



Strategic Directions 2023

An Action Plan For the Summer Village of Crystal Springs

The 2023 Strategic Plan details the purpose along with Council's values, vision, mission, current services, "standard practices" and the operational priorities for 2023.

In order to simplify public reading, objectives that continue over time are reported as "standard practices" with a shorter list of "operational priorities" for 2023. (Detailed in "green" for easy reference.)

Overview

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 important 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	Fire and Ambulance Emergency Services	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	Recycling	Facilitate shoreline clean up and maintenance	Pier / bot Lift management	Police services

Road construction and maintenance i	Library services	Regional Emergency Management	Local wastewater management with system management through Wastewater Commission	Administrtrion 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 lake-side 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. (Consistent with 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 3 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 support</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
Approve new Land Use Bylaw	Complete review, re-writing and approval of Land Use By-law	New Bylaws consistent with environmental best practices approved	Year-end
Undertake a cost – benefit analysis of RCMP enhancement program	Review RCMP stats and meet with leadership	Evidence of benefit	March
Research bylaw enforcement options including partnering with the Wetaskwin County	Reconsideration of 2022 submission	Support of Wetaskiwin admin and Council Positive evaluation	Sept
Review the effect of speed humps and the need for additional traffic calming strategies	Consider resident feedback	Reduced traffic/ slower speeds	July December 2024

Develop Fire Smart program including the pursuit of grants to remove the most dangerous combustibles and mitigate against wildfires in reserve lands	Develop resident fire prevention program with Emergency Sevices and Fire Department Apply for Firesmart grants	Residents better informed Reserve lands cleaned up	Summer 2023 Summer 2024
Asses need for system upgrades during maintenance cycles	Evaluate the need for any pump modifications	Modify if indicated	May, 2023
Support Public Works Personnel	Recogize exemplary performance	Skilled and motivated personnel	Ongoing

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
Increase social and recreational opportunities	Increase Recreation Board numbers and support their plans	New events Participation Resident morale	Ongoing
Educate residents to new mooring standards and regulations	Revise and distribute brochure Assist as required Report infractions to Alberta Environment	Safety Resident satisfaction Compliance levels	May/June
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

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 residences
Maintain walking trails

Priorities

Objectives	Action	Measures	Timing
Partner with the PLWA for a demonstration “water garden” at postal boxes	Sign MOU for a grant Finalize design Implement as feasible	Funding obtained Design completed Construct	May
Ensure attractive entrance esthetics	Complete new flower and shrub planting	Improved esthetics at east and west entrance	August
Promote a sustainable environment through recycling	Promote “blue bag” recycling of paper and cardboard	Degree of product recycling	May
Promote environmentally	Promote use of Pigeon Lake Watershed	Improved construction practices	Ongoing

sensitive practices in construction	Association Development Check List		
Improve quality of the community walking trail system and provide safe walking access to the “Village” businesses	Employ arborist Recruit volunteers Consult with County Determine appropriate routes Remove trees and underbrush Maintain as necessary	Improved and safe paths	Summer 2023
Partner with government and community partners in opposition to confined Feedlot Operations (CFO) and Intensive Livestock Operations (ILO) within the watershed	Monitor and encourage PLWA and PLRL social action and support as appropriate	Government action Restrictions on watershed agriculture Clean water	Ongoing
Provide resident education on lake health, runoff, safe well practices and development “best practice.”	Newsletter educational articles Promotion of County sponsored workshops on well management. Promote PLWA and Alberta Environment publications	Improved practices Safe drinking water	Ongoing April

Partner with Alberta Environment, the U of A and lake municipalities to sponsor a Research Buoy	Own and facilitate maintenance of the technology	Improved knowledge of green algae influences Action as appropriate	Ongoing
Partner with Alberta Government and APLM to research blue green algae mitigation options	Contract researcher	Report on options Action as appropriate Algae reduction	Sept

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	Monitor park usage and identify equipment requirements if any in partnership with the PLRL	Equipment needs met	Ongoing

Reduce pet excrement on municipal lands	Promote “pick up please” dog excrement program	Reduction in abandoned excrement	Ongoing
Improve boat launch for safety and aesthetics	Research base options Improve gate system Reduce signage	Improved functionality Improved aestheticce	April-June
Eliminate fat, oil & grease from wastewater system	Resident education through newsletter and brochure	No “FOG” during annual cleaning	April

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 2021	Consistency with plan	ongoing Ongoing

	<p>Participation in intermunicipal wastewater operations</p> <p>Monitor plans and oppose unacceptable aspects of the proposed Village West development</p>	<p>Joint agreements for efficiencies</p> <p>Mitigate negative effects on Watershed and communities</p>	<p>Ongoing</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)
- 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