

Village of **C**remona

Strategic Plan
2013 - 2017

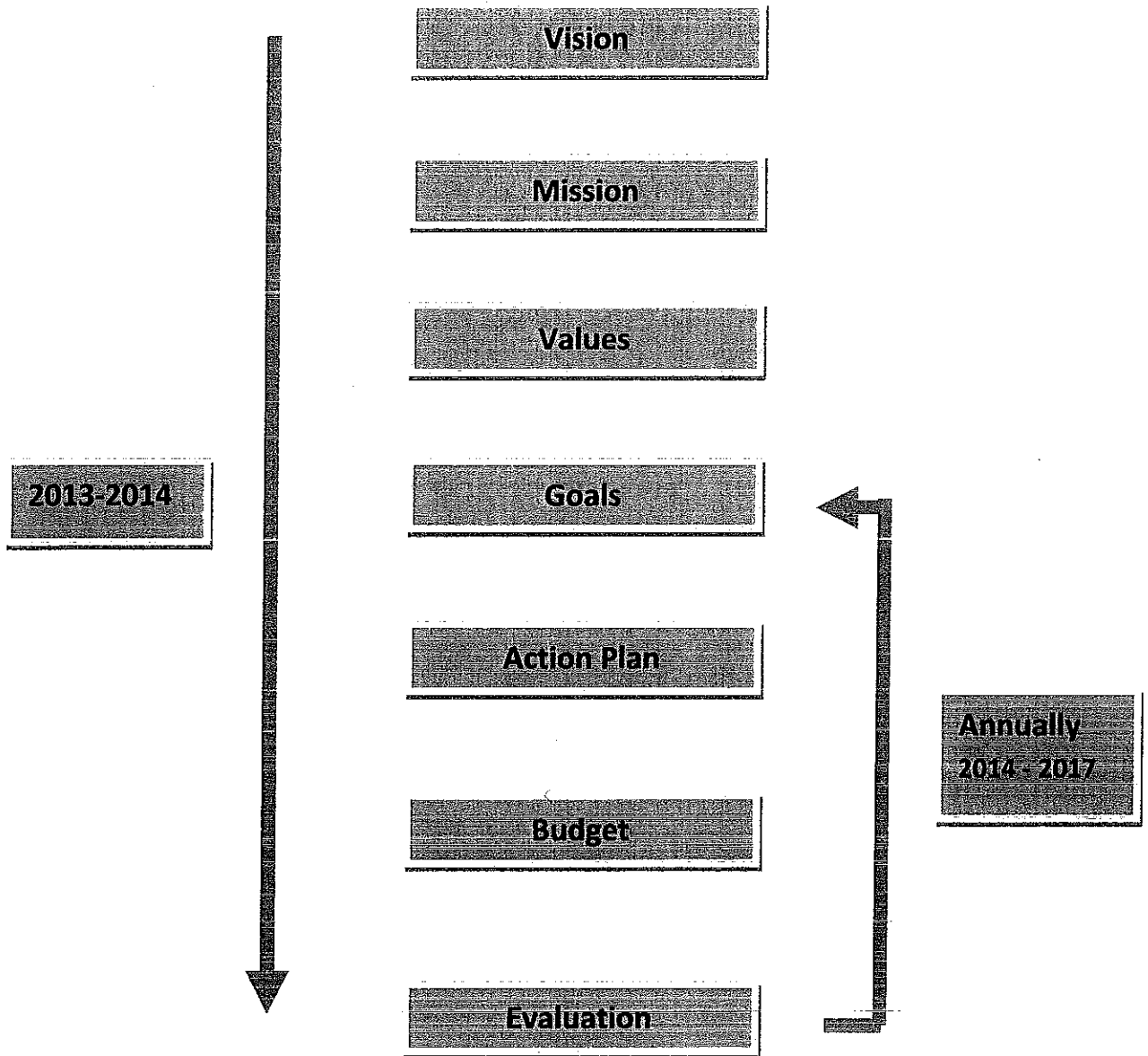
Village of Cremona

Strategic Plan 2013 – 2014

The Village of Cremona Strategic Planning Project was an activity whose purpose was to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It was an effort that produced fundamental decisions and actions that will help shape and guide the operation of the Village over the next four years.

The purpose of this strategic plan is to communicate to the public and to the employees Council's goals for the Village, the actions needed to achieve those goals and all of the other critical elements developed during this planning exercise.

Village of Cremona
Strategic Planning Process
2013- 2017



Vision:

Preserving our small town charm and quality of life, while creating a safe and healthy community for the future prosperity and sustainability of TOMORO

Mission:

To demonstrate a high level of respect to residents and by providing efficient, friendly and open governance.

Values:

- Respect
- Efficiency
- Friendly
- Honesty
- Trust
- Openness

Goals:

1. Set a benchmark of municipal excellence for all Alberta villages by:
 - a. Completing a strategic plan that will guide Council and Administration for the next three years.
 - b. Council and administration to continuing with a review of village bylaws and policies to ensure they are relevant and that they align with the Council's vision for the community.
 - c. Reviewing staffing options that will allow Council to provide adequate service levels while ensuring that staff are available to achieve success completing the Action Plan for the Village of Cremona

- d. Reviewing and putting in place opportunities for effective staff and service resources with the various regional partners and utilizing opportunities that are presented under the Regional Collaboration program.
 - e. Committing to and putting in place a permanent solution to fill the position of Chief Administrative Officer
 - f. Completing job descriptions for all Village employees and put into place a policy to evaluate and enhance the performance of employees.
 - g. Ensuring adequate funding is available to allow for on-going staff training and development opportunities
 - h. Supporting and encouraging community volunteer programs that enhance the community and/or assist Council in achieving the Vision Council has created for the Village
2. Provide sound financial stewardship to the residents of the Village of Cremona by:
- a. Having Council and Administration work with the Village auditors to develop a village amortization policy and ensuring that future Village budgets and variance reports align with this policy
 - b. Undertaking a utility review and begin phasing in utility fees that are consistent with ensuring full cost recovery for the provision of services.
 - c. Council undertakes to develop and follow a policy for Utility Bill Collections, a policy that ensures ongoing and consistent enforcement and collection of utility fees.
 - d. Council and Administration take immediate steps towards appropriate collection of tax arrears up to and including implementation of the property tax recovery process as outlined in the Municipal Government Act of the Province of Alberta.
 - e. Reviewing the mix of residential and non-residential tax rates and align with Council's vision for residential and commercial development.
 - f. Developing an economic development strategy that reflects Council's vision for the Village while demonstrating awareness that economic development is a long and slow revolving program that requires Council to stay true to the plan.
3. Provide safe, efficient and cost effective maintenance and improvements to the Villages infrastructure by:
- a. Council and Administration exploring creative options to provide efficiencies in utility operations.
 - b. Engaging an engineering firm to undertake an infrastructure audit and assessment
 - c. Utilizing the infrastructure audit and assessment to develop a multiyear capital plan detailing projects and revenue sources.
 - d. Completing a signage inventory and bringing forth recommendations for additional and replacement signage.

- e. Developing a program for the replacement and addition of street lighting.
 - f. Developing a policy relative to road maintenance.
 - g. Develop a policy relative to sidewalk repair and maintenance.
 - h. Upgrade and improve the Village parking lot
4. Ensure that the Village of Cremona Council and Administration are providing time sensitive, effective and friendly communication to Village residents by:
- a. Develop a communication plan and policy to establish communication processes and public engagement opportunities
 - b. Have pertinent bylaws and policies available on-line on the Village's website.
 - c. Upgrade and update Village website