



Strategic Plan

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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 Grandview. 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.

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
Community Priority Assessment (determine improvements/priorities over 5 years)	Final Report August 22, 2009
Development and adoption of 3 to 5 Year Business Plan	February 2010
Develop and implement waste water by-law	December 31, 2009
Develop and implement municipal waste water system	2011
Resolution of governance	Election 2010
Development of 10 year capital plan as part of budget	April 2009

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 Vision Statements

Vision – Grandview is a year-round community with well-established services and recreational opportunities on the shore of a pristine lake.

5.1 Culture/Social

We are a socially active and involved in events and activities in our community.

5.2 Economy

We are financially viable.

5.3 Environment

We have a safe, clean lake environment usable for recreation purposes.

5.4 Infrastructure

We have a clean, safe, secure community with access to modern recreational and health amenities.

5.5 Governance

Our governance structure respects the values and priorities of our residents.

6.0 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.

6.1 Culture/Social

Goal	Challenges	Action	Measures	Outcomes
Bring People Together	<p>Available funding</p> <p>Apathy – lack of interest by residents</p> <p>Resistance to change</p>	<p>Undertake a Needs Assessment to better understand the desires of the community, including disposition of the boat launch.</p> <p>Develop and implement a Recreation Society (perhaps regional with other Summer Villages).</p> <p>Develop and implement new/more programs and events that will bring people together as a community (focused on Hamblin Park and possibly other reserves).</p> <p>Develop a walking path through the community.</p> <p>Develop year round recreation opportunities.</p>	<p>Increased public participation</p> <p>Increased volunteerism</p> <p>Relatively low crime statistics</p>	<p>Understand the needs of our community – a completed needs assessment</p> <p>Increased sense and pride of community due to increased community participation.</p> <p>Safer Community.</p> <p>Increased grant opportunities as a result of working together with other Summer Villages.</p> <p>Increased cooperation among our residents.</p> <p>The park became our meeting place.</p>

6.2 Economy

Goal	Challenges	Action	Measures	Outcomes
Financial Viability	<p>Council change every 3 years may result in changing priorities.</p> <p>Reliance on grants, which can unilaterally change.</p> <p>Governance result may affect endowment</p> <p>Escalating costs</p> <p>Summer Village of Grandview is a small market.</p>	<p>Undertake service delivery review.</p> <p>Explore and capitalize on alternative revenue sources (reduce reliance on increasing property taxes), such as:</p> <ul style="list-style-type: none"> ➤ Ensure grant optimization -Provincial, Federal, Private. ➤ User fees. <p>Politically support joint Administration and shared service delivery with other Summer Villages.</p> <p>Protect Endowment</p> <p>Develop a 3 to 5 year business plan.</p>	<p>Benchmarking – measurable comparisons with other similar municipalities.</p> <p>Increased revenue.</p> <p>Improved ratio of revenue sources – property taxes vs. other sources of revenue.</p>	<p>3 to 5 year business plan.</p> <p>Efficient service delivery.</p> <p>Effective programs.</p>

6.3 Environment

Goal	Challenges	Action	Measures	Outcomes
<p>“Save the Lake”</p>	<p>Status quo attitudes</p> <p>Agricultural lobby -- major economic driver</p> <p>Options for waste water systems</p> <p>Multiple Jurisdictions</p>	<p>Develop and implement waste water by-law for Summer Village.</p> <p>Develop and install municipal wastewater system.</p> <p>Consult Pigeon Lake Watershed Association regarding agricultural operations.</p> <p>Work with neighbouring Summer Villages to address agricultural operations.</p> <p>Approach Provincial government to lobby for support to challenge AG impact.</p> <p>Review and update Summer Village fertilizer By-law.</p> <p>Develop and implement solid waste recycling program.</p>	<p>Reduced # of algae blooms.</p> <p>Decrease in # of health (water quality) advisories.</p>	<p>Regional Waste Water Treatment Facility is implemented.</p> <p>Safe, clean water.</p> <p>Aesthetic improvement in water quality resulting in improved public image of Pigeon Lake.</p> <p>Recognition that recreational use is only one of many contributing factors to water quality.</p>

6.4 Infrastructure

Goal	Obstacles	Action	Measures	Outcomes
Quality infrastructure and a liveable community	Available funding. Administrative capacity.	Develop and implement a 10 year capital budget. Review and address building encroachments onto public property. Review and update municipal (civic) addressing. Review and update Land Use By-law.	Financial investment in capital infrastructure projects (roads). Decrease in # of building encroachments.	10 year capital budget Improved infrastructure (better quality roads)

6.5 Governance

Goal	Obstacles	Action	Measures	Outcomes
<p>A governance structure that represents the values and priorities of the residents of Pigeon Lake.</p>	<p>Lack of direct control. Citizens going direct to Ministers.</p>	<p>Support Summer Villages working together to review governance models and lobbying.</p> <p>Politically support joint Administration and shared service delivery with other Summer Villages.</p> <p>Undertake strategic communication with all stakeholders.</p> <p>Potentially amalgamate with other Summer Villages.</p>		<p>Residents have effective representation on a political level.</p> <p>Improved relationship between Summer Villages.</p> <p>Increase in Inter-Municipal projects.</p>