



Strategic Directions - 2020

A **DRAFT** Action Plan For the Summer Village of Crystal Springs

NOTE TO READER: In previous years, Council prepared a three-year “living” and “rolling” document that was updated annually. The information included future plans, work in progress and completed work. The document proved to be too detailed for public consumption and the “result” section was a duplication of Councils *Annual Information Meeting* report that detailed outcomes. The 2020 Strategic Plan has therefore been simplified in order to make it more “user friendly.” It still details the plan’s purpose along with Councils values, vision, mission and a summary of services, however the goals and objectives are limited to those planned for 2020.

This “draft” version of the plan had been approved for public consultation purposes and residents are invited to submit their comments and recommendations in writing to the administration at Box 100, 605-2nd Ave, Ma-Me-O Beach, AB, T0C 1X0 or by e-mail through the Village website at crystalsprings.ca - or by contacting any member of Council. The plan will then be revised as necessary and presented to Council for approval at their meeting of February 20, 2020.

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.

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1.0 Role of the Strategic Plan

The strategic plan has several purposes including:

1. Providing direction to Council for 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.

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 Management	Solid Waste Management/ Waste Tote Service to property	Wastewater Management/SPLRWSC	Communication to Residents
Parks operations & maintenance	Bylaw Enforcement	Public park with pavilion, latrine and viewing and swim platforms	Emergency Services (fire, police, ambulance)	Boat Launch
Sign Maintenance	Tree Management	Public Lake Access	Nature Trails	Snow removal
Curbside Pick Up	Grass/ Weed/ fertilizer and pesticide control	Shoreline clean up and maintenance	Pier / boat Lift Management	Enhanced police services
Road construction and maintenance including County access roads through IDP partnerships	Library	Regional Emergency Management	Administration / Office	Development Officer
Buoy placement / swim platform	Recreation Services	Public works	Watershed stewardship	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. (Municipal Government Act Part 1.3)

7.0 Goal Statements

7.1 *Financial Goals*

Financially sound management that utilizes public and government 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, non government organizations, Alberta Environment and other municipalities.

7.5 *Infrastructure Goals*

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

7.6 *Collaboration Goals*

Enhancing intermunicipal collaboration on roadways, emergency/ protective 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
<p>Financially sound management that utilizes public funds efficiently and effectively.</p>	<p>Assess implications of provincial funding amendments</p> <p>Prepare balanced operating and 5 year capital budgets</p> <p>Apply for grants on a timely basis</p> <p>Quarterly review of financial position</p> <p>Annual audit</p>	<p>Police funding model accomodated</p> <p>Ability to adjust to provincial funding amendments</p> <p>Balanced budget</p> <p>Application and management of grant to assess lakewater quality/maintenance</p> <p>Complete reports on a timely basis</p> <p>Financial position on track</p> <p>Audit expectations met or exceeded</p>	<p>July 2020</p> <p>Ongoing</p> <p>Draft in March with final in April, 2020</p> <p>As appropriate</p> <p>Quarterly</p> <p>April annually</p>
	<p>Set competitive tax and fair mill rates with modest incremental increases as may be 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>Search for granting opportunities</p> <p>Projects financially viable</p>	<p>Ongoing</p>

8.2 Governance

Goal	Objectives	Measures	Timing
Responsible, responsive and progressive governance enabling a safe and viable community	Maintain all existing services	Effective and efficient service Resident satisfaction	Ongoing
.	Complete review, re-writing and approval of Land Use By-law with an emphasis on environmental factors.	Bylaws reviewed Consistency with environmental best practices Resident satisfaction	Summer 2020 – summer 2021
	Prepare Annual Strategic Plan in consultation with residents	2019 experience evaluated New plan in place annually	November through March annually
	Prepare annual performance review of CAO	Positive review done in partnership with Joint Services Committee	December annually
	Completion of Municipal Development Plan	Municipal Development Plan completed	May 2021

8.3 Community Well-Being

Goal	Objectives	Measures	Timing
An accepting, inclusive, fun-filled, caring and healthy community.	Enrich “welcome” information and formalize contact with new residents	Welcome packages. Number of contacts	August, 2020
	Review boat launch access program	Coming up with a plan for the boat launch	May, 2021
	Reduce roadway speeding through improved signage, lobby for continued police presence and speed bumps if necessary	Reduced speeding Resident safety Resident satisfaction/complaints	Signage: May, 2020 Monitoring: ongoing
	Support recreation committee recommendations for social/recreational events	Recreation committee designs and sponsors events Resident satisfaction	May through Sept annually
	Approve day park use policy	Policy approved and publicized	March 2020
	Support official re-opening in partnership with Rec Committee and PLRL	Attendance Supporters recognized	Spring, 2020
	Mayor positive community, economic and environmental issues	Number of communications Public response	Ongoing

	Investigate potential of prohibiting vaping on municipal property	Expanded by-law By-laws enforced Public health and satisfaction	August 2020 Ongoing
	Sponsor annual information meeting. Prepare and publish a progress report	Attendance numbers Resident approval	June 20, 2020. (Time TBD)
	Continuuing resident communication via e-mail, newsletter and web-site	Regular internet communication Quarterly newsletter Timely web site updating	Monthly or as required Timing as appropriate
	Promote resident well water testing via newsletter	No reports of contamination	May, 2020
	Council sponsored Christmas social	Social held Resident feedback	December annually

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, NGO's and other municipalities.</p>	<p>Endorse and promote recommendations of the Pigeon Lake Watershed Management Plan</p> <p>Promote full lake shoreline cleaning.</p> <p>Examine drainage system and compliance with best practice</p> <p>Promote compliance with By-laws regarding the use of phosphorous, pesticides, herbicides and other toxic chemicals</p>	<p>Information provided to residents</p> <p>Removal of algae mats in the Spring and undertake Day Park cleaning on an ongoing basis</p> <p>By-law compliance.</p>	<p>Ongoing</p> <p>April/May, 2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	<p>Sponsorship of study to assess mechanisms for water augmentation, mechanical/biological/chemical remediation of algae and satellite monitoring of water quality</p>	<p>Obtain municipal grant</p> <p>Leadership on APLM</p> <p>Oversee initiative</p>	<p>December 2019</p> <p>Ongoing</p> <p>May - Sept 2020</p>
	<p>Encourage north shore public wastewater systems through Alliance of Pigeon Lake Municipalities and Pigeon Lake Watershed Man. Plan</p>	<p>Leadership on APLM and PLWMP</p>	<p>Ongoing</p>

	Explore new environmentally sensitive land development by-laws following prep of the intermunicipal planning model and consultation	New by-laws approved Improved new development	Summer 2020 to summer 2021
	Assess unsightly and derelict properties for municipal intervention	Derelict properties repaired Reduction in resident complaints	Ongoing
	Control proliferation of unsightly advertising signage	New by-laws/policies Public education	
	Re-assess potential for resident access to County transfer station for garbage	Evaluation completed Decision made on participation	July, 2022
	Assess potential for expanded community recycling programs Assess need and strategies for annual Fall leaf removal	Community partnerships Potential for paper and cardboard recycling Implementation	2020 Aug, 2020
	Remove dead and dangerous trees from municipal land.	Parks improved	August 2020

8.5 Infrastructure

Goal	Objectives	Measures	Timing
Enhancing and managing tangible assets with a focus on convenience, aesthetics and environmental sensitivity.	Evaluate municipal road rebuilding Repair as required	Road bed remains stable/repaired Dust is controlled Run-off is directed to ponds to slow drainage of run-off into lake Signage is appropriate.	May, 2020 Phase 1 complete 2019 Phase 2, 1/3 of road, 2020 Phase 3, 1/3 of road, 2021 Ongoing
	Support completion of Day Park renewal Enhance Day Park access with trees, shrubs, water garden, roadway and consolidated out-buildings	Complete Resident use Complete	June, 2020 July, 2020
	Complete homeowner connections to public wastewater collection system.	Completion of public system 100% voluntary participation	Aug, 2020 Aug, 2020

	Finalize all aspects of wastewater operations and maintenance Plan for post warranty and emergency service	Complete Contract with utility operator	
	Facilitate resident access to fiber-optics for improved internet service	Approve right of way Construction	May, 2018 December, 2022
	Develop municipal plan in response to boat pier/dock placement		Ongoing

8.6 Collaboration

Goal	Objectives	Measures	Timing
Enhance intermunicipal collaboration on roadways, in services and lake ecology through positive leadership and modelling.	Participate in Intermunicipal Development Plan consultation Promote intermunicipal collaboration on wastewater maintenance and repair.	Completion of plan Agreement on a plan for a single contractor and arrangements complete.	Sept, 2020 Sept, 2020

	Partner with the County of Wetaskwin and Norris Beach to pave Range Road #11	Paved access road	Spring/Summer 2020
	Encourage County of Wetaskwin to pave RR # 12 to waste transfer site	Paved road	Spring/summer, 2020

9.0 Strategic Planning Process

- Assess results from previous plans
- Receive input from external environment (political, social, ecological, economic and technological)
- 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.