



Strategic Plan

2013

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1.0 Role of the Strategic Plan

The strategic plan has several roles to play for the corporation of the Summer Village of Crystal Springs. 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. In the case of the Summer Village of Crystal Springs, the actions it takes on should be reflected in an updated version of the Strategic Plan.

2.0 Council Values

We value:

- The People of Our Community
- Accountable, Ethical Decision Making
- Effective Programs
- Efficient Service Delivery
- Prudent Use of Resources

3.0 Summary of Desired Accomplishments

Accomplishment	By When
Adopt wastewater bylaw and wastewater policies	June 5, 2013
Adopt new IDP agreement	May 1, 2013
Determine funding for local and regional wastewater collection systems	June 1, 2013
Election Day	July 20, 2013
Annual Information Meeting	August 17, 2013
Boat Rally	August 10, 2013

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 lead 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?

5.0 Summary of Existing Services

Road / Maintenance	Playground	Solid Waste Management/ Waste Tote Service	Wastewater Management/NEPL	Communication to Residents
Day Park & Other Parks	Bylaw Enforcement	Picnic Shelter/ Tables	Emergency Services	Boat Launch
Street/ Park Names	Tree Management	Public Lake Access	Nature Trails	Proactive Council/ Good Governance
Annual Garage Sale	Grass/ Weed Control	Shoreline Clean Up / Assessment	Pier / Boat Lift Management	P.R. with other Municipalities
JSC	Library	Disaster Services	Administration / Office	Development Officer
Buoys	Recreation Committee	Maintenance Person	Identify Fire/ Other Safety Hazards (public safety)	FCSS

6.0 Vision Statements

Vision – The Summer Village of Crystal Springs will be a viable and sustainable lake community.

6.1 *Financial*

Crystal Springs employs financially sound management which utilizes public funds efficiently and effectively.

6.2 *Governance*

Crystal Springs Council will be an open and forward thinking model of governance.

6.3 *Community Well-Being*

Crystal Springs will be a safe, caring community where pride of community is evident.

6.4 *Environment*

Crystal Springs will strive to be a model of excellence and leadership regarding environmental issues.

6.5 *Infrastructure*

Crystal Springs will manage and enhance tangible assets with a focus on environment.

6.6 *Enhance Intermunicipal Cooperation*

Crystal Springs Council will enhance intermunicipal cooperation through positive leadership and collaboration.

7.0 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.

7.1 Financial

Goal	Challenges	Action	Measures	Outcomes
Crystal Springs employs financially sound management which utilizes public funds efficiently and effectively.	Maintain good value for money	Examine opportunities for inter-municipal and local projects	Grant applications maximized	Financially sound municipality
			Shared election process	Decreased election expenses
		Set fair tax rates	Mill rate comparable to other Summer Villages	Citizens are satisfied with services provided
		Adopt financial policies	Policies developed	Procurement Policy and Contracting Policy Approved
	Maintain adequate reserves	Allocate sufficient funds to reserves	Financial audit statement	Audit expectations met or exceeded
	Minimize municipal risk	Bylaws and policies address unnecessary municipal risks	Risks managed	No unnecessary financial repercussions due to risk
	Funding for long term capital projects (ie) local and regional wastewater; municipal water; road)	Adequate planning to accommodate the projects	Sound financial plan	Projects financially viable

Cross References:

- Municipal Inspection Report Recommendation #27 – Procurement Policy adopted June 19, 2009
- Municipal Inspection Report Findings:
 - #4 – accounting processes very good
 - #9 – removal of encroachments reduces municipal liability
 - #10 – control of fires and structures reduces municipal liability

7.2 Governance

Goal	Challenges	Action	Measures	Outcomes
Crystal Springs Council will be an open and forward thinking model of governance.	Differing perspectives on community issues	Respect and evaluate input	Due diligence and sound administration to support Council	Public perception that policy based governance is utilized
	Effective communication	Successes and challenges communicated via website, newsletter and/or other communication vehicles	Increased community awareness gauged through formal and informal means	More informed community
	Inconsistency of procedures, bylaws and other JSC SV's	Look for opportunities for consistency with other SV's	Inconsistencies addressed	Fewer inconsistencies
	Determining the most effective model	Explore alternative models (ie) amalgamation	Alternative models have been considered	Citizen input to determine the preferred model
	Adapting to external influences	Identifying and addressing the influences	Adopting bylaws and policies to address influences	Appropriate bylaws and policies adopted to address influences and mitigate risks (ie) wastewater containment and encroachments on public land

Cross References:

- Municipal Inspection Report Recommendations: 6-12; 17-26 re: administrative processes, strategic planning and governance
- Municipal Inspection Report Findings: 1-21

7.3 Community Well-Being

Goal	Challenges	Action	Measures	Outcomes
Crystal Springs will be a safe, caring community where pride of community is evident.	Accommodating the differing views of what lake life entails	Addressing changing needs and uses of year round recreational properties	Number of year round activities (ie) summer and winter sports (boating, skiing, trail walking, etc)	SVCS has year round opportunities
		Fund and maintain trail system/ picnics / parks	Increased number of residents and visitors enjoying trail systems	Increased health and social well-being
		Provide realtors with newsletters (fact sheets)	Potential purchasers better informed	Prospective Crystal Springs residents have greater understanding of lake life
	Providing a safe community	Create Municipal Emergency Plan, mutual aid agreements, bylaws and policies	Plans and agreements implemented and tested; bylaw and policies adopted and enforced	SVCS is a safe community
	Addressing needs of diverse population	Engage support services to this population; increase awareness of service	Family & Community Support Services (FCSS) available to residents	Services available to those in need

Cross References:

- Municipal Inspection Report Recommendation #5
- Municipal Inspection Report Findings: #9-10, 13

7.4 Environment

Goal	Obstacles	Action	Measures	Outcomes
Crystal Springs will strive to be a model of excellence and leadership regarding environmental issues.	Lack of awareness of what living in a lake community entails	Promote public awareness: promote PLWA/ BRWA (ie) water balance study, IWMP participation)	Sound environmental land and watershed practices (solid waste, wastewater are appropriately managed)	Healthier lake (solid waste removed; wastewater contained; local and regional wastewater system implemented)
		Engage in Intermunicipal cooperation with PLWA/BRWA, other groups and municipalities		
		Develop 3 areas of lake defence (riparian areas, road allowances and all public areas)	bio-diverse public areas (eliminate noxious weeds and promote natural vegetation)	Public areas are bio-diverse

Cross References:

- Municipal Inspection Report Recommendation: 2-4, 15, 16,
- Municipal Inspection Report Findings: 6, 7, 9, 10

7.5 *Infrastructure*

Goal	Obstacles	Action	Measures	Outcomes
Tangible assets will be managed and enhanced with an environmental focus.	Financial resources and political will/leadership	Maintain road and ditch/drainage system	Road maintenance is adequate	Paved road
	Safe drinking water	Encourage testing of drinking water	Day park well tested; residents informed of well water testing process	Safe water for park use; residents able to test well water
		Examine construction of municipal water line	Considered on an ongoing basis as a potential project	Municipal water line in place
	Wastewater infrastructure	Develop local & regional wastewater collection systems	100% containment	Local/residential collection system

Cross References:

- Municipal Inspection Report Recommendation: 1, 2, 14, 15,
- Municipal Inspection Report Findings: 6-9

7.6 Enhance Intermunicipal Cooperation

Goal	Obstacles	Action	Measures	Outcomes
Crystal Springs Council will enhance intermunicipal cooperation through positive leadership and collaboration.	Lack of global perspective for Pigeon Lake community (Varying viewpoints of residents, all levels of government and First Nations)	Be a leader in education, dialogue and collaboration	<p>Increased number of successful intermunicipal projects (trails, boat launch, library,</p> <p>Increased Intermunicipal cooperation with PLWA/BRWA, other groups and municipalities (ie) WMP participation)</p> <p>Continued membership and leadership of JSC, APLM, PLSVSA, IDP, PLRWWC,</p>	<p>Continuous exploration of opportunities for intermunicipal collaboration</p> <p>Sound environmental land and watershed practices (solid waste, wastewater are appropriately managed)</p>

Cross References:

- Municipal Inspection Report Recommendation: 2, 20
- Municipal Inspection Report Findings: 1, 17-20