

Village of Acme

2022 Strategic Planning Report

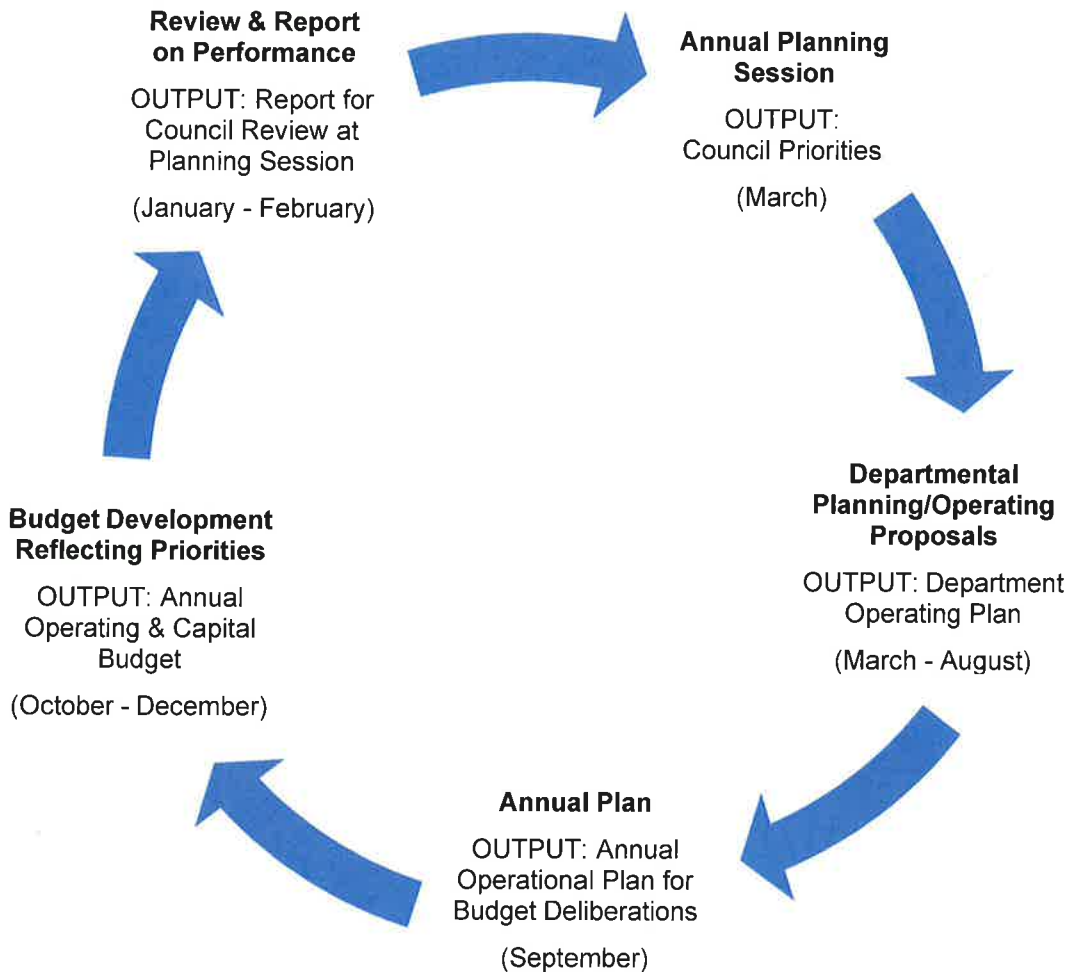


February 2022
Approved March 14th, 2022
Motion # 052-2022

Introduction

The Village of Acme Council held a Strategic Planning Session on February 17th, 2022. The session was conducted by the Chief Administrative Officer (CAO), Gary Sawatzky.

A planning session should be scheduled in 2023 to review and evaluate the plan and make changes as necessary. The annual planning cycle to be implemented from this point forward is illustrated below.



2022 Strategic Plan

The most recent planning conducted by the Village was the strategic planning session held February 17th, 2022. The 2022 plan identified several overarching goals, namely,

- The Village of Acme will proactively maintain and manage all capital assets in a way that: considers current and future needs, manages risks and opportunities, and uses resources wisely.
- The Village of Acme will be proactive in Development both Economic and Residential.
- The Village of Acme will maintain recreational opportunities and continue working with the community partnerships.
- The Village of Acme will collaborate with neighbouring municipalities.
- The Village of Acme will support tourism.
- The Village of Acme will proactively manage its storm water system.

At the 2022 Planning Session, the CAO facilitated an internal assessment of the 2021 goals and related strategies. A status update on the goals is included in Appendix "A". The review revealed areas of progress in a number of the priorities that were established in the 2021 Strategic Plan.

Vision

The Village of Acme will strive to provide excellent services, facilities and other enhancements that are both necessary and desirable for all or a part of the Village. To have a community that is safe and viable and growing.

Mission

The Village of Acme will accomplish our Vision by providing good governance in looking ahead while engaging with the community for what is needed today and into the future.

2022 Strategic Goals and Strategies

The Village of Acme will proactively maintain and manage all capital assets in a way that: considers current and future needs, manages risks and opportunities, and uses resources wisely.

Strategies:

GIS

- Compile asset mapping and condition status into one database for all capital assets.
- Using current GIS data to keep accurate up to date maps.

Policy

- Identify high risk or critical assets.
- Council must consider the desired level of service for each asset. Assess all capital assets to discover condition.
- Identify useful life/remaining service life.
- Create and Revise Asset Management Strategies

Financial

- Identify costs of necessary upgrades and proactive maintenance.
- Design multi-year capital plans and operational budgets to address high risk and critical assets while completing proactive management.
- Manage finances and grants to maximize opportunities for capital projects.

Staff

- Provide relevant training for all Village staff as well as do succession planning.
- Ensure Village office is equipped with the resources and equipment required to operate efficiently.

The Village of Acme will promote Economic Development and Development of Residential and Commercial land.

Strategies:

- Develop Policies and Incentives that encourage Economic Development.
- Proactively maintain and establish available residential and commercial land for development.
- To make it as easy as possible to set up a new business in Acme

Strategies:

- Develop Policies and Incentives that promote residential and commercial development.
- To be proactive in searching out developers to do development

The Village of Acme will maintain recreational structures and will plan for future enhancements to recreational opportunities, engaging partnerships with the community.

Strategies:

- Meet with recreational bodies/service groups to gather information on the developing new recreational opportunities.
- Create a process that encourages individuals and groups to look at new recreational opportunities and a process that will assist in ways to structure financial and in-kind support.
- Look at the long term opportunity of development of Buttermilk Park.
- To look at seasonal recreational opportunities for all seasons.

The Village of Acme will support tourism.

Strategies:

- Be an active partner in local and regional tourism opportunities and market.
- Engage with Downtown business to do an assessment/ evaluation of the median on Main Street.
- Develop a long-term municipal plan for beautification and parks.

The Village of Acme will collaborate with neighbouring municipalities.

Strategies:

Continue to actively participate in the Kneehill Regional Partnership and informal intermunicipal administrative collaboration.

Explore regional opportunities with our neighbouring municipalities

Be active in regional collaboration

The Village of Acme will proactively manage its storm water system.

Strategies:

- Evaluate how storm water drainage paths impact development opportunities, particularly in the Southwest and North Central corner of the Village.
- Develop and manage drainage in the Southwest portions of the Village to ensure storm water is efficiently channeled and stored to provide optimum drainage for future development.

Next Steps

Once the strategic plan is adopted by the Village of Acme Council, administration will complete an action plan for each goal and strategy. The plan will answer the question “Who will do what by when?”

True success in strategic planning is demonstrated by consistent use of the plans as a decision-making tool. This should be evident at all levels of the organization, from staff, administration, Council, stakeholders, and residents. The plan should provide guidance to all and be used as a measurement of progress. Ultimately, all Council decisions and administrations actions should move the Village towards achieving its goals.



Bruce McLeod
Mayor



Gary Sawatzky
CAO

Appendix "A"

2021 Strategic Plan Feb 2021					2022 Strategic Planning Feb 2022					
Legend: Yellow = GIS / Pink = Policy / Orange = Financial / Blue = Operational					Legend: Yellow = GIS / Pink = Policy / Orange = Financial / Blue = Operational					
Strategic Goals	Strategy	Tasks	Status	Action	Strategic Goals	Strategy	Tasks	Status	Action	
1. The Village of Acme will proactively maintain and manage all capital assets in a way that: considers current and future needs, manages risks and opportunities and uses resources wisely.	1a.	Create database/mapping of all capital assets. What do we own? Where is it?	This is a continual process. MRF has begun transferring mapping to digital Jan 2021		Public Works to use GIS for information and data collection	1a.	Provide relevant training for all Village staff as well as do succession planning	Training for certifications, skills and knowledge		Council and Staff
	1b.	Compile asset mapping and condition status into one database for all capital assets.	Current mapping being done in 2021 and ongoing engineers as built to be added		CAO, PW Foreman and Engineers. This task should be added to all contracts and agreements with all engineers	1b.	Ensure Village office is equipped with the resources and equipment required to operate competitively	Budget appropriately for: Technological upgrades as required for the administration. Proper tools for Public Works		Council, CAO, PW Foreman
	1c.	Identify high risk or critical assets	Capital and Operating Budget		Council, CAO, all staff	1c.	Council must consider the desired level of service for each asset.			Council and CAO
	1d.	Council must consider the desired level of service for each asset.				1d.	Assess all capital assets to discover condition	Ongoing- getting current information with regular maintenance and will look at history to accumulate data		CAO and PW Foreman to take the lead
	1e.	Assess all capital assets to discover condition	Ongoing- getting current information with regular maintenance and will look at history to accumulate data		CAO and PW Foreman to take the lead	1e.	Identify useful life/remaining service life	Ongoing - getting current information with regular maintenance and will look at history to		CAO and PW Foreman to take the lead
	1f.	Identify useful life/remaining service life	Ongoing - getting current information with regular maintenance and will look at history to		CAO and PW Foreman to take the lead	1f.	Create and Revise Asset Management Strategies	Create and Revise Asset Management tasks and Procedures		Administration
	1g.	Create Asset Management Policies and Procedures	Participation in Asset Management Cohorts and Opportunities		Council, Administration	1g.	Identify costs of necessary updates and proactive maintenance	Develop and maintain preventative maintenance schedule		CAO and PW Foreman
	1h.	Identify costs of necessary updates and proactive maintenance	Develop and maintain preventative maintenance schedule		CAO and PW Foreman	1h.	Design multi year capital plans and operational budgets to address high risk and critical assets while completing proactive management	Capital and Operating Budget		Council, CAO, Accounting, PW Foreman
					The Village of Acme will proactively maintain and manage all capital assets in a way that: considers current and future needs, manages risks and opportunities and uses resources wisely.					

	1i.	Design multi year capital plans and operational budgets to address high risk and critical assets while completing proactive management	Capital and Operating Budget			Council, CAO, Accounting, PW Foreman
	1j.	Design multi year capital plans and operational budgets to address high risk and critical assets while completing proactive management	Capital and Operating Budget			Council, CAO, Accounting, PW Foreman
	1k.	Design multi year capital plans and operational budgets to address high risk and critical assets while completing proactive management	Capital and Operating Budget			Council, CAO, Accounting, PW Foreman
2. The Village of Acme will maintain recreational structures and will plan for recreational opportunities engaging partnerships with the community.	2a.	Meet with recreational bodies/service groups to gather information on developing recreational opportunities	Evaluate the need for a Village Recreation Committee			Council, CAO, Community
	2b.	Create a policy to structure financial and in-kind support of recreational bodies and teams	Develop policy. Seek to utilize all grant opportunities			Council, CAO, Special Projects
	2c.	Explore options for new recreational opportunities	Focus on BMX track and playgrounds			CAO, Council, Community
	2d.	Preliminary examination of the development of Buttermilk Park	Preliminary work with Alberta Environment			CAO

	1i.	Design multi year capital plans and operational budgets to address high risk and critical assets while completing proactive management	Capital and Operating Budget			Council, CAO, Accounting, PW Foreman
	1j.	Compile asset mapping and condition status into one database for all capital assets.	Current mapping being done in 2021 and ongoing engineers as built to be added			CAO, PW Foreman and Engineers. This task should be added to all contracts and agreements with all engineers
	1k.	Update all Village infrastructure Maps	Use current GIS data to update infrastructure maps			CAO, Public Works
Development- Economic and Residential	2a.	Develop Policies and incentives that encourage new business	For Business, incentives Land incentives and other opportunities			CAO, Accounting Council
	2b.	Development Policies and incentives that promote residential and commercial development.	Look at incentives rather than penalties to insure completion of building project			CAO, Accounting and Council
	2c.	Proactively maintain and establish available residential and commercial land for development	Develop Incentives for Developers			CAO and development staff
	2d.	Proactively search out developers and entrepreneurs	Make it as easy as possible to set up a new business in Acme			CAO

2021 Strategic Plan					2022 Strategic Planning						
1 - Extremely Important	2 - Very Important	3 - Somewhat Important	4 - Not Important		Legend: Yellow = GIS / Pink = Policy / Orange = Financial / Blue = Operational						
3. The Village of Acme will improve operational efficiency.	3a.	Provide and make mandatory relevant training for all Village staff	Training for certifications, skills and knowledge		Council and Staff	The Village of Cme will maintain recreational structures and will plan for future enhancements to recreational opportunities, engaging partnerships with the community.	3a.	Meet with recreational bodies/service groups to gather information on/for developing recreational opportunities	Evaluate the need for a Village Recreation Committee		Council, CAO, Community
	3b.	Ensure Village office is equipped with the resources and equipment required to operate competitively	Budget appropriately for: Technological upgrades as required for the administration. Proper tools for Public Works		Council, CAO, PW Foreman		3b.	Create a process that encourages individuals and groups to look at new recreational opportunities and a process that will assist in ways to structure financial and in-kind support, and teams	Seek to utilize all grant opportunities and make it easy for groups to access grant funding for recreational projects		Council, CAO, Special Projects Regional Grant Writer
							33c.	Explore options for new recreational opportunities	Focus on BMX track and playgrounds		CAO, Council, Community
							3d.	Look at seasonal recreational opportunities	Indoor and outdoor activities		CAO, staff, community and Council
							3e.	Look at the long term opportunity of development of Buttermilk Park	Preliminary work with Alberta Environment and process required to move this to park status		CAO
4. The Village of Acme will collaborate with neighboring municipalities.	4a.	Continue to actively participate in the Kneehill Regional Partnership and informal intermunicipal administrative collaboration.	Collaboration with Regional Partners on agreed upon Projects		Council, CAO	The Village of Acme will promote Tourism and develop the community to be a destination point	4a.	Be an Active partner in local and regional tourism	Engaging in marketing, and promotion		CAO staff
	4b.	Develop a new Municipal Development Plan and Land Use Bylaw considering mutual growth areas and the IDP.	Work with Knee hill County on mutual areas		Council, CAO, Palliser		4b.	Main street revitalization	Engage with Downtown Businesses to do an assessment and develop a plan for downtown revitalization. Ask what is needed?		CAO, Council, Public Works staff Downtown business community
								4b.	Develop a long term municipal plan for beautification and parks.	Parks, Trail Net, walking Paths, green spaces	CAO, Council, Staff, Community

2021 Strategic Planning Report

2021 - Priority Status

Legend: **Yellow** = GIS / **Pink** = Policy / **Orange** = Financial / **Blue** = Operational

Strategic Goals	Strategy	Tasks	Status	Action
1. The Village of Acme will proactively maintain and manage all capital assets in a way that: considers current and future needs, manages risks and opportunities and uses resources wisely.	1a.	Create database/mapping of all capital assets. What do we own? Where is it?	This is a continual process. MRF has begun transferring mapping to digital Jan 2021	Public Works to use GIS for information and data collection
	1b.	Compile asset mapping and condition status into one database for all capital assets.	Current mapping being done in 2021 and ongoing engineers as built to be added	CAO, PW Foreman and Engineers. This task should be added to all contracts and agreements with all engineers
	1c.	Identify high risk or critical assets	Capital and Operating Budget	Council, CAO, all staff
	1d.	Council must consider the desired level of service for each asset.		
	1e.	Assess all capital assets to discover condition	Ongoing- getting current information with regular maintenance and will look at history to accumulate data	CAO and PW Foreman to take the lead
	1f.	Identify useful life/remaining service life	Ongoing - getting current information with regular maintenance and will look at history to	CAO and PW Foreman to take the lead
	1g.	Create Asset Management Polices and Procedures	Participation in Asset Management Cohorts and Opportunities	Council, Administration

In early 2021 the bulk of our maps were converted to our GIS system by MRF. This was done with a portion of the FCM grant. This will be an ongoing project never fully completed. We are ahead significantly on our GIS system and are leading the way with Palliser and their GIS program.

Asset mapping is ongoing and our asset database has been adding a significant number of layers that allow us to track different items. Some examples the layers are curb stops, Seasonal Lighting, Garbage Routes, trees and shrubs, roads, sidewalks, water lines, storm water system, and wastewater systems. When a construction project is completed Urban will add this to our system.

Our High Risk assets are the Water and Wastewater systems. The repair, maintenance and upgrades to these systems will continue to tax our capital and operating budgets. Being proactive in our repairs and maintenance will help in keeping these long term costs down.

The priority of Council will determine the amount of resources that are required to complete that task. As an example if Council determines that all roads need to be kept bare during the winter there would be additional costs for labor and equipment.

Over the past 5 years there has been significant work done to determine the condition of our core capital assets. Studies and reports have been done and many of the recommendations implemented. Energy audits have been done by AMmuni on all public buildings.

This is an ongoing issue and depending on the firm doing the reporting this can have many different outcomes. As we compile the history it lets us know the approximate life span left in the asset. This is an ongoing project.

An asset management policy #2021-01AM was approved on June 16, 2021. Mayor McLeod, CAO and Juanita Waugh participated in an Asset Management Cohort sponsored by Palliser and presented by Urban Systems. Administration has been working on procedures and Strategies.

	1h.	Identify costs of necessary updates and proactive maintenance	Develop and maintain preventative maintenance schedule		CAO and PW Foreman	A preventative maintenance schedule is being developed and we anticipate the first draft of this to be completed by Mid March
	1i.	Design multi year capital plans and operational budgets to address high risk and critical assets while completing proactive management	Capital and Operating Budget		Council, CAO, Accounting, PW Foreman	This is an ongoing requirement to develop a 5 year capital budget alongside the 3 year operating budget. This past year we have done significant work on the accounting ledgers to break out items for easier reporting and easier tracking.
	1j.	Upgrade all water meters in the Village to drive by system	To be completed 2021			This project was initially to be done in 2019. We are now down to 20 or so meters left to install.
	1k.	Manage Finances and Grants to maximize opportunities for capital projects	a. Regular reviews of revenues and expenditures. b. maximize grant opportunities		Council, CAO, Accounting PW Foreman, Special Projects, all staff	We have been able to apply for grants and we have had great success in achieving grants that are relevant to the operations of the community.
2. The Village of Acme will maintain recreational structures and will plan for recreational opportunities engaging partnerships with the community.	2a.	Meet with recreational bodies/service groups to gather information on developing recreational opportunities	Evaluate the need for a Village Recreation Committee		Council, CAO, Community	The playground equipment is an example of this in action. From a concept to a committee to many of the service groups and business groups participating in funding these initiatives
	2b.	Create a policy to structure financial and in-kind support of recreational bodies and teams	Develop policy. Seek to utilize all grant opportunities		Council, CAO, Special Projects	No policy in place yet - general guideline to set aside funds each year for recreation development
	2c.	Explore options for new recreational opportunities	Focus on BMX track and playgrounds		CAO, Council, Community	New recreational opportunities allow us to further engage with the community to get buy in or for community groups to develop a project geared to their interests.
	2d.	Preliminary examination of the development of Buttermilk Park	Preliminary work with Alberta Environment		CAO	The environmental review is assisting us in understanding the area. There have been plans in the past that we should review as part of this look. With the other projects on the go this may be one we set aside for some time and revisit later.

2021 Strategic Planning Report

2021 - Priority Status

1 - Extremely Important	2 - Very Important	3 - Somewhat Important	4 - Not Important
3. The Village of Acme will improve operational efficiency.	3a.	Provide and make mandatory relevant training for all Village staff	Training for certifications, skills and knowledge Council and Staff
	3b.	Ensure Village office is equipped with the resources and equipment required to operate competitively	Budget appropriately for: Technological upgrades as required for the administration. Proper tools for Public Works Council, CAO, PW Foreman
4. The Village of Acme will collaborate with neighboring municipalities.	4a.	Continue to actively participate in the Kneehill Regional Partnership and informal intermunicipal administrative collaboration.	Collaboration with Regional Partners on agreed upon Projects Council, CAO
	4b.	Develop a new Municipal Development Plan and Land Use Bylaw considering mutual growth areas and the IDP.	Work with Knee hill County on mutual areas Council, CAO, Palliser
5. The Village of Acme will support tourism.	5a.	Main street Centre median evaluation	Examine life span of trees and options for the median on Main Street CAO, Council, Community
	5b.	Develop municipal plan for beautification and parks.	Parks, Trail Net, walking Paths CAO, Council, Community
		Evaluate how storm water drainage paths impact development opportunities.	Evaluate work already done and watch the water flows to ensure it is doing what we planned it to do CAO, PW Works,

All staff are current on their certifications. We support ongoing education and training opportunities that allow the staff to enhance their ability to do their job.

The Village administration office is up to date with all of the critical resources needed to do the work. The Public Works is going through a transition as Mark continues to develop as Foreman. There will be conversations and decisions needed as we review our operational equipment to achieve efficiencies and effectiveness. Mark has a different vision of what is critical equipment than Denis had. Be prepared for some fun conversations.

The KRP has gone well this past year and there is a good collaborative spirit among the municipalities. That does not mean that there is always full agreement but the KRP has structured for this. CAO's meet quarterly for a meeting to keep up with what is happening administratively.

In 2021 we did new MDP and over the past year have been working on our new LUB. This will be done in 2022.

Palliser has been a good resource for us on the LUB and on our Development Permits. Palliser is going through a major review of their operations, initiated by themselves. We envision this having a positive effect on our relationship and on the work that we can accomplish.

A grant had been applied for but was denied. This design will need to incorporate the downtown business community.

Green space development, a long term 30 year agreement with TrailNet has been signed with a larger design on walking paths. A design engineer has been contracted for the development of the green space area.

Work and engineering done on Storm water planning has been done and a significant amount of work done on the culverting system. Water is moving in the appropriate way.

6. The Village of Acme will proactively manage it's storm water system.	6a.	particularly in the Southwest corner of the Village			Council, Engineers	Storm Water upgrades to Hwy 806 culvert, including sluice gates, redesign of Davis Street for better flow of storm water.
	6b.	Develop and manage drainage in the Southwest corner of the Village to ensure storm water is efficiently channeled and stored to provide optimum drainage for future development	Ongoing		CAO, PW Works, Council, Engineers	As we look at the Southwest for commercial development some things to consider: storm water ponding area? ??
7. The Village of Acme will be proactive in economic development	7a.	Develop Policies and incentives that encourage Economic Development	For Business, for Developers. Tax incentives Land incentives and other opportunities		CAO, Accounting Council	Juanita Waugh is starting as our Econ Dev person. Work will continue on our policies, practices and advertising/Information.
8. The Village of Acme will be proactive in residential development.	8a.	Development Policies and incentives that promote residential and commercial development.	Look at incentives rather than penalties to insure completion of building project		CAO, Accounting and Council	There are opportunities arising and significant work on zoning and planning are moving forward.
	8b.	Establish an area structure plan for lands north at north end of Village				ASP will be completed in 2022