



# Strategic Directions – 2019 (FINAL)

## 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. Council's 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 reviewed in January of 2019, followed by additional community consultation. The following “Strategic Directions” were then considered by Council as “final” on Feb 14, 2019.

## 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 .....	5
7.4	Environmental .....	6
7.5	Structure.....	5
7.6	Collaboration .....	5
8.0	Action Plan .....	6
9.0	Synopsis of key desired result.....	18
10	Strategic planning process.....	20

## 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/ Waste Tote Service at property	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 <b>garbage collection, container returns and large item pick up</b>	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 Intermunicipal 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.	<p>Prepare balanced operating and 5 year capital budgets</p> <p>Exploration of granting opportunities with senior government and private foundations/corporations</p> <p>Apply for grants on a timely basis</p> <p>Bi-monthly review of financial position</p> <p>Annual audit</p>	<p>Balanced budget</p> <p>Applications and complete reports on a timely basis</p> <p>Financial position on track</p> <p>Audit expectations met or exceeded</p>	<p>Draft in March with final in April annually</p> <p>As specified</p> <p>Bi-monthly (every 2 months)</p> <p>April annually</p>
	<p>Set competitive tax and fair mill rates with modest incremental increases as required</p> <p>Maintain adequate reserves</p>	<p>Mill rate comparable to other Summer Villages</p> <p>Positive bank balances and available reserves</p>	<p>April/May annually</p> <p>Ongoing</p>
	<p>Ensure adequate funding for capital projects (i.e.) local and regional wastewater; roadways</p>	<p>Maximize granting opportunities</p> <p>Projects financially viable</p>	<p>As required</p>
	<p>Review financial bylaws and policies with administration</p>	<p>Completion of orientation</p>	<p>Ongoing</p>

		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  Judged successful after 5 month trial and approved for ongoing membership	Jan, 2018  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  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  By-law officer reports  Resident satisfaction	Jan, 2019 ongoing



	Review strategic planning model and 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 “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 us eincluding improved signage. Locate grants to upgrade launch and entry gates including dredging potential, 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</p>	<p>Recreation committee designs and sponsors events</p> <p>Resident satisfaction</p>	<p>August annually</p> <p>May through Sept annually</p>

	others at discretion of the committee		
	Develop new youth recreation and swim area with platform  Review and develop plans for a more aesthetic and cleaner swim location, dock placement and equipment storage options	Safety improvements to platform  New volleyball court  Aesthetic and cleaner swim location  Safer swim site  Improved equipment storage	May, 2018  June, 2018  June, 2018  June 2019
	Initiate social and mass media messages of positive community, economic and environmental issues through Mayor	Number of communications  Public response	Ongoing
	Assess value of entry messaging options	Decision on options  Implementation as appropriate	2019
	Sponsor annual information meeting and breakfast and publish a progress report  Assess value in setting a consistent annual date	Attendance numbers  Response to information	Annually in August.

	Improve resident communication via e-mail, newsletter and web-site	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  Councillor funded
	Assess police and security measures Submit grant application for resources to develop a comprehensive police and security plan  Participate in provincial municipal study of police services	RCMP initiatives reviewed  Submit application  Confirm funding  Organize community study group and prepare recommendations  Implement plan	January, 2019  March, 2019  June, 2019  2020
	Council sponsored Christmas social	Social held  Resident feedback	December annually
	Asses need and value of providing FCSS program to support housekeeping and gardening resources for seniors and the disabled	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>Grant research and application</p>	<p>August, 2018</p> <p>August 2019</p> <p>January 2019</p>

	Support In-lake initiatives through advocacy and grant support		
	Promote north shore public wastewater systems through Alliance of Pigeon Lake Municipalities	Leadership on APLM	2022
	Review adequacy of Land Use By-Laws and develop environmentally sensitive options as required	New laws in place Improved new development	September, 2019
	Assess unsightly and derelict properties for municipal intervention	Derelict properties repaired 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 Preserved forests Pleased residents	July, 2019
	Assess potential for resident access to County transfer station for garbage	Evaluation completed	July, 2019

		Decision made on participation	
	<p>Assess potential for expanded community recycling programs</p> <p>Initiate partnership with PLRL and bottle recyclers to locate bottle recycling</p> <p>Examine need and strategies for annual Fall leaf removal</p>	<p>Evaluation completed</p> <p>Decision made on program</p> <p>Recycle container in place</p> <p>Decision on need and method.</p> <p>Implementation</p>	<p>2019</p> <p>April, 2019</p>

### 8.5 Infrastructure

Goal	Objectives	Measures	Timing
Enhancing and managing tangible assets with a focus on convenience, comfort, aesthetics and environmental sensitivity.	<p>Assess engineering and environmental opportunities to reduce run-off into the lake</p> <p>Enhance &amp; maintain road and ditch/ drainage system</p>	<p>Run-off is directed to ponds to slow drainage into lake where indicated</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>Improve community entrance esthetics including removal of</p>	<p>Store is removed and area landscaped</p>	<p>Feb, 2018</p>

	old store and rejuvenation of SVCS signs	Signs are renewed	June, 2019
	Encourage testing of drinking water	Day park water well is tested; residents informed of well water testing process	May, 2018 <b>Annually</b>
	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  Remove dangerous trees, clean and improve Eagle View Park in consultation with PLWA	Completion of public system with <b>maximum</b> voluntary participation  Parks funding received  Day Park renewal completed  West bridge replaced  Park improved	<b>June, 2019</b>  <b>August, 2019</b>  June, 2018 <b>Aug, 2019</b>  Aug 2018  <b>August 2020</b>
	Complete Crystal Springs Drive road renewal with consideration of speed reducing options (design, bumps, signage, "no through" road)	Satisfactory hard surf  ace road installed  Dust control  Speed reductions	<b>July, 2019</b>

	Promote RR #11 hard surface  Negotiate County support for greater RR 11 #12 cost coverage	Satisfactory road installed at manageable cost  County agrees  Less maintenance cost	Aug, 2021  Dec, 2021
	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 – decision “no charges.”  Install and connect	Aug, 2018  July, 2019

### 8.6 Intermunicipal Collaboration

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



<p>Enhance intermunicipal collaboration on roadways, in services and lake ecology through positive leadership and modelling.</p>	<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 operating and capital budgets	April annually
Upgrade website <b>and ensure continuing updates</b>	May, 2018
<b>Evaluate CAO performance</b>	<b>Annually</b>
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
Expand recycling initiatives. Assess leaf removal options	Nov 2019
Review policies and control tobacco and cannabis use	August, 2018
Study potential for sale of reserve “right of way” property and designating remainder a protected environmental reserve	September, 2019
Promote a north Shore Wastewater system through the APLM.	2020
Prepare/Review Strategic Plan	October through March, Annually
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.