

Organized Hamlet of Crystal Lake Board Work Plan

DRAFT – February 1, 2021

For the period January 1, 2021 – December 31, 2021

For submission to RM of Keys Council for approval/acceptance
and for acceptance at 2021 Crystal Lake Annual General Meeting

Introduction:

The purpose of this Hamlet Board Work Plan for the period January 1, 2021 – December 31, 2021 is to:

1. Provide direction to the Hamlet Board
2. Assist in setting priorities of planned actions
3. Provide a basis for the Annual Budget
4. Communicate the planned work with Crystal Lake ratepayers and the RM of Keys Council
5. Gain approval from Crystal Lake ratepayers and the RM Council to proceed with planned actions
6. Provide a document and opportunity for Crystal Lake ratepayers to provide feedback and direction for the current and future years.

The Work Plan is separated into various key activity areas. As the goal is to function in an integrated manner, some actions will be applicable in more than one key activity area. To avoid duplication, an individual activity is presented only in one key activity area where it is deemed most appropriate.

The Key Activity Areas and Hamlet Board member leads are as follows:

1. Governance – Howard;
2. Finance – Howard
3. Communication - Howard
4. Infrastructure - Don

5. Safety and Liability - Don
6. Environment - Brad
7. Maintenance of Public Areas & Hamlet Assets - Brad
8. Social, Cultural and Recreation -Brad
9. Waste Management/Recycling – Brad
- 10.Economics/Commerce – Don
- 11.Special Projects – Howard
- 12.Partnerships and Relationships - Don

Governance – is the manner in which the Organized Hamlet governs itself, how it is structured, its authorities, responsibilities, decision-making processes and its operation. The Hamlet Board comprises 3 ratepayers who are duly elected at the Annual General Meeting (AGM), each for a four-year term. The terms are scheduled on a rotating basis to ensure a level of continuity from year to year. The positions of Chairperson, Vice Chair and Secretary are determined by the Board members at their first Board meeting following the AGM. The Hamlet Board is not a legal entity. All payments of bills, receipt of revenues and legal dealings are done by the RM of Keys on behalf of the Organized Hamlet of Crystal Lake. The formal structure of the Hamlet Board is that of an advisory group to Council. Of property taxes collected from properties within the Hamlet, 1/3 is retained by the RM recognizing the services provided to the hamlet. The 1/3 retained has no conditions applied to it for general administrative, overhead and operating costs provided to the OH and 2/3 is allocated to a separate Hamlet account for use for Hamlet operations, actions and expenditures.aft

For 2020, following are the specific planned actions:

- **Ensure all current and future Hamlet Board members and any sub-committee members are aware of their roles and responsibilities, applicable policies and bylaws, and RM Code of Conduct and Code of Ethics through the creation of a Hamlet Board/Committee Member Orientation Package that is provided and agreed to by Board and Committee members.**

- Continue to monitor the permanent population and the total taxable assessment of the OH of Crystal Lake as core requirements regarding the feasibility of incorporation of the OH as a Resort Village.
- Work with the Planning Committee, if it is deemed appropriate, to resume the Resort Village Feasibility Study.
- Using the work completed by the By-law Project Committee, formed at the 2016 AGM, finalize the Crystal Lake bylaws and present them to the RM Council for approval.
- Provide the new bylaws, once approved by RM Council, to Crystal Lake Ratepayers and residents via posting on the web site.
- Work with RM Council and Administrator to establish a formal Provision of Services Agreement that is approved and committed to by Council and the Hamlet Board. This Provision of Services Agreement defines the roles, responsibilities and authorities of each party, describes the services that will be provided by each party, the costs for such services and the specific formulas used to determine services and cost-shared expenses.
- Develop conditions and policies under which the Hamlet Board is authorized by Crystal Lake ratepayers to expend funds such as an approved Work Plan and approved Capital Plan. This will be accomplished via motions for newly developed policies at the AGM.
- Develop and communicate to Crystal Lake property owners and the RM of Keys Council, an Organized Hamlet of Crystal Lake position on the re-zoning and proposed Intensive Livestock Operation (ILO).
- Develop and present an Annual Work Plan and Budget to ratepayers for their review, input and acceptance at the AGM. **Provide a draft Annual Work Plan to ratepayers by February 1 for input and comments.**
- Oversee long term planning for the OH of Crystal Lake.
- Building on the Planning Committee work on the Resort Village Feasibility Study, conduct preliminary investigation as to the appropriateness of any alterations to the current OH boundaries. Identify positive and negative impacts to interested residents, the OH and the RM of any alterations to current boundaries. If any alterations are deemed appropriate, feasible and beneficial, develop and present a proposal to Council for any such alterations.

- Investigate and develop a policy for permanent/long-term placement of campers, trailers, RV units and accessory buildings used as additional accommodations.
- **Investigate property tax options beyond the current and traditional system based totally on assessment, such as a minimum tax or base tax or any combination with the SAMA property assessment currently used. Provide the results to the ratepayers with a recommendation.**
- Continue to provide input and be fully engaged in the planned new RM of Keys development bylaws, being created in conjunction with neighbouring RMs.
- **Present new Policy for the Annual Voters' Meeting (AGM) for ratepayers' approval at AGM.**
- **Investigate the opportunity and ratepayer desire to create an on-line voting option**
- **Present new bylaw for Bylaw Enforcement for ratepayers' approval at AGM**
- **Provide a Provision of Service Agreement to the RM by March 1, detailing the services provided by each of the RM and the Hamlet Board and the application of expenses to the hamlet account.**

Finance – is the overall management of funds received and expended on behalf of the OH of Crystal Lake. The annual Financial Statements summarizing Revenues, Expenditures and Surplus (which are held in a Reserve Fund) are prepared by the Administrator of the RM of Keys, reviewed by the Hamlet Board and presented at the AGM. Although the Hamlet Board is not a legal entity, it operates under a level of “assumed” authority for ongoing operational activities and for major expenditures included in the Annual Budget and Work Plan when approved by RM of Keys Council. Any significant expenditures not in the Annual Budget and Work Plan are submitted to Council for approval. For 2020, following are the planned actions:

- **Prepare and present an annual operating budget for general Hamlet operations, capital projects/acquisitions, and for the Community Water**

System service to Council by March 1 and place on the web site as soon as finalized. The Annual Budget is presented at the AGM for acceptance.

- Develop a document clearly explaining the various elements of the Budget and revise the current financial reporting to more accurately reflect revenues and expenditures in specific categories in an easily read format. Post annual financial summaries and budgets on the web site in a timely manner.
- Establish protocol with the RM Administrator to receive and approve invoices for payment by the RM of Keys on behalf of the OH of Crystal Lake prior to the actual payment of such invoices.
- **Present new Policy for the Acquisition of Goods and Services for ratepayers' approval at the AGM.**
- **Present new Policy for the Establishment and Management of Reserve Funds for ratepayers' approval at the AGM.**
- Work with Administrator of RM of Keys to make appropriate, short and/or long-term investments of Reserve funds.
- Work with the Administrator of RM of Keys to prepare financial updates on the annual budget making any changes in forecasts and variances from the budget on a monthly basis starting in June of each year.
- Research and access additional sources of revenues for OH activities and projects such as public programs, sponsorships and grants.
- Develop and present a long-term capital plan for acquisition of equipment and assets
- Investigate individual property tax assessment process to ensure assessment and property taxes are current and accurate.
- Investigate applicability of tax assessments for accessory buildings and seasonal structures and campers that are placed permanently on lots.

Communication – is the manner in which ideas, actions, concerns and happenings impacting ratepayers and residents are shared. In the past, such communication was very challenging as there were no easily accessible means to communicate on a broad basis besides formal mailouts, posters and word-of-mouth. In 2018, the Hamlet Board established its own web site. With the exception of any communication legally requiring an individually addressed and mailed letter, the

web site will be used for all formal and official communication. There is a manner for ratepayers to make submissions and contact, the Hamlet Board within the web site. For 2020, following are the planned actions:

- Prepare and post a minimum of 2 newsletters via the hamletofcrystallake.ca web site providing updates on items and activities pertaining to the Hamlet.
- Prepare and post relevant announcements of events, conditions or actions impacting, or of interest to, ratepayers and residents on an individual case basis.
- Receive and manage enquiries and communication submitted via the web site contact information.
- Advertise and hold the Crystal Lake Annual General Meeting on the second Sunday of July to provide official reports, have open discussion on Crystal Lake opportunities and concerns, and make decisions for action on the same.
- Post Hamlet Board meeting minutes on the web site and submit same minutes to RM Administrator and Division 6 Councillor.
- Have representation, as deemed necessary, at monthly RM Council meetings to ensure the Hamlet Board is aware of discussions and decisions impacting Crystal Lake and to present Hamlet Board requests and positions.
- Develop a policy for presentation at the 2020 AGM detailing acceptable items for posting on the web site.
- Host general public information meetings as deemed appropriate for updates and/or discussion of emerging issues and opportunities and developments.
- **Develop and post a Discussion Paper on Safe Boating Guidelines to encourage resident input on concerns and ideas regarding potential guidelines for boating on Crystal Lake.**
- **Develop and post a Discussion Paper on Use of Municipal Reserves to encourage resident input on concerns and ideas regarding private use of Municipal Reserves.**

Infrastructure - includes all the physical structures and assets within the boundaries of, or managed by, the Hamlet such as the Shop, Maintenance Equipment, Roads, Johnny's Beach Property, Municipal and Public Reserves. Although the Community Water System does not serve all ratepayers, and operates as a user-pay system, it is included within this category for sake of Work Planning. For 2020, following are the planned actions:

- Contract services for snow removal and plowing for 2021-2022 winter season
- Contract the supply and application of gravel on Hamlet gravel roads as deemed necessary.
- **Contract supply and installation of dust control product on gravel roads**
- Contract any required road maintenance (grading) of Hamlet gravel roads
- Remove excess sand buildup at the drainage culvert – **This will require the Aquatic Habitat Protection Permit issued by Water Security Agency.**
- Investigate methods to address loss of beaches adjacent to the drainage culvert
- Acquire required hand, small power tools and equipment to carry out Hamlet maintenance operations
- Identify any emerging and/or future needs or opportunities regarding infrastructure and equipment.

- Community Water System
 - Coordinate the start-up, operation/repairs and shut down of the seasonal Community Water System.
 - Oversee the water treatment and testing of the System.
 - Apply for permit to operate the system as a hygienic, non-potable system for the 2020 season until further direction from subscribers can be obtained.
 - Provide access to potable water as required by Water Security Agency regulations if the system is operated as non-potable.
 - Investigate production of the existing community wells and the treatment system required to satisfy all provincial safe drinking water standards and regulations.

- **Investigate and report on options for acquiring a potable source for the community water system.**
- **Investigate and report on technical and feasible options for a year-round potable water system for the community.**

Safety and Liability – The safety of ratepayers, residents, visitors and employees of the Hamlet is of utmost importance. Along with that, it is imperative to also ensure any potential liability is managed to protect the Hamlet and the RM. For 2020, following are the planned actions:

- Work with Council and Administrator to ensure any individuals working for Crystal Lake are official employees of the RM of Keys for compensation and insurance purposes. Provide a motion to Council for approval.
- Hire, train, direct and supervise a seasonal employee(s).
- Ensure any employee receives proper and relevant training and works in a safe manner.
- Provide all reasonable safety equipment for employees, such as gloves, safety glasses, eye wash station, ear protection etc.
- Provide support to Crystal Lake Fire Department through the acquisition of necessary equipment and supplies
- Identify and remove dangerous trees located on public property.
- Install vehicle speed registers in permanent locations.
- Ensure swimming lesson instructors have required insurance coverage and can act as employees of the RM of Keys.
- Install and remove buoys defining swimming area, as well as boat launch dock and swim platforms.
- Arrange for and ensure snow plow contractor has proper liability insurance
- **Continue to install grip materials on slippery boat launch**
- **Initiate a First Aid/CPR training program for CL firefighters.**

Environment – Crystal Lake is blessed with a very healthy and desirable environment. It is imperative that all the aspects of the Crystal Lake ecosystem including the water, soil, air, flora and fauna are protected in a manner that

ensures its high quality for all current and future generations. For 2020, following are the planned actions:

- In consultation with provincial expertise, investigate and develop an appropriate and relevant short and long-term water quality monitoring programs for Crystal Lake. **This may include an updated bathymetric study and initial water quality sampling.**
- Research and implement efforts to protect the quality of water in Crystal Lake such as the establishment of buffer strips and vegetation along the water edge of public reserves.
- Initiate action on developing an overall Lake Management Plan as identified in past database studies.
- Conduct and report regularly scheduled lake levels during the spring to fall seasons to communicate to residents.
- **Receive and adhere to Operating Procedures from Water Security Agency** for the water control structure to achieve and maintain water levels as directed by the Water Security Agency.
- Confirm the accuracy of the water structure stop log system to the water height mandated by the Water Security Agency.
- Develop and initiate a public awareness effort in regards to protecting Crystal Lake from invasive aquatic species such as zebra mussels.
- Provide pest control (e.g. beavers, mosquitoes, weeds) as needed to provide a safe and enjoyable environment for residents.
- Investigate a tree and shrub management and planting program to ensure the long-term viability, health and diversity of our “lake forest”.
- **Initiate and implement a plan to remove excess deadfall and debris from Municipal Reserves as a means of fire safety prevention and to rejuvenate the lake forest**
- In consultation with provincial and other relevant expertise, continue to fully decommission the old landfill. This will be a multi-year effort as money and appropriate materials are available.
- Initiate an awareness campaign on how residents can protect the Crystal Lake environment, especially the lake.

- Continue to meet with Water Security Agency and other relevant specialists to set in place actions to address the growing weed problem (currently assumed to be Chara) prevalent in the little bay area of the lake.
- Establish a Crystal Lake lakeshore conservation baseline target and report this target at the 2021 AGM.
- **Complete an assessment of the hamlet's environmental footprint and establish a plan to move to a neutral position.**

Maintenance of Public Areas and Hamlet Physical Assets – includes the ongoing maintenance of public areas to ensure they are kept in a healthy, safe, clean and desirable condition for the people of Crystal Lake. This maintenance also includes the regular repair and upkeep of the Hamlet's physical assets such as buildings and equipment. For 2021, following are the planned actions:

- Ensure all municipal and public reserves and areas adjacent to roadways are maintained in a fully satisfactory manner, primarily by regularly mowing and maintaining the grass cover in a healthy state.
- Ensure the beach and adjacent parking area is cleaned on a daily basis during the summer months and on an as-needed basis during other parts of the spring and fall. This includes cleaning of port-a-potties, cleaning litter, emptying garbage bins, raking beach and playground areas,
- Rake, prepare and maintain the volleyball court and horseshoe pits in safe playing condition
- Repair and paint beach equipment including picnic tables and covered shelter
- Check drainage weekly to remove sand buildup-up and any weeds or material blocking the grate
- Remove any deadfall or branches that impede traffic, mowing operations and create unsafe or unsightly conditions.
- Complete regular inventory of shop supplies and replenish as needed
- Create and implement a maintenance schedule for all Hamlet power equipment.
- Acquire materials and equipment to ensure safety of any employees or volunteers.

- Provide direction and supervision of any Hamlet/RM employees.

Waste Management and Recycling – is provided by Parkland Regional Waste Management Authority. Primarily this is the garbage collection and recycling bins currently located at Hamlet Shop, as well as the landfill providing a space for disposal of trees and shrubs. For 2020, following are the planned actions:

- Provide scheduled access to the landfill to residents for the disposal of trees and pruning materials. Typically, this access is Saturdays from mid-May to mid-September.
- Provide scheduled supervision of the landfill to ensure only acceptable material is delivered in the proper location of the landfill.
- Maintain an acceptable number of garbage bins to handle the household waste with scheduling to maintain capacity to handle all household garbage
- Work with Parkland Regional Waste Authority to ensure our recycling efforts are current and to the satisfaction of the Authority.
- Communicate to residents what is and is not recyclable.
- Expand the composting program to reduce the quantity of grass, leaves, tree and shrub materials burned at the landfill. Such composted material could be used for Hamlet beautification or reclamation projects or provided to the residents for use in their landscaping and gardening projects.

Social, Cultural and Recreational – includes any activity, event, structure, equipment and materials that contribute to the overall social, cultural and recreational enjoyment of ratepayers, residents and visitors of Crystal Lake. For 2020, following are the planned actions:

- **Establish a new Recreation Committee with volunteer members to identify, support and pursue opportunities, events, activities to serve the social, recreational and cultural desires of the community.**
- **Provide support (equipment, materials, seasonal employee) to coordinators of the Fun in the Sun event and other events planned by the Recreation Committee.**
- Ensure the volleyball court is in good playing condition

- **Support the Recreation Committee to investigate new and additional recreational opportunities that would increase the enjoyment of Crystal Lake residents such as pickleball courts, basketball court and beach tennis**
- **Work with the Recreation Committee for the management of the bottle drive efforts to raise funds for recreation equipment, facilities and events.**
- **Investigate the acquisition of a roll-in dock to replace the old dock at the boat launch and purchase if feasible.**
- **Support social, cultural and recreational opportunities and events through provision of dedicated core funds to the Recreation Committee.**
- **Support the Recreation Committee in investigating and prioritizing short and long term social recreational and cultural goals.**
- **Purchase and install a new roll-in dock at boat launch**

Economics/Commerce – is the current and future economic viability of Crystal Lake. As primarily a retirement and recreational community, economic activity is not currently a high priority but rather is driven by opportunities or constraints recognized by entrepreneurs and the marketplace. For 2020, following are the planned actions:

- Follow up meeting with Board of the Trident Church Camp to see if there is any assistance that the OH of Crystal Lake could provide to ensure the camp's long-term viability and for potential access and use of Camp facilities.

Special Projects – provides an opportunity for individuals and/or groups within Crystal Lake to identify, develop and pursue projects/events that will contribute to the overall quality of life for the people of Crystal Lake. Special Projects recognize that individuals and groups will have ideas beyond the normal activities and events that occur at Crystal Lake in areas including, but not limited, to the Key Activity Areas in this Work Plan. Such ideas could be social or cultural events, recreational facilities, safety initiatives, minor infrastructure projects, environmental efforts, economic actions or any other types of ideas that would generally be supported by the people of Crystal Lake.

For 2020, following are the planned actions:

- Promote and make ratepayers and residents aware there may be forms of assistance available for special projects that improve the quality of life for Crystal Lake ratepayers, residents and visitors.
- Assist potential applicants in developing proposals.
- Develop a method to evaluate (such as a cost/benefit analysis, impact, longevity etc.) submitted project ideas
- Receive and consider support and assistance for special project ideas submitted.
- If acceptable project(s) are received and resources (time, money, equipment, labour) are available, then to approve and support the development of special projects.

Partnerships and Relationships – Crystal Lake and the Hamlet Board do not work and live in an independent world. There are opportunities and needs for the Hamlet Board and the people of Crystal Lake to interact and work with other organizations, governments and agencies for the betterment of all. Planned activities include:

- Attend RM Council meetings as required to better understand Council challenges and priorities.
- **Meet with new Council at Village of Stenen to establish working relationships and shared used of the Stenen lagoon system.**
- **Meet with officials to discuss and identify opportunities for sharing of equipment or contract work with neighbouring communities.**
- Communicate Crystal Lake opportunities, issues, needs and plans with Division 6 Councillor, Administrator and Council as a whole.
- Regularly communicate with Village of Stenen officials in regards to scheduling timely management/operations of the Stenen lagoon system.
- Communicate and share items and information with PARCS, especially new policies and bylaws.
- Attend the annual PARCS convention to share with and learn from other resort-based communities.

- Communicate with Advisory Services and Community Planning of Government Relation Services as needed to ensure the Hamlet Board is meeting all requirements of the legislation and regulations affecting OHs.