

2022
to
2024



RESORT VILLAGE OF
CANDLE
Lake

Resort Village of Candle Lake 2022 – 2024 Strategic Plan Results Report



MANAGEMENT INC.

Expert Advice You Can Count On

Approved November 17, 2022

TABLE OF CONTENTS

INTRODUCTION 3

RESORT VILLAGE OF CANDLE LAKE VISION 2024 3

RESORT VILLAGE OF CANDLE LAKE MISSION STATEMENT 2022..... 3

RESORT VILLAGE OF CANDLE LAKE VALUES 4








COUNCIL PROJECT PRIORITIES 5

2021 -2022 COUNCIL ACCOMPLISHMENTS..... 6

INTRODUCTION

This document represents the results of the Resort Village of Candle Lake strategic planning sessions held on August 24th, 25th and 26th, 2022, at the Community Hall in the Resort Village of Candle Lake (RVCL), Saskatchewan.

The following Council members and staff participated in the session:

-  Mayor Terry Kostyna
-  Councillor Joe Barczai
-  Councillor Debbie Hunter
-  Councillor Shayne Morley
-  Councillor Jon Attig
-  Chief Administrative Officer Brent Lutz
-  Manager of Finance Sheri Carson

Facilitators for the session were Dean Yaremchuk and Larry Lang, Senior Partners, HMC Management Inc.

RESORT VILLAGE OF CANDLE LAKE VISION 2024

“ Being responsive to our community and visitor’s diverse expectations, Council’s focus is to build a cohesive well-managed community.”

RESORT VILLAGE OF CANDLE LAKE MISSION STATEMENT 2022

“ Respecting our unique environment, Council’s purpose is to serve the community, provide leadership and manage growth in the most responsible and sustainable way.”

RESORT VILLAGE OF CANDLE LAKE VALUES

The following represents what Council believes to be the pillars of their decision-making processes.

Transparency

We will conduct all affairs of the Municipality in an open and transparent manner except when prohibited by Provincial legislation.

Fair

In our deliberations, we will strive to ensure that our decisions are fair and consistent for our residents.

Result Orientated

Council believes that their focus is to be decisive on matters placed before them in order to produce results that will benefit the majority of their residents.

Fiscal Responsibility

We balance our financial capabilities with the needs of our residents to ensure long-term growth and prosperity for our community.

Ethical Leadership

Council will conduct municipal business ethically and in a trustworthy and consistent manner to create and maintain a productive culture that will foster organizational and community growth.

Customer Service

We continually strive for excellence in the delivery of municipal services.

Communications

We strive to ensure open, transparent, and clear communication between community residents, businesses, organizations, Council, and employees.

Teamwork

We are committed to working with other governments, businesses, and organizations to provide our residents with quality services. We cannot live in isolation from our municipal neighbours and will work to improve our entire region.

Innovation

We encourage innovation in developing and delivering programs, services, and processes. We anticipate change and capitalize on opportunities that arise.

Respectful

We respect the rights and beliefs of our Councillors, staff, and community and commit to treating them with the highest degree of dignity.

Stewardship

We responsibly manage our unique natural environment and the habitat it provides and will facilitate an organizational culture of sustainable practises.

2022-2024 - COUNCIL PRIORITIES

#	PROJECTS
★	<p>Housing Development Initiate 55+ Seniors Housing Strategy, identify other accommodation options and strive to provide certainty for developers with consistent application of development standards.</p>
★	<p>Emergency and Fire Protection Initiate 10 Year Emergency Services Master Plan to maintain and enhance emergency services.</p>
★	<p>Recreation Rehabilitation of Community Hall, extension of the East Trail and commence implementation of the 20 Year Green Space Master Plan.</p>
★	<p>Municipal Utilities Increase capacity of the East Lagoon through expansion and upgrade, improve Landfill by decommissioning the historic cell and modernizing operations and research opportunities for a potable water source for residents.</p>
★	<p>Planning and Development Review and draft new Official Community Plan and Zoning Bylaw and revise and implement existing Village Bylaws and Policies.</p>
★	<p>Streets and Roads Develop plan for resurfacing existing paved roads in the Village and continuation of the annual road repair and neighborhood drainage program.</p>
★	<p>Operations Improve operational response through staff training and development, replacement and acquisition of equipment and better communication.</p>
★	<p>Commercial Development Improve public signage and highway sign corridor, incent storefront improvements, promote commercial development such as the Bayview Market Square and identify new business opportunities and potential investors.</p>
★	<p>Technology Improve communication through RVCL website, online service tracker and social media advertising, ensure computer data security and explore options for electronic voting in advance of the next municipal election.</p>
★	<p>Administration Enhance customer service with technology and training, continue to evaluate of our organizational structure and job descriptions and review the structure and function of our existing committees to optimize service delivery.</p>

2021 - 2022 COUNCIL ACCOMPLISHMENTS

1. ORGANIZATION DEVELOPMENT

- 1.1. Undertook a comprehensive Organization Review. Engaged with HMC, to conduct a complete review of the governance, administration, and public works structure and roles and responsibilities. Their extensive experience in municipalities across the province was to ensure implementation of “best practices” in the delivery of municipal governance and services to residents of Candle Lake;

2. ORGANIZATION STRUCTURE

- 2.1. Adopted the new RVCL Organizational Structure designed to improve service delivery to customers consistent with “best practices” among municipalities. This organizational change resulted in the establishment of a manager of Planning and Development, and manager of Parks and Recreation

3. PROTECTIVE SERVICES

- 3.1. Undertook a comprehensive review of police and CSO services being provided to the community with a focus on protection and safety, bylaw enforcement, and retention of personnel and services

4. CAO JOB DESCRIPTION

- 4.1. Revised the CAO job description to meet the requirements of the new organizational structure.
- 4.2. Developed a CAO Employment Agreement.

5. MANAGEMENT RECRUITMENT

- 5.1. Recruited and hired new CAO, Public Works Manager, Manager of Planning and Development, and Manager of Parks and Recreation.

6. ADMINISTRATIVE SYSTEMS SHIFT

- 6.1 Established new roles and responsibilities for support staff designed to support management staff, and increase the effectiveness of service delivery
- 6.1. Reviewed and amended Council Procedures Bylaw #02-2016 to reflect a shift to a committee of the whole system whereby Council would ratify by bylaw or resolution, those recommendations from Committee of the Whole at their regular meetings along with other identified areas for modernization.
- 6.2. Prepared an Administrative Bylaw ensuring that the bylaw reflects the organizational changes.
- 6.3. Committed to a Council-CAO form of governance by policy whereby the CAO is recognized by Council as its only employee whose responsibility is to manage the operations, the staff and each department within the approved budget, policies, bylaws, resolutions and guidelines established by Council.
- 6.4. Approved the Governance Policy
- 6.5. Approved the revised RVCL Purchasing Policy.

7. HR SYSTEMS

- 7.1. Approved all required position descriptions to support the new organization structure.
- 7.2. Recruited new CAO,
- 7.3. Recruited Public Works Manager,
- 7.4. Recruited Planning and Development Manager
- 7.5. Recruited Manager of Recreation and Community Development
- 7.6. Implemented consistently formatted monthly written activity reports.

- 7.7. Implemented issues report system which provides Council with written reports with recommendations on all matters before them at Council meetings in order to improve consistency and ease of identifying the issues at stake in any matter before Council and that the reports and other information required by Council for its meetings be provided to Council in accordance with the Procedural Bylaw.
- 7.8. Developed a RV compensation system for all full time and seasonal employees of the RV which would include the CAO position. This would include a hiring grid/range for its out-of-scope employees in order to establish base rates within a hiring category; to provide for an orderly and defensible means for starting wages for newly hired employees and to compensate positions in the organization considering primary duties, skills, abilities and levels of responsibilities in the organization and in relation to the market place.

8. PLANNING

- 8.1. Initiated a Parks, Trails and Greenspace Development Plan
- 8.2. Initiated a Sustainability Plan
- 8.3. Initiated 55+ Housing Study

9. ADMINISTRATIVE DOCUMENTS

- 9.1. Developed comprehensive human resources policies; ensuring compliance with provincial and federal legislation; ensuring compliance is occurring and is reasonably achievable; ensuring content reflects present practise; ensuring policies that are no longer relevant are repealed; ensuring Content reflects current administrative practises; ensuring content reflects current structures.
- 9.2. Negotiated Licensing Agreement for Seniors Room in the Community Hall.

10. FINANCE AND BUDGET

- 10.1. Developed a detailed budgeting process/model for the 2021 Operating and Capital Budget and continued implementation in 2022.
- 10.2. Resolution of RV Site Licensing Challenge
- 10.3. Modernization of Budgeting Process

11. OPERATIONS

- 11.1. Purchased new garbage truck
- 11.2. Purchased Fire department pump truck
- 11.3. Purchase of new CSO Patrol Vehicle
- 11.4. Established program for annual road repairs and neighborhood drainage improvements. Completing repairs in Glendale and Island View neighborhoods in 2022.
- 11.5. Stabilized Lagoon Operations and commenced preplanning for future upgrade and expansion
- 11.6. Resolved compliance issues and commenced the process of decommissioning of historic landfill cell
- 11.7. Grant for Hall renovations approved
- 11.8. West Side Berm and Flood Mitigation Project completed

12. INTERGOVERNMENTAL RELATIONS

- 12.1. Initiated discussions with Parks and RM of Paddockwood regarding use of RVCL infrastructure
- 12.2. Initiated discussion with RM Paddockwood re use of RVCL infrastructure
- 12.3. Commenced Official Community Plan and Zoning bylaw renewal in cooperation with other municipal partners in the Lakeland Planning District Commission