



# Strategic Directions 2021

## **An Action Plan For the Summer Village of Crystal Springs**

**The 2021 Strategic Plan details the plan's purpose along with Councils previously stated values, vision, mission and a summary of municipal services.**

**It then outlines the goals and objectives for 2021.**

A “draft” version of the plan was approved for public consultation purposes. It was then distributed to over 150 residents via e-mail and posted on the SVCS web-site. Residents were invited to submit their comments and suggestions in writing to the administration at Box 100, Ma-Me-O Beach, AB, T0C 1X0, by e-mail through the Village website at *crystalsprings.ca* - or by contacting any member of Council. The plan was then reviewed and approved by Council on February 10, 2021.

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**1.0 Purpose 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 a 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	Local Wastewater Management/ System management through Wastewater Commission	Communication to Residents
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Parks operations & maintenance	Bylaw Enforcement	Public park with pavilion, latrine and viewing and swim platforms	Facilitate Emergency Services (fire, police, ambulance)	Resident Boat Launch
Sign Installation & Maintenance	Tree Management	Public Lake Access	Provide Nature Trails	Snow removal
Curbside Pick Up & Transfer Station access	Grass/ Weed/ fertilizer and pesticide control	Facilitate shoreline clean up and maintenance	Pier / boat Lift Management	Enhanced police services
Road construction and maintenance including County access roads through IDP partnerships	Library Access	Regional Emergency Management	Administration / Office	Development Officer & Appeal Board
Shoreline Buoy placement	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 governance, services and facilities for a safe and viable community. (Municipal Government Act Part 1.3)

## 7.0 Action Plan

The following tables detail Council goals within a framework of the “SMART” planning model. (Specific, Measurable, Achievable, Realistic and Timely.) All goals, objectives and action in each of the categories relate back to the vision and mission. In the simplest of terms:

OBJECTIVE: What we hope to achieve	ACTION: How we hope to do it	MEASURES: How we will know we have done it	TIMING: When we will do it by
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### 7.1 Financial

**Goal: Financially sound management that utilizes public funds efficiently and effectively.**

Objectives	Action	Measures	Timing
Prepare balanced operating and 5 year capital budgets	Accommodate provincial funding reductions  Cost cutting and efficiencies to balance budget  Set competitive tax and fair mill rates with modest incremental increases as may be required  Maintain adequate reserves	Mill rate comparable to other Summer Villages  Positive bank balances and available reserves  Resident cooperation	Feb/March  Draft in March with final in April

Quarterly review of financial position	CFO reports	Reports on a timely basis with finances on track	Quarterly
Annual audit	Contract external auditors	Clean audit with administrative expectations met or exceeded	Feb/ March
Research and apply for grants on a timely basis	Ensure adequate funding for capital projects (i.e.) local and regional wastewater; roadways	Successful grant applications	As required

## 7.2 Governance

**Goal: Responsible, responsive and progressive governance enabling a safe and viable community.**

Objectives	Action	Measures	Timing
Review, modify or maintain high quality services	Provide effective and efficient services	Safe and viable community Resident satisfaction	Ongoing
Comprehensive review of Land Use By-laws	Complete review, re-writing and approval of Land Use By-law with an emphasis on environmental factors.	New Bylaws consistent with environmental best practices approved	Sept.
Prepare Annual Strategic Plan in consultation with residents	Previous years results evaluated and draft plan prepared Residents consulted	New annual plan that is responsive and provides operational guidance	November through February

	Plan approved	Resident satisfaction	
Prepare annual performance review of CAO	Council review of performance with feedback to CAO	Positive review done in partnership with Joint Services Committee	January
Provide administration with adequate human, physical and technical resources	Developing a new Public Works service plan  Complete the upgrading of administrative electronic systems	Efficient and effective operations  Positive staff morale  Effective and responsive Public Works plan	March

### 7.3 *Community Well-Being*

**Goal: An accepting, inclusive, caring, healthy and fun filled community.**

Objectives	Action	Measures	Timing
Welcome and inform new residents	Council members deliver “welcome” information packages	New resident knowledge and pleasure packages.  All new residents reached	Ongoing
Provide residents with secure access to a boat launch	Construct new gates  Plant trees to restrict parking  Improve roadway and launch base		Feb  Spring

Improve safety by reducing roadway speeding	Publish resident survey results  Add electronic and standard signage	Fewer speeders  Fewer resident complaints  Less road dust	May
Provide residents with social and recreational opportunities	Appoint a Recreation Board and support their recommendations	Event attendance  Resident satisfaction	Ongoing
Promote Day Park use, following reduced covid restrictions	Publicize day park use policy including free public event utilization  Plan official re-opening in partnership with Rec Committee and Renewal League  Recognize supporters	Park use increases  Resident satisfaction  Sponsor satisfaction	Ongoing
Implement new shoreline/dock regulations	Inform residents and enforce new provincial regulations on dock and boat lift placement	Resident compliance  Complaint numbers	May
Promote positive aspects of the community and lake	Initiate social and mass media messages of positive community, economic and environmental issues	Number of communications  Public response	Ongoing
Ensure good communication with residents	Sponsor annual information meeting.  Prepare and publish a progress report	Attendance numbers  Resident approval	Ongoing



	Utilize e-mail, quarterly newsletters and redesigned web-site	Resident feedback and ease of website use	
Improve park seating while recognizing deceased residents	Develop policy, design consistent seating and provide opportunities for residents to purchase benches for parks	Resident response Improved seating	May
Encourage safe well water use	Encourage resident well water testing	No reports of contamination	Ongoing
Promote a positive Christmas environment	Council sponsored Christmas social  Day Park lighting & events  Promote resident property lighting	Social held  Resident pleasure  Festive looking community	December

#### 7.4 Environment

**GOAL:** Excellence in environmental stewardship for an ecologically healthy community, lake and watershed through partnerships with residents, visitors, NGO's and other municipalities.

Objectives	Action	Measures	Timing
Improve lake and watershed ecology	Endorse and promote recommendations of the Pigeon Lake Watershed Management Plan	Information provided to residents  Removal of algae mats	Ongoing  April/May,

	<p>Encourage full lake shoreline cleaning.</p> <p>Promote compliance with By-laws regarding the use of phosphorous, pesticides, herbicides and other toxic chemicals</p>	<p>Phosphorous reductions</p> <p>By-law compliance.</p>	<p>Ongoing</p> <p>Ongoing</p>
Promote new learnings and strategies for algae remediation	<p>Sponsorship of study to assess opportunities for algae reductions.</p> <p>Support purchase and use of buoy/satellite monitoring of water quality</p> <p>Encourage Fall leaf removal to Transfer Station</p> <p>Leadership at APLM, PLWA and PLRL</p>	<p>Oversee use of grant</p> <p>Study completion</p> <p>New comprehensive information</p> <p>Fewer leaves in lake</p> <p>Algae reductions</p>	<p>May</p> <p>May</p> <p>Ongoing</p>
Ensure environmental sensitivity in land development	<p>Promote new Intermunicipal Planning By-Law</p> <p>Develop new environmentally sensitive land development by-laws</p>	<p>New by-laws approved</p> <p>Improved new development action</p>	<p>September</p>
Promote high quality private property safety and aesthetics	<p>Assess unsightly and derelict properties for municipal intervention</p>	<p>Derelict properties rectified</p>	<p>Ongoing</p>

	Intervene as appropriate	Reduction in resident complaints	
Manage signage on municipal and private property	Resident education Enforce by-law compliance	By-law compliance Reduced signage	Ongoing
Promote positive entrance esthetics	Ensure safety and monitor plans for old store site Tree and scrub planting Enforce signage by-Law	Improved esthetics at east and west entrances Reduced signage	Ongoing
A sustainable environment through recycling	Support the Renewal League initiatives for community recycling programs	Product recycling Resident use	Ongoing

**7.5 Infrastructure**

**GOAL:** Enhancing and managing tangible assets with a focus on convenience, comfort, aesthetics and environmental sensitivity.

Objectives	Action	Measures	Timing
Provide a good quality, safe, hard surface roadway throughout the community	Complete road rebuilding Repair as required	Road bed remains stable Dust is reduced Run-off is directed to ponds to slow drainage of run-off into lake.	Ongoing

		Private property flooding prevented Emergency personnel can locate addresses	
Provide municipal wastewater services	Oversee wastewater system operations  Ensure post warranty maintenance and emergency services	Efficient operation of system  Timely response to emergencies  Resident satisfaction	Ongoing
Promote safe hard-top road access to the community	Complete the partnership with the County of Wetaskwin and Norris Beach to pave Range Road #11  Encourage the County of Wetaskwin paving of RR #2 to the Transfer Station  Promote a revised County road maintenance contract formula for 2022	Tenders received within budget  Road paved  Bike/walking lane provided  Road paved  Elimination of Calcium chloride use  Fair and equitable formula proposed	March  May  February  February  November
Provide safe, functional and aesthetically pleasing park resources	Develop comprehensive plan for Park maintenance  Remove dangerous trees  Complete renewal of Day Park  Maintain walking trails	Plan detailed  Trees removed  Day Park and entrance modifications completed	Ongoing  May  May/June  May

	Signage discouraging park well-water consumption	Trails cleaned and safe No illness	May
Provide property access information	Maintain address signage	Locations easily found Emergency personnel able to locate addresses	
Provide walking trails	Maintain existing trails	Resident safety and convenience	Ongoing
Promote high quality internet access	Encourage fiber-optics installation	Approve right of way Construction	May, 2018 Unknown

### 7.6 Collaboration

**GOAL:** Enhance intermunicipal collaboration on roadways, in services and lake ecology through positive leadership and modelling.

Objectives	Action	Measures	Timing
Pursue more efficient and effective services through partnerships	Utilization of Intermunicipal Development Plan approved in 2020  Serve as a pilot municipality for potential Land Use By-law revisions  Promote intermunicipal	Completion of plan  Agreement on a plan for a single contractor and arrangements complete.  Joint contracts for efficiencies	2020  September  Ongoing

	<p>collaboration on wastewater operations</p> <p>Participate with PLWA in the development of a Land Use checklist promoting better environmental practices</p> <p>Ongoing partnerships with PLRL, PLWMP, APLM and the County of Wetaskiwin</p>	<p>Completion of checklist</p> <p>Use by Development Officers and builders</p>	<p>February</p>
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## 8.0 Strategic Planning Process

- Assess results from previous years plan
- Receive input from external environment (political, social, ecological, economic and technological)
- Consultation with administration
- 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 public
- Modify as appropriate and confirm a plan of strategic directions
- Assess results prior to developing future plans.

END