Aug 2018  Aug 2018
	Complete Crystal Springs Drive road renewal	Satisfactory road installed	Aug, 2019
	Complete RR #11 hard surface.  County asked to assume greater support for RR #12 cost	Satisfactory road installed at manageable cost  County agrees  Less maintenance cost	Aug, 2019  Dec, 2018

	Facilitate resident access to fiber-optics for improved internet service	Assess opportunity for right-of-way charges and consult with other lake municipalities for a coordinated approach	Aug, 2018
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### **8.6 Collaboration**

<b>Goal</b>	<b>Objectives</b>	<b>Measures</b>	<b>Timing</b>
Enhance intermunicipal collaboration on roadways, in services and lake ecology through positive leadership and modelling.	<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>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 Desired 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 boo and community message board	Jan, 2018 & Ongoing
Improve community entrance esthetics including removal of old store and signage refurbishing	Feb, 2018 and June, 2019
Develop five year “rolling” operating and capital budgets	April annually
Upgrade website	May, 2018
Evaluate logo and improve “branding” messages	May, 2019
Negotiate improved Intermunicipal Development Plan for road construction and maintenance	December, 2019
Evaluate fiber-optics service	August, 2018
Initiate “welcome” information including history booklet for new residents	May & August 2018
Improve resident access to boat launch and restrict parking	May, 2018
Review financial bylaws and policies	May, 2018
Initiate twice annual “meet and greet” meetings for residents	May & August Annually
Facilitate community shoreline cleaning	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
Enhance municipal run-off control	September, 2019
Review and update nuisance bylaws and enforcement provisions	June, 2018
Complete Parks revitalization, youth recreation and swim area in partnership with NGO's	September, 2018
Initiate social and mass media messages of positive community, economic and environmental issues	Ongoing
Promote in-lake algae remediation through the Alliance of Pigeon Lake Municipalities	August, 2018 & Ongoing
Complete wastewater home connections	September, 2018
Sponsor Annual Information Meeting	August, 2018 & Annual
Complete Crystal Springs Drive road renewal	September, 2018
Promote RR #11 & RR #12 hard surface.	August, 2019
Implement improved police and security measures	January, 2019
Develop new environmentally sensitive development by-laws	September, 2018
Assess unsightly and derelict properties for municipal intervention	September, 2018 & Ongoing
Review policies and control tobacco and marihuana use	August, 2018
Study potential for sale of reserve "right of way" property and designating remainder a protected environmental reserve	September, 2019
Prepare/Review Strategic Plan	October through March, 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.