



2020 TO 2024

STRATEGIC PLAN



The contents of this four-year strategic plan were created by the Town Council of Calmar in March 2020 for the betterment of their community and with the future of their Town in mind.

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1. Letter from Town Council

It is our honor and great pleasure to present the Town of Calmar's Four-Year Strategic Plan. In March of 2020, members of Council, along with senior Town staff, met to identify a strategic direction for our community and to set clear priorities for ourselves to achieve over the next four years. This high-level plan will guide Council and Administration's activities and will provide a long-term vision for this Council, and perhaps future Councils, and will ensure that Council and Administration are able to work together in a common direction.

This plan reflects Council's vision for Calmar's future, as well as the strategies we will take to ensure that our community is prepared for growth. A vision, mission, and set of values was developed, as well as a series of goals and strategies to help us attain our vision of success and help Council and Administration ensure a sustainable and successful future for Calmar.

Included in this document are the short and long-term goals that Council prioritized based on their importance and timeliness. Council identified a smaller set of high priority strategies that will guide Administration's work throughout the next year. Key performance indicators have also been included to help Council and Administration track and measure our success at delivering our priorities.

This plan was created with the full knowledge that the economic and political environment is always changing, and with awareness of significant public health issues at play, so the Town of Calmar will need to be flexible and prepared for what lies ahead.

We believe this plan will help Calmar achieve our desired common future.

Sincerely,

Mayor Wally Yachimetz on behalf of Town Council



2. Executive Summary

2.1 Background

The Town of Calmar Council and senior Administration met in March 2020 to develop a Strategic Plan for 2020-2024. This plan comprises the expressed desire of elected officials and provides citizens, businesses, Administration and other stakeholders with an indication of the planned future of the Town. Council identified a series of goals and strategies to work towards a common future for the community, which are outlined in this document.

A strategic plan is essential to ensure that over the next four years, Council is aligned in their vision for Calmar. Through the plan and its associated priorities, Town Administration has clear direction, and both Council and Administration can measure and track success.

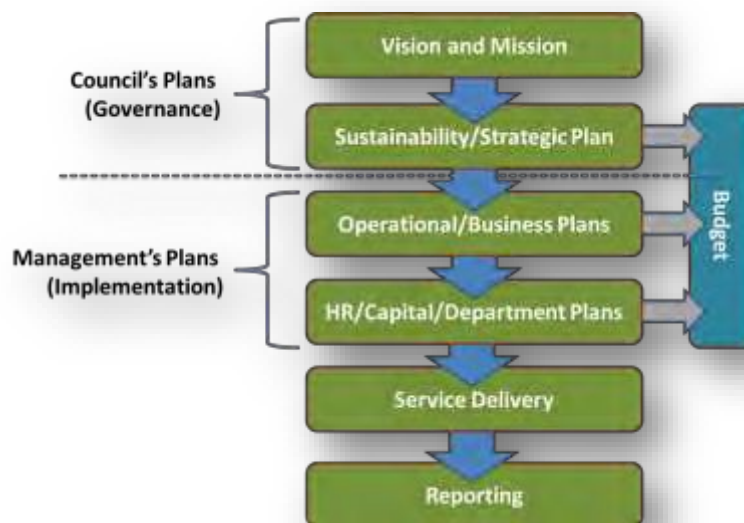
2.2 Integrated Planning

Town Council's governance role includes the mandate to provide strategic direction for Calmar. This high-level plan comprises that direction. It builds on the previous 2017-2019 Municipal Development Plan and helps Administration construct operational plans.

Once Council has set the Town's strategic direction, Administration is able to build plans that carry out Council's direction. Examples of Administration's plans that follow from this Strategic Plan may include a Business Plan, Operational Plan, Recreation Master Plan, Capital Plan, and Recreational Facility Master Plan, among others.

The following figure depicts the relationship between Council's strategic vision for Calmar, and Administration's operations. The dashed line differentiates the role between Council and Administration: Council is responsible for determining the vision and direction of the Town, while Administration is responsible for implementing that direction.

Municipal Governance and Management Plans



2.3 Vision, Mission and Values

In looking towards the future of Calmar, it is important that Councillors agree on what the final destination looks like. With this in mind, Council first decided on the Town's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

2.3.1 Vision

A community's vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Calmar's Council and Administration. The vision also indicates what makes Calmar unique.

*Calmar, we are a welcoming community and regional leader.
The ideal place to call home and grow a business.*

2.3.2 Mission

A city's mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Calmar does and who benefits from Council's activities. This mission statement was created based on key ideas about how to achieve the Town's vision.

Calmar is where rural meets urban. We nurture a small-town lifestyle with big possibilities: innovative community programming; abundant recreational opportunities; and a rich regional history. Grow with us.

2.3.3 Values

The values expressed here are the guiding principles that help determine how the Town will operate, both in public and privately.

Commitment

We will abide by the principles of good governance and hold ourselves accountable as we keep the best interests of our citizens at the forefront.

Diversity

We will ensure our programs, services, and commercial offerings provide value to all our residents; social, culturally, and economically.

Growth

We will help create economic opportunities for our citizens by encouraging business development that makes our town attractive and sustainable.

Innovation

We will take a creative and forward-thinking approach to decision-making with the future of our community in mind.

Integrity

We will hold ourselves and our staff to the highest standards of personal conduct and treat one another and the public with respect and dignity.

Safety

We provide a safe and respectful environment for our community's staff and citizens.

2.4 Calmar’s 2020 Top Priorities

Within the full list of strategies that appear in Section 3 of the strategic plan, Council has created a subset of seven ‘high’ ranked strategies. The items on this list reflect the priorities that Council saw as both important and timely.

Many other strategies are identified as having a moderate priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and new priorities emerge for the Town.

Calmar’s High Priority Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	3.1.1 a	Engage in financial planning to include reserve funds
Thriving Community	3.2.1 a	Increase community awareness of programs and services provided by the town and its partners
Thriving Community	3.2.2 a	Provide more opportunities for citizen engagement through open houses, town halls, and annual general meetings
Best Use of Environment	3.3.1 a	Develop a Trails Master Plan
Diversified Economy	3.4.1 a	Increase the number of industrial and commercial businesses
Diversified Economy	3.4.1 b	Be open to innovative models of doing business in town
Diversified Economy	3.4.2 a	Consider the internet as an essential utility for business growth

3. Goals and Strategies

Each strategy in the tables in Section 3 below contains a colour coded prioritized ranking of relative strategies for 2020 and beyond as determined by Calmar's Town Council. This ranking is used by City Administration to determine the relatively high, moderate and low priorities for the year as Council assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the Town works toward achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The following pages contain the full list of goals identified by Calmar's Town Council. Areas of strategies are listed that contribute to achieving each individual goal. Each strategy is colour coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the medium priority strategies. In some cases, low priority strategies must be achieved first.

Identifying Calmar's Priorities

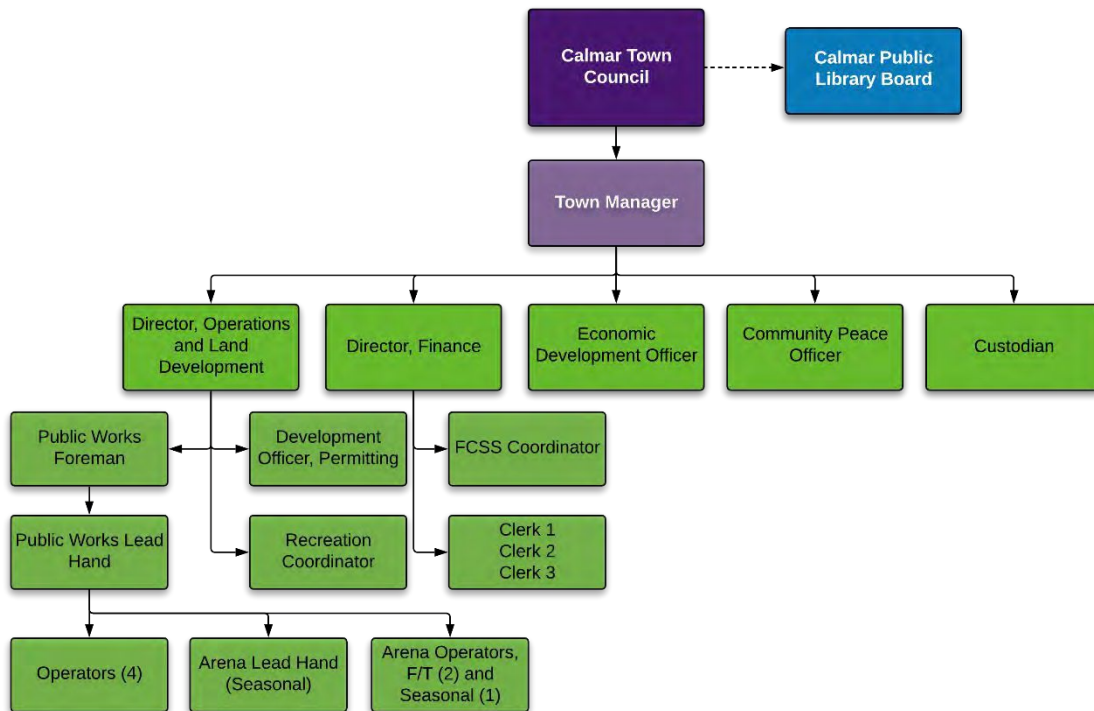
Calmar's priority rankings for 2020-2021 are defined and colour coded as:

- **High Priority** - Work on this strategy must be conducted in fiscal year in order for the goal to be achieved within the scope of this strategic plan. High priorities are highlighted in blue.
- **Medium Priority** - When resources become available after required resources are assigned to high priority strategies, action will be taken on this strategy. Medium priorities are highlighted in grey.
- **Low Priority** - Limited action is expected on this strategy in the current calendar year. Low priorities are not highlighted.

Calmar's Structure Supports the Strategic Plan

Many people will contribute to the successful completion of this Strategic Plan. This chart shows how each of the full-time, part-time, and seasonal roles currently staffed by the town are ensuring that Council's priorities are being completed.

Council has a single employee – the town manager. In turn the incumbent in that role will oversee the rest of the manager and staff roles. This organization chart is designed to be the most efficient way that Calmar deploys the resources that are provided by the citizens, businesses and other funders.



Throughout the tables on the following pages, the term 'Lead Role' is used, indicating the primary point person responsible for implementing the strategy. This list identifies the lead role:

- Council Town Council
- CAO Chief Administrative Officer (Town Manager)
- EcDev Economic Development
- FCSS Family and Community Support Services
- Fin Finance
- Lib Library Board
- P&D Planning and Development
- ES Enforcement Services
- PW Public Works
- Rec Recreation

3.1 Delivering Good Governance

3.1.1 Fiscal Sustainability

Goal: To Ensure the Fiscal Sustainability of the Town		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Engage in financial planning to include reserve funds	Ensure the budget is structured to provide for times of uncertainty
b)	Complete residential subdivisions	Increase our overall tax base
c)	Complete an asset management and capital replacement plan	The Town budgets for repair and replacement of infrastructure prior to its failure and ensures assets are properly allocated.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a reserves policy and identifies optimal balances for each reserve	2020 Q4	Council
b)	Residential assessment grows year over year	2023 Q4	EcDev/P&D
c)	Asset management plan is complete	2021 Q4	PW

3.1.2 Community Alignment

Goal: To Ensure Local Government Aligns with Community Needs	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Leverage online portals to effectively gather, manage, and share information	Information is readily available to the public and community members are kept informed
b) Complete an organizational review	Council and administration are operating as efficiently as possible and any gaps are identified and addressed
c) Review and update all policies and bylaws	All bylaws and governance policies are current
d) Make a budget presentation available to the public and ensure budget formatting aligns with best practices	Community members are aware of the Town's budgetary practices and the budget is properly aligned with best practices.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	At least 75% of survey respondents are very satisfied or satisfied with the accessibility of town information*.	2021 Q3	Rec/EcDev
b)	A completed organizational review is presented to Council for consideration.	2021 Q2	CAO
c)	All bylaws and policies are current	2023 Q4	CAO
d)	Council considers alternative methods of creating its town budgets	2022 Q3	Fin

*This measure relies on the results of a bi-annual resident satisfaction survey.

3.1.3 Collaborative Government

Goal: To Work with Other Orders of Government to Achieve Mutual Benefit.	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Meet regularly with other orders of government	Calmar has constructive regional, provincial, and federal relationships to rely on in the future
b) Understand and respond to issues associated with other order of government that affect Calmar	Council is aware of relevant changes and information from other orders of government

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council members meet at least annually with the Town's MLA and MP and with Leduc County Council	2021 Q4	Council
b)	Quarterly updates about issues that affect Calmar are provided to Council	2022 Q4	CAO

3.2 Thriving Social and Cultural Community

3.2.1 Quality Programs and Services

Goal: To Provide Programs and Services which Enhance the Lives of Residents and Leverage Existing Facilities Effectively	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Increase community awareness of programs and services provided by the town and its partners	Community needs are addressed through programs and services provided by the Town.
b) Plan for a designated youth space in a new arena facility	Provide a space for youth to gather and participate in community programming
c) Partner with community organizations to leverage their existing facility for youth programs	Increase collaboration between youth and seniors
d) Encourage the formation of social clubs	A strong community environment that encourages citizen interaction and overall wellbeing
e) Tie the advisory council to student council	Youth have opportunities to participate constructively in our community
f) Encourage the Library, FCSS, and Protective Services to share resources to cross-promote programs	Create bundled events, increase program diversity for all ages and accessibility groups, and enhance the relationships amongst Town departments and its partners

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	At least 90% of respondents indicate they are aware of some of Calmar's programs and services*	2021 Q3	Rec/EcDev
b)	Council considers where and how to create a youth-focused space in town	2021 Q3	Council
c)	At least one new youth-seniors joint program is either offered or sponsored by the Town	2023 Q4	FCSS/Rec/Lib
d)	FCSS creates a program that acts as an incubator for community clubs and groups	2022 Q3	FCSS
e)	Calmar establishes a youth advisory council to provide their perspective to Town Council	2021 Q4	FCSS/Rec/Lib
f)	At least 60% of town residents make use of town programs each year	2023 Q4	Rec

*This measure relies on the results of a bi-annual resident satisfaction survey.

3.2.2 Engaged Residents

Goal: To Actively Engage with Residents to Increase Community Awareness	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Provide more opportunities for citizen engagement through open houses, town halls, and annual general meetings.	Increased attendance at community informational events
b) Offer Coffee with a Councillor in rotating locations	Increase council's engagement with community members
c) Install highway entrance signs	Increased awareness of the community in the region
d) Webcast live council meetings	Provide an alternative communication platform to reach more community members
e) Provide electronic and hard copy resident satisfaction surveys	Increased feedback received on the resident satisfaction

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	At least 75% of survey respondents are very satisfied or satisfied with the accessibility of town information*	2021 Q3	Rec/EcDev
b)	Coffee with a Councillor program involves all members of Council	2022 Q4	Council
c)	New entrance signs are included in the capital budget	2021 Q4	Council
d)	Council decides whether to webcast its meetings	2020 Q4	Council
e)	Resident satisfaction surveys are launched	2021 Q3	Rec/EcDev

*This measure relies on the results of a bi-annual resident satisfaction survey.

3.2.3 Historical Significance

Goal: To Express Our Unique Cultural Identity and Celebrate Our Rich Cultural History	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Collect records and history for a new edition of the <i>Pioneers and Progress</i> book	Create a comprehensive and up-to-date record of the history of the region
b) Plan a homecoming celebration for 125+1 and future milestone events	Ensure that milestones are commemorated, and that citizens feel proud to be a part of the community
c) Identify and build a community symbol	A unique identifier that expresses the culture of Calmar to the region

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	An updated edition of <i>Pioneers and Progress</i> is published	2022 Q4	Rec/EcDev
b)	Council decides whether to add an annual community celebration into the budget	2021 Q4	Council
c)	Council decides on an appropriate community symbol	2020 Q4	Council

3.3 Making Best Use of Our Environment

3.3.1 Recreational Opportunities

Goal: To Create a Multi-Use Trail System that Promotes a Healthy Lifestyle and Green Urban Living		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Develop a Trails Master Plan	Foster a healthier and more sociable community by connecting amenities and areas of town.
b)	Formulate a long-term Recreation Master Plan	Create recreational opportunities for residents that align with their needs
c)	Develop the Conjuring Creek trail on the west end of Thomas Creek Estates	Complete a community multi-use trail system

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a new Trails Master Plan	2021 Q2	Council
b)	Recreation Master Plan is completed	2020 Q4	Rec
c)	Conjuring Creek trail is in the capital budget	2021 Q4	Fin

3.3.2 Ecological Impact

Goal: To Minimize Our Ecological Footprint		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Develop a waste diversion plan	Establish a composting program
b)	Develop a community recycling plan	Increase the community's overall recycling participation through education
c)	Provide education to community members on the importance of environmental stewardship	Encourage community participation in environmental initiatives
d)	Model good environmental stewardship as a town	Create a local food supply, encourage individual gardening, composting, raising chickens, and canning within the community

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	A plan for a new composting program is presented to Council for consideration	2021 Q2	Rec/EcDev
b)	Participation in recycling programs increases	2022 Q3	PW/P&D
c)	A series of workshops on how residents, businesses and groups can contribute to environmental sustainability launches	2021 Q3	EcDev/Rec/Lib
d)	Council considers a policy on urban agriculture	2021 Q1	EcDev/Rec

3.3.3 Future Development

Goal: To Make Contaminated Land Useable for Future Development		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Apply for available grant money to remediate contaminated sites	Clean up orphan and abandoned wells to ensure land is usable
b)	Find alternative uses for contaminated land	Provide opportunities for recreation such as soccer, football, ball diamonds, dog parks, and campgrounds
c)	Lobby the province for the removal of contaminated soil	Create opportunities for new developments in previously unusable areas

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	90% of respondents are very satisfied or satisfied with the town's action on abandoned and orphaned wells*	2021 Q3	EcDev/Rec
b)	Alternative uses for contaminated land are included in the Recreation Master Plan	2021 Q2	EcDev/Rec
c)	One or more public sector partners assist with remediation of contaminated sites	2022 Q4	CAO

*This measure relies on the results of a bi-annual resident satisfaction survey.

3.4 Diversified Economy

3.4.1 Non-Residential Expansion

Goal: To Build Economic Diversity Through Accessible Non-Residential Development		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Increase the number of industrial and commercial businesses	Diversify the economy and build the non-residential tax base
b)	Be open to innovative models of doing business in town	A range of opportunities will be explored to accommodate a variety of business models. These may include partnerships, co-ops, Municipally Controlled Corporations, Public-Private Partnerships)
c)	Prepare land for future development (shovel ready)	Increased development potential and attractiveness
d)	Increase business because of the multi-modal network in the region	Businesses will be attracted to our community

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	The residential - non-residential tax ratio shifts in favour of non-residential	2022 Q4	P&D
b)	Council considers an innovative economic diversification plan	2021 Q1	EcDev
c)	There is always at least five years of developed non-residential land available for immediate use	2023 Q4	P&D
d)	Calmar actively participates in regional economic development	2023 Q4	EcDev

3.4.2 Residential Development

Goal: To Provide Support for Residential Development that Reflects the Needs of Our Community		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Consider internet as an essential utility for business growth	Ensure businesses and residents have access increased connectivity, more reliability, and greater bandwidth
b)	Create property tax incentives for accessible housing	Business will have access to a local labour force, increasing both the residential and non-residential tax-base
c)	Develop a plan to attract attainable housing options	Provide housing options for moderate income individuals and families

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Economic development plan includes a plan for increasing choice and bandwidth in internet service provision	2021 Q1	EcDev
b)	Council considers tax options that will help attract a wide diversity of housing types	2022 Q3	P&D
c)	Calmar hosts an attainable housing symposium and invites regional partners	2022 Q2	EcDev

3.4.3 Practical Development Processes

Goal: To Streamline the Development Process as a way to Encourage Growth in the Industrial, Commercial, and Residential Sectors		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Identify to developers where town infrastructure is located/planned	Maximized development potential will lead to effective infrastructure planning
b)	Develop flexible development and design standards	Increase developer interest by reducing the costs to develop
c)	Create a tax incentive program and business incubator program	Non-residential assessment growth
d)	Streamline the permitting process	Developers will be able to build businesses faster and spend less time waiting for permits
e)	Purchase land for future development potential	The ability to determine the best overall options for development

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Municipal Development Plan and Area Structure Plans are all current and reviewed regularly	2023 Q4	Council
b)	Calmar adds at least two net new businesses each year	2023 Q4	EcDev
c)	Council considers a business incubator program	2022 Q1	EcDev
d)	Permitting timelines are as short as possible while still providing required due diligence	2022 Q4	P&D
e)	Calmar maintains at least 20 years of land suitable for residential and non-residential development.	2023 Q4	P&D

4. Conclusion

The pages of Calmar's 2020-2024 Strategic Plan provide a roadmap that was developed by the Town's elected officials and Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the Town operates is always shifting. In response, the Town's plans also must change to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

4.1 Creation Credits

The following individuals participated in the initial creation of this strategic plan. Their contributions are significant and vital.

Members of Council

1. Wally Yachimetz, Mayor
2. Terry Balaban, Councillor
3. Krista Gardner, Councillor
4. Keith Froese, Councillor
5. Don Faulkner, Councillor

Members of Administration

1. Kathy Krawchuk, CAO
2. Mike Storey, Director of Finance
3. Graydon Nielson, Public Works Foreman
4. Pasquale Leggio, Community Peace Officer
5. Byron King, Recreation Coordinator
6. Ruth Sider, Development Officer
7. Yvonne Pearson, FCSS Coordinator
8. Michelle Levasseur, Economic Development Officer
9. Susan Parkinson, Library Manager

Professional assistance in working with Council and Administration was provided by:

External Advisors

- Ian McCormack, CMC, Strategic Steps Inc.
- Chris Belke, Strategic Steps Inc.
- Kaitlin Byar, Strategic Steps Inc.

