



Strategic Plan

January 2019

Contents

1.0	Role of the Strategic Plan.....	3
2.0	Council Values.....	3
3.0	Summary of Desired Accomplishments	3
4.0	Council Role in Priority Setting and Decision Making	4
5.0	Vision Statements	4
5.1	Social.....	5
5.2	Culture.....	5
5.3	Economy	5
5.4	Environment.....	5
5.5	Governance	Error! Bookmark not defined.
6.0	Goals and Action Plan.....	6
6.1	Social.....	6
6.2	Culture.....	7
6.3	Economy	8
6.4	Environment.....	9
6.5	Governance	11

1.0 Role of the Strategic Plan

The strategic plan has several roles to play for the corporation of the Summer Village of Ma-Me-O Beach. 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 Ma-Me-O Beach, 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
Roads paved/ upgraded as finances permit	August 1, 2020
Obtain ongoing authority to grade lakebed as necessary beyond 2018	July 1, 2019
Pier site remediation	As required
Substantial completion of residential connections to internal wastewater collection system	September 2019
Adoption of Land Use Bylaw	December 2020

Adoption of Municipal Development Plan	December 2020
Review internet service	August 2019
Update Street Signage/ Resident Addressing	Ongoing
Stormwater Mitigation Strategy	December 2019
Succession planning workshop for resident's cabins	August 2020

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

Roads / maintenance	Playground	Solid Waste Management	Wastewater and Stormwater Management	Communication with Residents
Day Park & Other Parks	Bylaw Enforcement	Picnic Shelter/ Tables	Wi-Fi	Boat Launch Control
Policing	Tree Management	Public Lake Access	Town Hall, Fire hall, PLPS building	Proactive Council/ Good Governance

Recreation Society	Grass/ Weed Control	Beach Cleaning	Piers / Boat Lift Management	Liaison with other Municipalities
JSC	Library	Fire/ Disaster Services	Administration / Office	Development Officer
Senior Centre	Landfill Access	Maintenance Personnel	Identify Fire/ Other Safety Hazards (public safety)	FCSS

6.0 Vision Statements

Vision – The Summer Village of Ma-Me-O Beach will be a safe, viable and sustainable lake community.

6.1 Financial

Ma-Me-O Beach employs financially sound management which utilizes public funds efficiently and effectively.

6.2 Governance

Ma-Me-O Beach Council will be an open and forward thinking model of governance.

6.3 Recreation/ Culture

Ma-Me-O Beach will be a safe, caring community where pride of community is evident.

6.4 Environment

Ma-Me-O Beach will strive to be a model of excellence and leadership regarding environmental issues.

6.5 Infrastructure

Tangible assets will be managed and enhanced with an environmental focus.

6.6 Enhance Intermunicipal Cooperation

Ma-Me-O Beach 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
To provide the highest level service possible within funding available.	Limited financial resources	Set fair tax rates	Comparison against other similar municipalities Resident satisfaction / number of beefs and bouquets	Ratepayer satisfaction with level of taxation
		Adopt sound financial policies	Financial audit validates sound practices	Positive financial audit
	Uncertainty as to long-term sustainable, predictable funding	Access all available grant funding and access all alternate sources of revenue	Potential grants and revenue sources maximized	Use of grants maximized to provide highest level of service
	Adequate reserves must be maintained to address emergent needs	Strive to accumulate reserves to the level of one years' operating budget	Financial audit statement	Reserves and borrowing authority are available for emergent needs
	Ensure municipal sustainability	Demonstrate best practices in local government	Comparison against Alberta Government criteria	Maintain sustainability

7.2 Governance

Goal	Challenges	Action	Measures	Outcomes
Ma-Me-O Beach Council demonstrates that it is responsive and proactive to community needs	Differing perspectives on community issues	Respect and evaluate input; employ transparent and fair decision making process	Public satisfaction	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	Ratepayers are better informed about municipal issues and the actions Council has taken on their behalf
	Inconsistency of procedures, bylaws with other JSC SV's	Look for opportunities for consistency with other SV's	Inconsistencies addressed	Fewer inconsistencies
	Existence of outdated or unenforceable bylaws	Plan regularly scheduled bylaw reviews	Bylaw reviews conducted as required; any necessary actions (rescind/revise, consolidate) taken	Active bylaws current and enforceable; ineffective or unenforceable bylaws rescinded.

7.3 Recreation/Culture

Goal	Challenges	Action	Measures	Outcomes
Ma-Me-O Beach will be a safe, caring community where pride of community is evident.	Differing views of what lake life entails	Promote environmentally responsible year-round recreational opportunities	Number of year round activities	Ma-Me-O has year round opportunities
	Park washrooms, wells, pumps require ongoing maintenance	Install waterless/low flush amenities; annual schedule of maintenance for park buildings, well tests,	Fewer costly, reactionary measures required.	Effective scheduled maintenance and replacement coincides with budget, no over-expenditures
	Recruiting community participation	Recreation Society created; communicate programs and needs to residents	Residents and families knowledgeable of/ pleased with summer programs	Higher resident satisfaction
	Aging population; lack of FCSS coordination	Retain FCSS coordinator	FCSS needs identified; coordinated program	FCSS funds directed towards programming for seniors
	Crime (vandalism, etc)	Develop comprehensive community and resident safety and security program which includes RCMP and COP	Decreased crime rates; increased personal responsibility to incorporate security measures on private property	Increased resident satisfaction and sense of safety
	Lack of reliable internet service	Examine alternatives to existing high speed internet	Wireless available to residents and visitors	Revenue; reliable internet service

7.4 Environment

Goal	Obstacles	Action	Measures	Outcomes
Ma-Me-O Beach community will be a model of excellence and leadership in environmental stewardship	Lake is stressed (nutrient rich, pollutants)	Promote public awareness of fragility of lake environment and need to lessen their impact on the lake; Implement sound environmental and watershed practices	Less stressed lake and public more aware	Healthier lake
	Pier site reclamation requires ongoing maintenance	Ongoing rock removal and dredging required	All rocks and debris removed	Healthier lake. Reduced liability.
	Inadequate, informal “boat launch”	Temporary barriers to allow sailboats and prohibit motor boats	Reduced contamination of lake due to vehicles	Healthier lake
	Occasional stagnant pools of water on the beach create threat to human health	Obtain regulatory approval for lakeshore recontouring	Approval granted for terms requested	Health hazards removed
	Lake contamination through poor watershed management practices	Promote public awareness / promote PLWA and APLM; Legislation and educative components to LUB; Healthy maintenance program – remove noxious weeds and fire hazards, continue shoreline assessments, bio-diverse public areas	Sound environmental land and watershed practices;	Healthier lake; Land Use Bylaw adopts environmental practices

7.5 Environment (continued)

Goal	Obstacles	Action	Measures	Outcomes
Ma-Me-O Beach will be a model of excellence and leadership in environmental stewardship	Lack of tree management policy	Create policy defining removal, planting of trees as scheduled	Healthier vegetation and trees; clear direction on process	Healthier, more aesthetic village environment
	Presence of noxious weeds and lack of awareness/process	Intermunicipal cooperation with PLWA, other groups and other municipalities	Policy on vegetation removal and restoration (environmental policy)	Bylaws and policies reinforce positive environmental practices
	Poor storm water management	Design storm water management for limited lake impact	Storm water plan adopted	Reduced water run-off contamination into the lake

7.6 *Infrastructure and Solid Waste*

Goal	Obstacles	Action	Measures	Outcomes
Summer Village infrastructure will be well-managed and strategically enhanced with an environmental focus.	Inadequate road drainage	Improve ditch/drainage system	Problem areas on roadways addressed	Improved service life of roads and elimination of drainage issues
	Wastewater and grey water potentially contaminating lake	Adopt and enforce wastewater bylaws as required Develop local & regional collection systems and governance models	Local/residential collection system	100% containment
	Fire hall, town hall, school, park buildings, shop building, in need of ongoing repairs/upgrades	Inspections (formal/informal) to assess priority upgrades; obtain grant funding when able. Schedule annual maintenance program	Fewer reactive measures/repairs needed	Safe, efficient community buildings. Scheduled maintenance and upgrades coincide with budget cycles and grant programs
	Lack of/ inaccurate signage	Sign inventory; order/reinstall signs	Less confusion on existing signs and those in stock	More effective and informative village signage
	Solid waste collection can be problematic (large items, etc)	Communicate Lakedell access rights to residents; improve large item collection process	Fewer issues for collection contractor/residents; residents responsible for payment of removal of their large items	Solid waste well-managed

7.7 Enhance Intermunicipal Cooperation

Goal	Obstacles	Action	Measures	Outcomes
Ma-Me-O Beach Council will enhance intermunicipal cooperation through positive leadership, collaboration and partnership.	Turf protection	Understand and overcome old grievances ; Encourage open communication with all levels of government Encourage joint grant applications for common projects	Reduced intermunicipal conflicts	Increased number of successful intermunicipal projects and initiatives
	Low levels of familiarity and cooperation with First Nations	Examine opportunities for greater cooperation	Improved communication and cooperation	Established stronger relationship and partnerships with First Nations
	Uncertainty as to sustainability and predictability of MSI funding	Continue working on advocacy with other municipalities/ associations	Improved communication and cooperation	More reliable grant structure