



Strategic Directions 2022

An Action Plan For the Summer Village of Crystal Springs

The 2022 Strategic Plan details the plan's purpose along with Council's values, vision, mission, current services, "standard practices" and the operational priorities for 2022.

FINAL, APPROVED BY COUNCIL MAR 10, 2022

NOTE TO READER

While this reports content is generally consistent with previous years, a “Results” section has been added to provide a summary of accomplishments intended to demonstrate that Council has done its best to hold taxes constant, utilize Provincial and Federal grants, reserves, donations and volunteers to successfully complete major projects (Roads, Wastewater, Parks, Shoreline) However it is unlikely that with Provincial grant reductions, inflation and cost transfers, the past level of activity with static income can be maintained. Fortunately, we have already taken large steps towards achieving our Vision of *“good governance, services and facilities for a safe and viable community.”*

The goals section also takes a somewhat unorthodox approach in order to simplify public reading. Objectives that have continued over time are reported as *“standard practices”* with a shorter list of *“operational priorities”* for 2022 detailed in subsequent tables.

(For quick reference Council’s first four year term results are highlighted in RED while the 2022 priorities are highlighted in GREEN.)

First Term Results

First elected in 2017, your Council took an ambitious and aggressive approach to building relations, infrastructure and community. To recap some of the results in random order:

- Leadership, respect and unity at Council meetings with “open” deliberations and constructive partnerships with personnel
- Reduced admin costs by joining the Seven Villages consolised administrative structure
- Developed an annual Strategic Plan in consultation with staff and residents
- Completed Wastewater project on budget and on time with resident subsidies
- Balanced annual operating and capital budgets with no increase in the municipal portion of property tax in 4 years
- “Clean” annual audits with auditor commendations
- Raised funds in partnership with the Pigeon Lake Renewal League (PLRL) to institute bottle recycling, rebuid a walking bridge, construct a new Pavillion, viewing patform and revitalized park and childrens playground
- Refurbished signs, planted trees and flowers to improve landscaping at community entrances, and mailboxes
- Removed old debris, replaced barriers, groomed shoreline and installed swim platform at

Bluebird Park

- Promoted improved internet access
- Completed engineered reconstruction of all municipal roads
- Negotiated a reduction in a 2012 cost sharing agreement and utilized grants to financially support paving of Range Road 11
- Sponsored traffic calming survey of residents and improved speed control signage
- Initiated new by-laws regarding wastewater, cannabis, fertilizers, herbicides and pesticides
- Initiated new policies on a Councillor code of conduct, public participation in meetings, fireworks, signage, memorial benches, pavillion use, hot tub draining and wastewater system cleaning/ holding tank inspections
- Removed and trimmed dangerous trees from roadway and parks
- Supported update of admin office technologies
- Contributed to new more “user friendly” web-site
- Obtained grants to install research Buoy for improved knowledge of cyanobacteria development
- Promoted increased police presence in the community
- Participated on a provincial initiative to improve rural police services
- Participated in Regional Emergency Management with public information and strategies to protect against Covid
- Participated in overseeing local library services
- Provided regular resident communication via newsletters, internet and web site
- Published an annual Information Meeting (AIM) report detailing service results and sponsored meetings when medically permissible
- Distributed welcome and Information packages to new residents
- Privately funded Council Christmas resident engagement social when medically permissible
- Council members responded to hundreds of resident questions, concerns and complements
- Provided leadership to the Alliance of Pigeon Lake Municipalities (APLM), the Pigeon Lake Watershed Association (PLWA) and the “Emerald Award” winning Pigeon Lake Watershed Management Plan (PLWMP)
- Sponsored annual shore line clean-up and promoted the initiative lake wide
- Negotiated access to County “Transfer Station.”
- Arranged for and later promoted Fall leaf pick-up and disposal at Transfer Station
- Provided “fish-kill’ parks cleaning and resident disposal methods
- Facilitated new contractor and expanded Public Works services
- Recruited a volunteer Recreation Board who sponsored golf tournaments, socials, pancake breakfasts, weiner roasts, etc prior to Covid
- Dredged, rebuilt roadway and planted trees to improve utility of the boat launch
- Unsuccessfully proposed a regional partnership to strengthen by-law enforcement

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1.0 Purpose of the Strategic Plan:

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
- Informative 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 Services

Parks operations & maintenance	Bylaw enforcement	Public parks with pavilion, latrine and swim platforms	Arrange Emergency Services (fire, police, ambulance)	Communication to and with residents personally and through Newsletter, e-mail and web site
Sign installation & maintenance	Tree management	Public lake access with viewing platform and resident boat launch	Nature trails	Snow removal
Solid Waste management, tote returns and Transfer Station access		Facilitate shoreline clean up and maintenance	Pier / boat Lift management	Enhanced police services

Road construction and maintenance including County access roads through IDP partnership	Library services	Regional Emergency Management	Local wastewater management with system management through Wastewater Commission	Administration Office including Development Officer & Appeal Board
Shoreline buoy placement	Recreation services	Playground management	Watershed stewardship	Public Works maintenance including mowing

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 ongoing “standard practices,” the activities performed on an ongoing basis, followed by the operational priorities for the year, detailed within a framework of the “SMART” planning model. (Specific, Measurable, Achievable, Realistic and Timely.) **The goals, objectives, action, measures and timing** in each of the categories relate back to the vision and mission. In simple terms they are defined as:

GOAL: The end towards which our effort is directed	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.

Standard Practices

Prepare operating and 5 year capital budgets
Quarterly review of financial position
Annual audit
Research and apply for grants on a timely basis

Priorities

Objectives	Action	Measures	Timing
Balance budgets with the lowest possible taxation increase while maintaining service levels	<p>Accommodate provincial funding reductions and cost transfers</p> <p>Cost cutting and efficiencies to balance budget</p> <p>Set competitive tax and fair mill rates</p> <p>Maintain adequate reserves</p>	<p>Mill rate comparable to other Summer Villages</p> <p>Positive bank balances and available reserves</p> <p>Resident cooperation</p>	<p>Feb/March</p> <p>Draft in March with final in April</p>

7.2 Governance

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

Standard Practices

Review, modify or maintain high quality services
Prepare Annual Strategic Plan in consultation with residents
Contribute to joint Villages annual performance review of Chief Administrative Officer
Provide administration with adequate human, physical and technical resources

Priorities

Objectives	Action	Measures	Timing
Promote additional admin resources for Public Works and By-law enforcement	Develop plan and promote Joint Service Committee(JSC) decision to employ additional staff	Additional staff resources More timely responses	April
Complete Land Use Bylaw consultation and approval	Complete review, re-writing and approval of Land Use By-law	New Bylaws consistent with environmental best practices approved	Year-end

7.3 Community Well-Being

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

Standard Practices

Welcome and information “New resident packages”
Provide residents with secure access to a boat launch

Promote positive aspects of the community and lake
Ongoing communication via e-mail and Newsletter

Priorities

Objectives	Action	Measures	Timing
Reduce roadway truck use and speeding	Participate in Joint Services Committee initiative to examine traffic weight/ speed concerns and enforcement options Install speed humps Promote increased police presence and use of radar	Reduced traffic Reduced speeds	May
Re-introduce social and recreational opportunities	Recruit a Recreation Board and support their plans	New events Participation Resident morale	May or post covid
Promote Day Park usage	Newsletter publicity Plan official re-opening in partnership with PLRL	Usage numbers Resident satisfaction	May
Implement new boat mooring regulations	Prepare and distribute brochure Assist as required	Compliance	May

Promote a positive Christmas environment	Council sponsored Christmas social Day Park “light up” event Encourage resident property lighting	Social held Resident pleasure Festive looking community	November/December or post Covid
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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.

Standard Practice

Improve lake and watershed ecology through PLRL, PLWMP and the Pigeon Lake Watershed Association
Promote compliance with environmental By-laws regarding the use of phosphorous, pesticides, herbicides and other toxic chemicals
Support Spring shoreline cleaning and promote strategy around the lake
Contract for garbage removal and tote returns
Maintain roads – pot hole repair and snow removal
Ensure by-law compliance regards RV use and storage
Manage and control signage on municipal and private property
Partner with the PLRL for bottle and can recycling
Maintain Municipal Wastewater service including emergency response
Maintain address signage to ensure that emergency personnel are able to locate addresses
Maintain walking trails

Priorities

Objectives	Action	Measures	Timing
Search resources and initiate plan for a demonstration “water garden” at postal boxes	Research funding Begin design Implement as feasible	Funding obtained Design completed Implemented	May
Ensure positive entrance esthetics	Ensure safety and monitor plans for old store site Add new soil with flower and shrub planting	Assess potential for DC zoning Improved esthetics at east and west entrance	August May
Promote a sustainable environment through recycling	Initiate “blue bag” recycling of paper and cardboard	Product recycling	May
Promote environmentally sensitive practices in construction	Promote use of Pigeon Lake Watershed Association Development Check List with new-build homeowners/contractors	Improved construction practices	Ongoing

7.5 Infrastructure

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

Standard Practice

Promote lake-wide annual Spring shoreline cleaning
Monitor conditions and maintain roadway
Prepare plan for “fish kill” disposal

Priorities

Objectives	Action	Measures	Timing
Provide safe, functional and aesthetically pleasing park resources	Complete Pavillion counters and table renewal in partnership with the PLRL	Work completed	Ongoing
Reduce pet excrement on municipal lands	Implement “pick up please” dog excrement programs including education and bag stations	Reduction in abandoned excrement	June

7.6 Collaboration

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

Standard Practice

Operations consistent with 2020 Inter-municipal development Plan
Ongoing partnerships with Pigeon Lake Renewal League, Pigeon Lake Watershed Association, Pigeon Lake Watershed Management Plan, Alliance of Pigeon Lake Municipalities and the County of Wetaskiwin

Priorities

Objectives	Action	Measures	Timing
Pursue more efficient and effective services through partnerships	Utilization of Intermunicipal Development Plan approved in 2020	Consistency with plan	ongoing
	Promote intermunicipal collaboration on wastewater operations	Joint agreements for efficiencies	Ongoing
	Complete involvement with PLWA in the development of a “Land Use checklist” promoting better environmental practices	Use by Development Officers and builders	February
	Identify problems and recommend amendments to the proposed Village West development	Mitigate negative effects on Watershed and communities	March/continuuig

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)
- Review options and develop objectives, success indicators and timeframes within “SMART” criteria (specific, measurable, achievable, realistic and timely)
- Consultation with the public
- Confirm a plan of strategic directions and modify as appropriate
- Assess results prior to developing future plans.

END