



# Municipal Sustainability Plan

October 30, 2008



**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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**Table of Contents**

1.	Town Strategic Planning.....	1
1.1.	Historical Planning.....	1
1.2.	Sustainability.....	1
1.2.1	Definition.....	1
1.3.	MSP.....	2
1.4.	Implementation Process.....	3
2.	Municipal Structure.....	4
2.1.	Our Roles and Responsibilities.....	4
2.2.	Town Organizational Structure.....	5
2.3.	Our Planning Cycle.....	6
3.	Vision and Mission.....	7
3.1.	Our Vision (Our Inspiration).....	7
3.1.1	Vision Foundation – Principles and Values.....	7
3.1.2	Vision Sustainability.....	8
3.2.	Our Mission.....	9
3.2.1	Supporting Values.....	9
4.	Current Situation.....	10
4.1.	General Environmental Overview.....	10
4.2.	Population Base.....	12
4.2.1	Total Population 2001-2006.....	12
4.2.2	Calmar Population by Age Group (2006).....	12
4.3.	Local Construction.....	13
4.3.1	Total Housing Starts.....	13
4.3.2	Value of Building Permits.....	13
4.4.	Labour Force by Industry – 2006.....	13
5.	MSP Pillar Matrix.....	14
6.	MSP Goals, Key Strategies and Key Results.....	15
6.1.	Governance.....	15
6.1.1	Council Advocacy.....	15
6.1.2	Town Financial Stability.....	17
6.1.3	Human Resource Development.....	18
6.1.4	Municipal Sustainability Planning.....	19
6.2.	Culture.....	20
6.2.1	Community Services.....	20
6.3.	Social.....	21
6.3.1	Community Human Resources.....	21
6.3.2	Emergency Services.....	23
6.4.	Economy.....	24
6.4.1	Economic Development and Tourism.....	24
6.5.	Environment.....	26
6.5.1	Recycling Initiatives.....	26
6.5.2	Energy Best Practices.....	27
6.5.3	Infrastructure and Utilities.....	28
6.6.	Implementation Schedule.....	29

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

---

7.	Communications Plan .....	30
8.	Financial Projections (Insert Town 10 year Capital Plan) .....	31
9.	Appendices.....	32
9.1.	Community Feedback .....	33
9.1.1	Response to Survey.....	33
9.1.2	Describing a Sustainable Community.....	33
9.1.3	Economic Growth & Environmental Stewardship .....	34
9.1.4	Social & Cultural Needs .....	35
9.1.5	Engaging Residents.....	35
9.2.	2007 AMA Statistical Return.....	37
9.2.1	General Statistics .....	37
9.2.2	Municipal Finance .....	37
9.3.	SWOT Analysis .....	42
9.4.	Managing Successful Change.....	43
9.5.	MSP Process Participants .....	43

**Abbreviations**

ACRB -	Alberta Capital Region Board
ASP -	Area Structure Plan
AUMA -	Alberta Urban Municipalities Association
CAO -	Chief Administrative Officer
HR -	Human Resources
MSP -	Municipal Sustainability Plan
JMDP -	Joint Municipal Development Plan
LEED -	Leadership in Energy and Environmental Design
MDP -	Municipal Development Plan
MGA -	Alberta Municipal Government Act
MLA -	Member of Alberta Legislative Assembly
MP -	Federal Member of Parliament
OH&S -	Occupational Health and Safety Legislation
Q -	Quarter

## **1. Town Strategic Planning**

### **1.1. Historical Planning**

The concept of MSP planning is similar to strategic planning in that most of the elements or components are part of MSP. Perhaps MSP concentrates more on environmental and community processes, however strategic business planning usually includes these features as well. To some degree, it is to the extent of involvement and amount of time and money that can be allocated to the initial exercise and the annual update of the MSP.

With the October 2007 municipal election, the opportunity presents itself for Council and administration to take stock and assess previous/current planning (e.g. MDP, LUB, infrastructure plans, etc.); consider current and future provincial and national socio-economic environment; and commence the process of updating previous projections and expectations and incorporate the MSP pillars and principles.

Alberta's vibrant economic development over the past three years has stimulated Alberta community development. Current and announced major oil sands related projects are huge and require major forms of support infrastructure for secondary and tertiary business along with community assets of housing, recreation and quality of life. Town of Calmar has shifted and adapted from an agriculture community to a more diverse population that has attracted many commuters. The future challenge is to address sustainability ideals within this population context and to examine ways to improve the overall balance of development classifications, e.g. commercial, industrial, residential.

Calmar is being influenced by the Alberta Northern region economic development and strategizing to determine the extent of impact and participation by the Town within this dynamic environment is not only prudent planning, but also necessary to be proactive in determining human capacity and physical infrastructure necessary for community well-being. Strategizing to determine the extent of impact and participation by the Town within this dynamic environment is an ongoing process to remain conscious of impacts to short and long-term plans.

### **1.2. Sustainability**

#### **1.2.1 Definition**

The World Commission on Environment and Development in 1987 defined Sustainability as follows:

“Meeting the needs of the present generations without compromising the ability of future generations to meet their needs”

In basic terms, this could be expressed as Supply and Demand issues.



### 1.3. MSP

Federal/Provincial/Municipal new deal funding arrangements require strategic planning or MSP to address the *Five Pillars of Integrated Community Sustainability*:

**•Governance:**

- Policy; Leadership
- Sustainability Plan, Growth Management
- Resource Planning – financial, human, capacity
- Inter-municipal initiatives

**•Culture:**

- Community identity
- Recreation, Arts & Culture, Library
- Understanding & Support of Diversity

**•Social:**

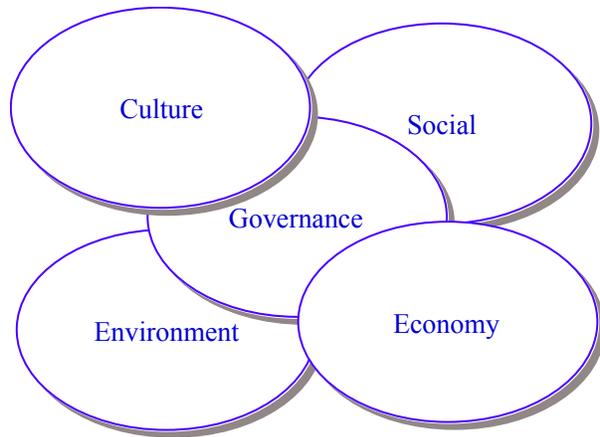
- Communications
- Community well-being; Succession Plan
- Community Services – Emergency, FCSS, Programs, Education, Health

**•Economy:**

- Business and industry mix
- Economic Development, Tourism
- Community financial well-being

**•Environment:**

- Land Use; Housing
- Infrastructure
- Agriculture
- Beautification/Parks



There are fundamentals that propel a community into the forefront of municipal best practices and achieving and/or attaining sustainability. It must know what it wants to become – its *Vision*. It must know what it is prepared to do to achieve the Vision – *resource commitment*. It must know the clients – *target markets*. In addition, it needs to know how it will achieve the Vision – *strategic direction*.

The Town MSP affords the opportunity to conduct strategic planning by undertaking an Environmental Scan, integrating master infrastructure and development plans, addressing Goals and Strategies and adds ten-year financial capital and operating planning to address infrastructure investment and operating results.

## **1.4. Implementation Process**

Town Council and Administration have identified a number of issues and initiatives coupled with MDP, LUB, Community Facility Needs evaluation and infrastructure/development plans. Council and Administration identified and ranked the issues/initiatives forming the basis of strategic initiatives.

The overall capacity of the Town will need to be assessed to address the goals, strategies and action steps that will drive the ten-year financial capital and three-year operating plan. The following are some of the steps to continue with the development of the MSP:

1. Public consultation facilitated for plan input; e.g. light bulb door to door delivery; schools, webpage, community displays.
2. Facilitator incorporates public feedback into draft MSP.
3. Administration completes the ten-year financial forecasts.
4. Council/Administration/Facilitator review second draft of MSP for content and direction.
5. Council ratifies MSP and Administration provides public communication about the plan.
6. Administration will further identify draft bylaws and policies where required to address the initiatives identified by the MSP priorities.
7. Council will review draft bylaws and policies that come forward so that the corporate direction is brought up-to-date and reflect current and future operating practices.
8. Budget processes incorporate MSP direction.
9. MSP reviewed annually thereafter.

# # #

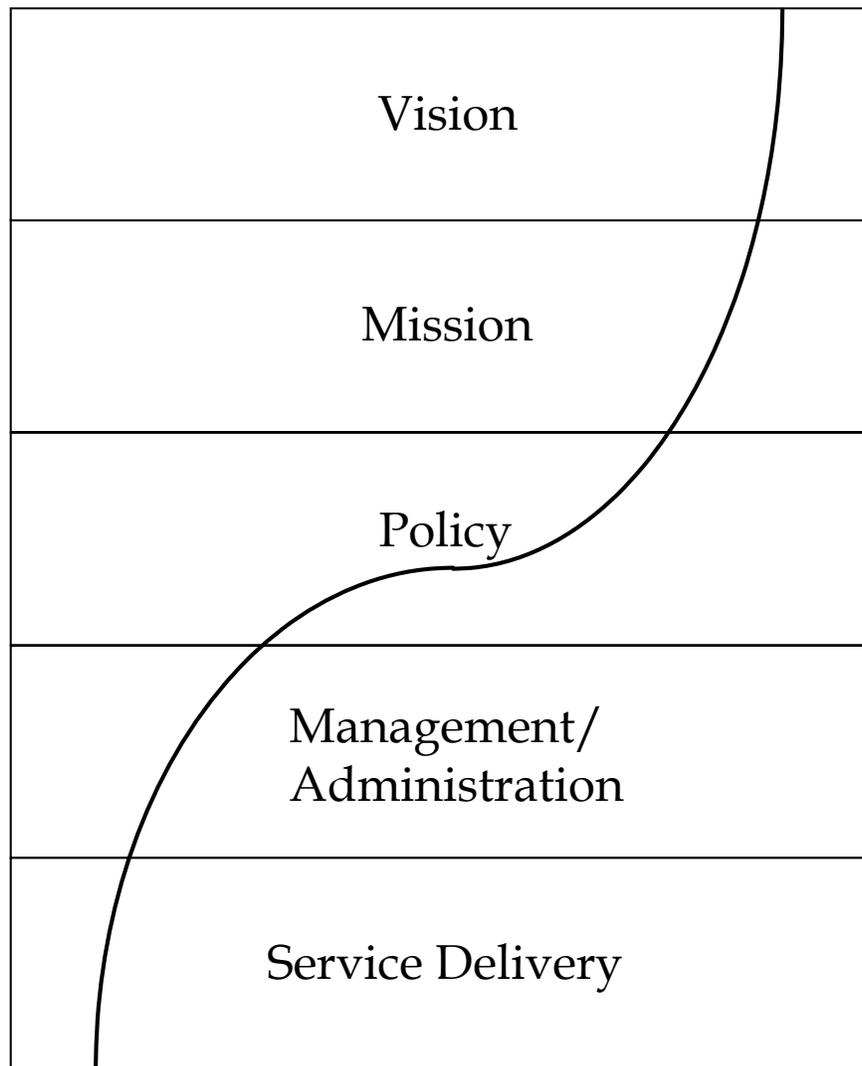
## **2. Municipal Structure**

### **2.1. Our Roles and Responsibilities**

The following Spine Chart provides a visual representation for the responsibility and accountability of municipal roles. A Council or Board should be primarily focused on direction setting of an organization expressed through an MSP, by-laws and policy statements. Council's secondary role is to monitor and evaluate performance of the CAO and service delivery outcomes. CAO and Management's primary role is to manage within the three E's (economy, efficiency and effectiveness) by way of interpreting Council/Board policy and carrying out services accordingly. CAO and Management's secondary role is to facilitate a Council/Board with its strategic direction and articulate policy development for Council/Board.

**Exhibit 2.1.1**

#### **Council/Board's Sphere**

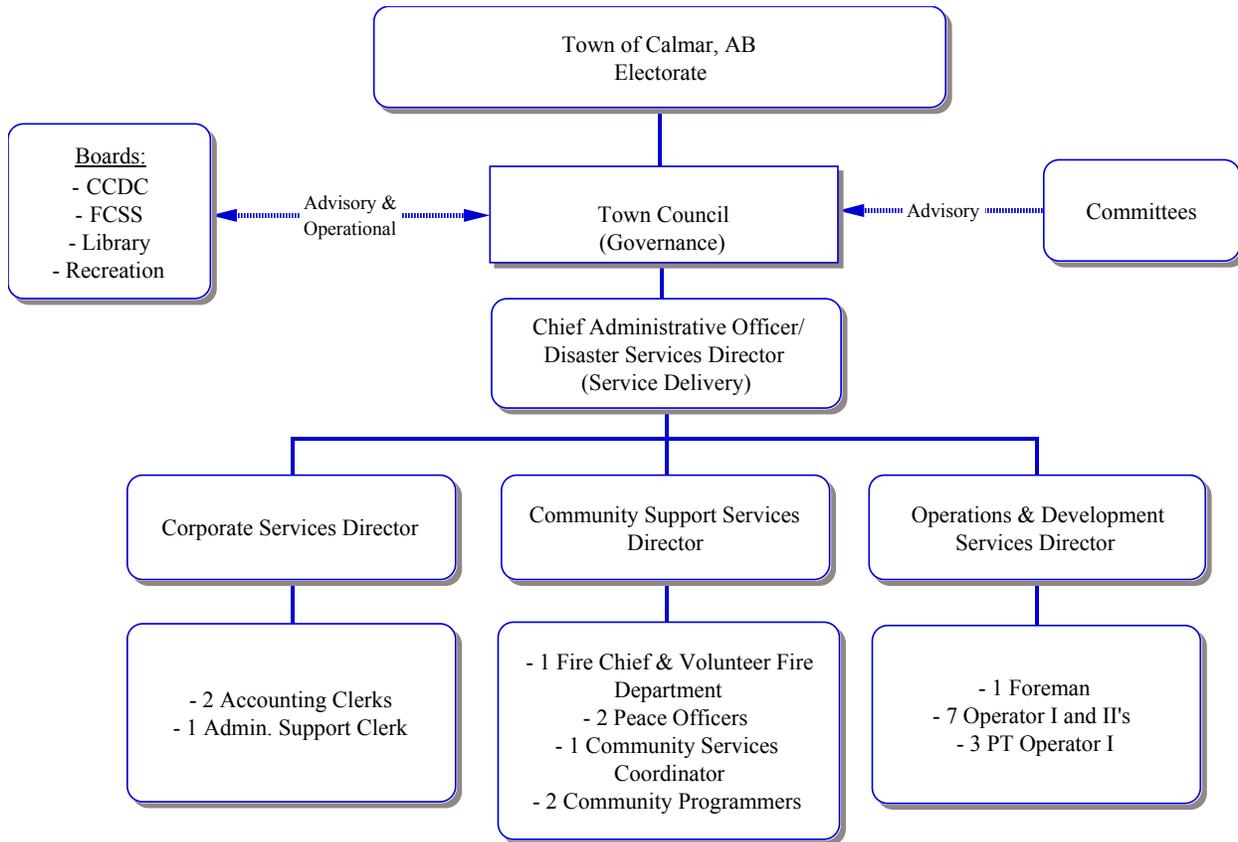


#### **Manager's Sphere**

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**Municipal Sustainability Plan (MSP) –October 30, 2008**

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**2.2. Town Organizational Structure**



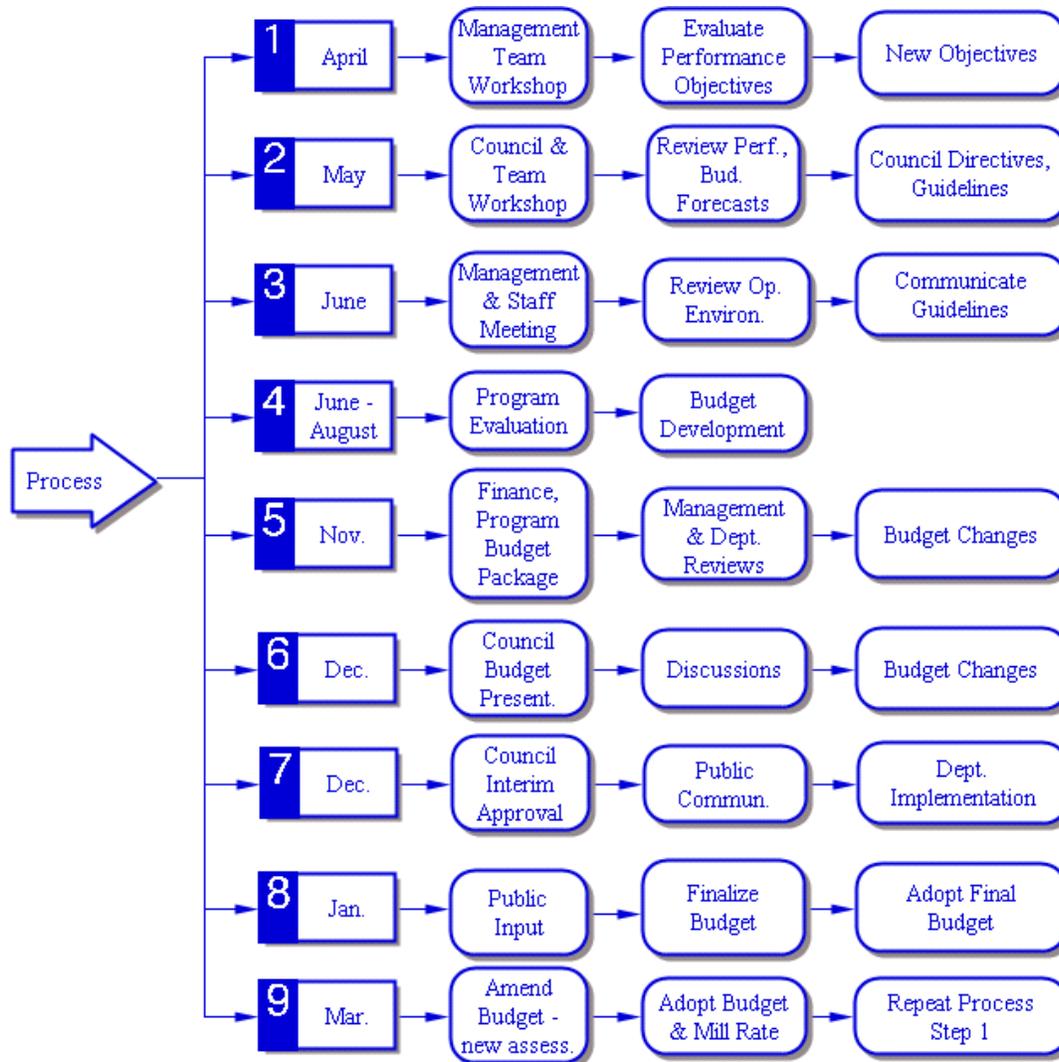
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Municipal Sustainability Plan (MSP) –October 30, 2008**

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**2.3. Our Planning Cycle**

The following chart provides an outline of some of the significant activities for the ongoing review, decision-making processes and milestones related to the MSP and key policy considerations:

**Exhibit 2.3.1**



### **3. Vision and Mission**

#### **3.1. Our Vision (Our Inspiration)**

A long-term picture of where or what the community wishes to be or become. This includes the process of envisioning the future<sup>1</sup>.

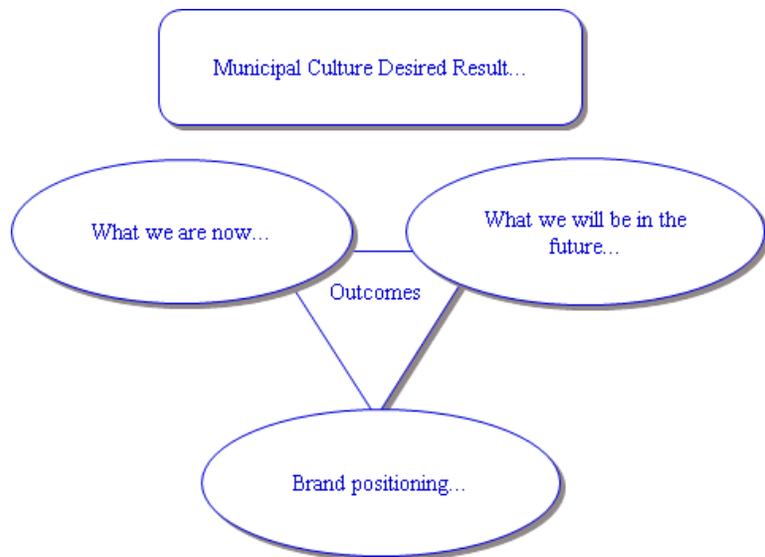
**A safe, caring, welcoming community, striving to be self-reliant and offering a healthy and balanced lifestyle.**

#### **3.1.1 Vision Foundation – Principles and Values**

##### **Exhibit 3.1.1.1**

We believe in:

- Family and community
- Small town atmosphere
- Preservation of environment, culture, heritage
- Community pride
- Sustainability, footprint minimization, balanced development
- Commitment to continuous improvement
- Sustainable services and programs to support residents' needs
- Environmental stewardship



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<sup>1</sup> The Futures-Invention Associates, Denver Colorado, Warren Ziegler

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

**3.1.2 Vision Sustainability**

Calmar as a “Sustainable Community”		
Pillar	Characteristics	Success or Results
<b>Governance</b>	<ol style="list-style-type: none"> <li>1. The Glue</li> <li>2. Strong, united &amp; educated Councils &amp; administration with long-term plans supporting sustainable services</li> <li>3. Adopts less energy consumption policies</li> </ol>	<ol style="list-style-type: none"> <li>1. Transparent, open &amp; viable</li> <li>2. Proactive municipal government developing a strong &amp; viable community with economical operations &amp; services</li> <li>3. Continually striving to become more energy efficient</li> </ol>
<b>Culture</b>	<ol style="list-style-type: none"> <li>1. Value &amp; nurturing individuality balanced with the whole</li> <li>2. Sustainable facilities, recreation &amp; cultural services</li> <li>3. Promotion of healthy life styles</li> <li>4. Balanced mix of people’s ethnic backgrounds, education, trades, etc.</li> <li>5. Active community input and participation</li> </ol>	<ol style="list-style-type: none"> <li>1. Provision of diverse cultural needs</li> <li>2. Financially viable services meeting the needs of all age groups &amp; cultures</li> <li>3. People living in harmony</li> <li>4. Community works within community &amp; promotes the town in which they live</li> <li>5. Resident feedback in planning, design &amp; implementation contributes to community buy-in &amp; ownership</li> </ol>
<b>Social</b>	<ol style="list-style-type: none"> <li>1. Strategies to balance the wants with the needs of community</li> <li>2. Variety of affordable services accommodating &amp; promoting healthy &amp; active community</li> <li>3. Opportunity for people to interact</li> </ol>	<ol style="list-style-type: none"> <li>1. A safe and happy community</li> <li>2. Sustainable levels of service that attracts people to the Town</li> <li>3. People understanding the needs of each other, community, environment</li> </ol>
<b>Economy</b>	<ol style="list-style-type: none"> <li>1. Required to provide for needs</li> <li>2. Addresses basic requirements</li> <li>3. Mixed taxation base</li> <li>4. Escape dependency on hydro carbon fuels</li> <li>5. Financial stability, minimized taxation levels &amp; resources for operations &amp; savings</li> </ol>	<ol style="list-style-type: none"> <li>1. Smoothing of economic cycles</li> <li>2. Remains viable in various cycles</li> <li>3. Cost effective services</li> <li>4. Technology advancements &amp; financial incentives</li> <li>5. Lower than typical property taxes while maintaining services</li> </ol>
<b>Environment</b>	<ol style="list-style-type: none"> <li>1. Direct relationship of healthy people &amp; environment</li> <li>2. A leader in environmental practices e.g. recycling, green spaces, sustainable utilities, facilities</li> <li>3. Environment is safe &amp; left in a static state from generation to generation</li> </ol>	<ol style="list-style-type: none"> <li>1. Clean air, water, lands</li> <li>2. Mixed use neighbourhoods, efficient homes, community participates in &amp; supports recycling</li> <li>3. Use of alternate forms of energy &amp; the restoration of contaminated areas</li> </ol>

### **3.2. Our Mission**

A brief statement capturing what business you are in.

**“Excellence in local government, providing unique and high quality services to all citizens in a balanced sustainable manner”.**

#### **3.2.1 Supporting Values**

- Sustainable service reflects upon the Vision Sustainability successes and results, which mean the Town programs and services, are to address the needs and wants of citizens, however within economical and efficient delivery means.
- Uniqueness of service reflects initiative to be creative and innovative with the inclusion of community voice.
- Planning and developing the Town around sustainability principles while maintaining a small town community atmosphere that is a safe and healthy environment.



**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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## 4. Current Situation

### 4.1. General Environmental Overview

Calmar represents a small town environment of 2,000 people within the Alberta Capital Region. The community is on the fringe of influence of the Capital Region rapid pace of growth and development, yet experiencing some expansion of business and residential development in concert with the 2005-2007 Alberta hot economy.

However, as of 2008, some clouds loom in the Canadian economic forecast. Drilling activity incurred a slow down since September 2006 and the forestry has been plagued with numerous conditions such as the mountain pine beetle, Canada/US dollar parity, US economic recession and closure of forest related plants in Alberta. Still, major oil-sands related industrial activity is anticipated with the related downstream development expected in the Industrial Heartland and Leduc-Nisku regional areas.

The various strengths, opportunities, weaknesses and threats are reflective of how external conditions influence local government investment in infrastructure, programs and services. The following is an overview of some of the SWOT themes:

MSP Pillar	Strengths (Current)	Opportunities (Future)
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Existing municipal services</li> <li>• Human Resources – senior management stability</li> <li>• Planning – long-term &amp; revitalization, MDP, LUB, Offsite levies policy</li> <li>• Progressive Council</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership – proactive vs. reactive; Strive to do better for citizens</li> <li>• HR – succession planning</li> <li>• Planning – shaping the community</li> <li>• Services – improve or enhance</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>• Not-for-profit groups involvement &amp; activity</li> <li>• Recreation – town &amp; regional amenities</li> <li>• Vision - continuation of small town atmosphere</li> <li>• Support of local cultural groups</li> </ul>	<ul style="list-style-type: none"> <li>• Community Facilities – plans for new ones</li> <li>• Marketing – promotion of activities</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Calmar citizens &amp; human resources</li> <li>• Inclusive community</li> <li>• Appreciation of natural surroundings</li> <li>• Safe environment &amp; society</li> <li>• Multiple social services by all levels of government</li> </ul>	<ul style="list-style-type: none"> <li>• Community Groups – inter-alliances, volunteers coming together</li> <li>• Quality of Life – inclusion vs. exclusion</li> <li>• Social Cohesion – working towards a similar end; functional vs. dysfunctional</li> <li>• Social Practices – doing more with less</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Alberta’s strong economy</li> <li>• Developer investment &amp; growth</li> </ul>	<ul style="list-style-type: none"> <li>• Best Practices for sustainable growth &amp; initiatives</li> <li>• Capitalizing upon Alberta resources</li> <li>• Job creation for local residents, especially young adults</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Infrastructure – road, rail, utilities</li> <li>• Open space</li> </ul>	<ul style="list-style-type: none"> <li>• Capitalize upon Port Alberta development</li> <li>• Green initiatives – utilities, buildings, environ.</li> <li>• Long-term land-use planning addressing Town boundary</li> <li>• Recycling programs, waste stream recovery</li> <li>• Regional natural habitat</li> <li>• Scrutinize new developments</li> <li>• Technology</li> </ul>
MSP	Weaknesses (Current)	Threats (Future)
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Finances – growth before municipal tax revenue</li> <li>• Human Resources – employees lack of municipal experience, management stability, attraction &amp; retention</li> <li>• Planning – lack of in the past, or not following through</li> <li>• Fed. &amp; Prov. Regulations – e.g. two highways</li> </ul>	<ul style="list-style-type: none"> <li>• Resources – availability &amp; cost</li> <li>• Sustainability – without growth, can the Town sustain itself?</li> </ul>

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

	<p>through town without town control</p> <ul style="list-style-type: none"> <li>• Limited emphasis upon aesthetically pleasing and organized development</li> </ul>	
<b>Culture</b>	<ul style="list-style-type: none"> <li>• Community - low volunteer involvement; lack of public engagement</li> <li>• Diversity - Little ethnic diversity in the community</li> <li>• Facilities – Lacking or not large enough</li> </ul>	<ul style="list-style-type: none"> <li>• Community - Narrow focused interest groups</li> <li>• Maintaining an active volunteer base</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Commuting community (60% in region)</li> <li>• Public understanding and education, indifference</li> <li>• Transportation – lack of public conveyance</li> <li>• Lack of facilities to support youth activities</li> <li>• Lack of facilities for family recreational activities</li> <li>• Strong economy generates more social pressures</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens - expectations demand for higher level of service</li> <li>• Crime rate- increases</li> <li>• Social Services - needs and keeping pace</li> <li>• Providing existing and new opportunities and activities for residents at a reasonable and acceptable cost to taxpayers</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Cycles - Alberta boom and bust</li> <li>• Industry – lack of commercial &amp; industrial base forcing residents to seek goods &amp; services outside of Calmar</li> <li>• Resources – financial, lack of sufficient resources, lack of economies of scale</li> <li>• Value of currency vs. dollars</li> </ul>	<ul style="list-style-type: none"> <li>• Inflationary pressures &amp; costs</li> <li>• Recession</li> <li>• Community Expectations</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Community - Limits to affect outside changes (multi pillared)</li> <li>• Recycling - existing building too small, inadequate, wrong location; lack incentives to recycle</li> <li>• Resources – exploitation with unsustainable practices</li> <li>• Transportation – regional traffic e.g. to recreation areas</li> <li>• Limited Town research or action about ways to encourage/build sustainable developments and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental – damage, poor practices</li> <li>• Growth – dysfunctional if too fast or inappropriate types, e.g. business, industry</li> <li>• Infrastructure - expansion for growth, money to pay for it</li> <li>• Recession</li> <li>• Recycling – future government regulations, not prepared to handle</li> <li>• Technology – keeping pace with &amp; assessing value of it</li> <li>• World wide - markets, economy, diseases, etc.</li> </ul>



**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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## 4.2. Population Base

### Total Population

Population 2006*	1,992
Population 2005*	1,992
Population 2004*	1,902
Population 2003*	1,902
Population 2002*	1,902
Population 2001**	1,905
Population 1996**	1,797
Population 1991**	1,225
Population % change 1991-1996	31.83%
Population % change 1996-2001	5.67%
Population % change 2001-2006	4.37%

\* Source: Official Population List, Alberta Municipal Affairs

\*\* Source: Statistics Canada Census

### 4.2.1 Total Population 2001-2006

Characteristics	Town of Calmar	Alberta
Population in 2006	1,959	3,290,250
Population in 2001	1,905	2,974,807
2001 to 2006 population change (%)	9.7%	9.0%

\* Source: Statistics Canada

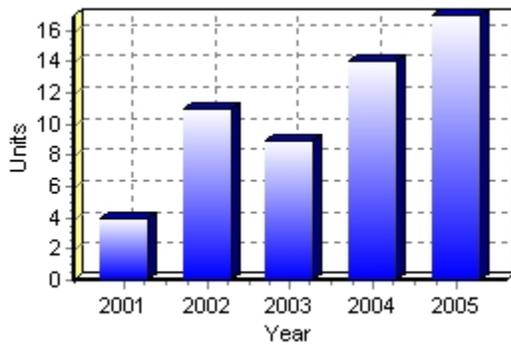
### 4.2.2 Calmar Population by Age Group (2006)

Characteristics	Town of Calmar
Total – All persons	1,959
Age 0-4	140
Age 5-14	315
Age 15-19	155
Age 20-24	125
Age 25-34	265
Age 35-44	315
Age 45-54	280
Age 55-64	194
Age 65 and over	170

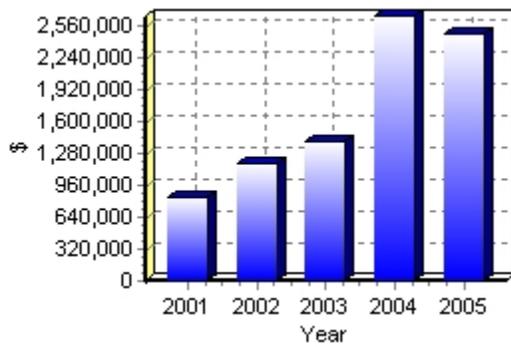
\* Source: Statistics Canada

**4.3. Local Construction**

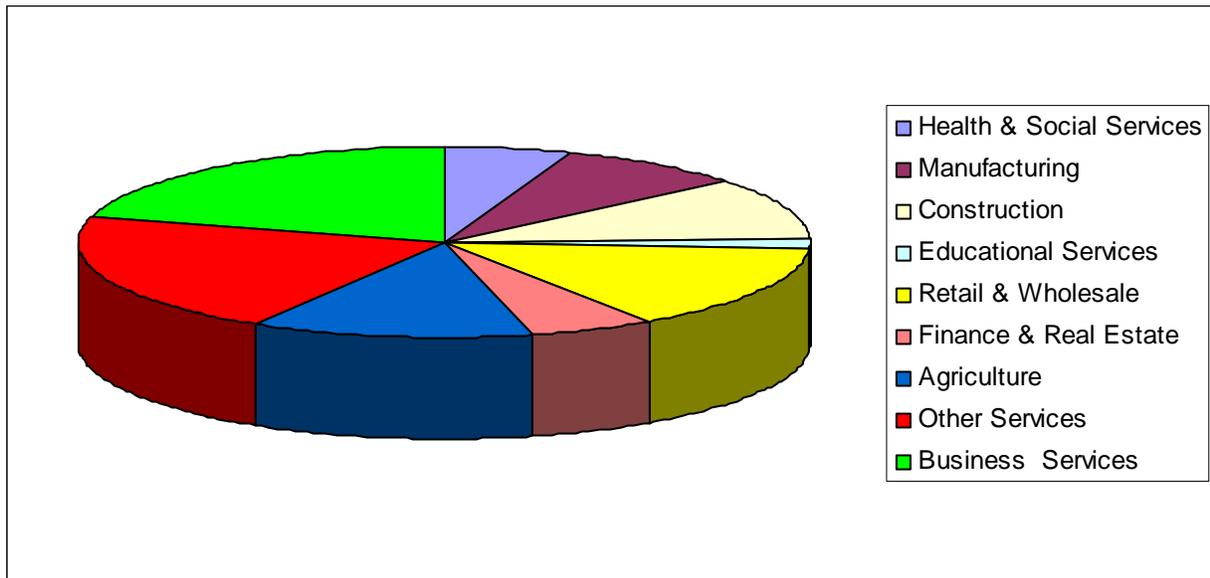
**4.3.1 Total Housing Starts**



**4.3.2 Value of Building Permits**



**4.4. Labour Force by Industry – 2006**



\* Statistics Canada

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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**5. MSP Pillar Matrix**

The following table represents integrated planning pillars connected to the Goals and Strategies. "Primary" means the key pillar of responsibility, while "Affiliated" means there is a close relationship and connection to another pillar(s).

**Table 5.1**

#	Town Goal/Strategy Primary [▲]; Affiliated [☺]	MSP Pillar				
		Gov	Cult	Econ	Envir	Social
<b>6.1</b>	<b>Governance</b>					
6.1.1	Council Advocacy	▲	☺	☺	☺	☺
6.1.2	Town Financial Stability	▲	☺	☺	☺	☺
6.1.3	Human Resource Development	▲				
6.1.4	Municipal Sustainability Planning	▲	☺	☺	☺	☺
<b>6.2</b>	<b>Culture</b>					
6.2.1	Community Services		▲			☺
<b>6.3</b>	<b>Social</b>					
6.3.1	Community Human Resources		☺			▲
6.3.2	Emergency Services					▲
<b>6.4</b>	<b>Economy</b>					
6.4.1	Economic Development and Tourism	☺		▲	☺	☺
<b>6.5</b>	<b>Environment</b>					
6.5.1	Recycling Initiatives			☺	▲	
6.5.2	Energy Best Practices		☺	☺	▲	☺
6.5.3	Infrastructure & Utilities	☺			▲	



## **6. MSP Goals, Key Strategies and Key Results**

Major Goals are broad statements of what needs to be accomplished. These must relate to the Vision and overall Town direction. Key Strategies address: What will the Town do to accomplish the Vision and the Major Goals and create long-term sustainability?

### **6.1. Governance**

#### **6.1.1 Council Advocacy**

**Goal: To annually pursue initiatives involving Town lobby, advocacy and public relations to improve government, inter-municipal and the well-being of the Town and/or region.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Pursue inter-municipal collaboration and partnerships to maximize economical service delivery for the Town.	a) Collaborative municipal partnerships. b) Improved grant-funding levels. c) Improved efficiency and effectiveness in service delivery.
2. Actively participate in AUMA initiatives such as annual conference, training sessions, submission of resolutions, government representations, etc.	a) Effective utilization of AUMA resources in Town decision making. b) Effective representation of Town issues within the greater Alberta context
3. Pursue regular contact and relationship building with various stakeholders.	a) Representatives are knowledgeable and seek solutions about Town issues. b) Representatives are invited and feel welcome at Council and Town community events.
4. Actively participate in the Alberta Capital Region Board to ensure the Town's issues are known and understood.	a) Town presents well-researched issues and concerns to the Board. b) Board acts in the Town's best interests within the regional context.



**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Pursue inter-municipal collaboration and partnerships to maximize economical service delivery for the Town.	a) The number and type of partner-ship agreements in place. b) Financial results.	3 <sup>rd</sup> Q 2008; 4 <sup>th</sup> Q 2009; Ongoing	Council; CAO
2. Actively participate in AUMA initiatives such as annual conference, training sessions, submission of resolutions, government representations, etc.	a) Members of Council attendance. b) Assessment of Town issues being resolved over a period.	2008; Ongoing	Mayor; Councillors
3. Pursue regular contact and relationship building with various stakeholders.	a) Assessment of stakeholders' positive working relationship and solutions to Town issues.	2008; Ongoing	Mayor; Councillors
4. Actively participate in the Alberta Capital Region Board to ensure the Town's issues are known and understood.	a) Assessment of ACRB effectiveness. b) Assessment of ACRB positive solutions to Town issues.	4 <sup>th</sup> Q 2008; 4 <sup>th</sup> Q 2009; Ongoing	Council Designate



**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

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**6.1.2 Town Financial Stability**

**Goal: To manage the Town’s corporate financial picture within prudent and sound financial management principles.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Develop a 10-year infrastructure capital and 3-year operating funding forecasting model to coincide with MSP.	a) Completion of MSP. b) Financial forecasting model. c) Timely and prudent financial decisions.
2. Complete the Tangible Capital Assets reporting requirements and develop appropriate related policy.	a) Inventory all Town assets: facilities, roads, utilities, etc. b) Better knowledge base to forecast maintenance, replacements and new infrastructure. c) Ability to create new or revised infrastructure policies.
3. Develop a three-year rolling Operating Budget.	a) Forecasting improves financial knowledge. b) Flexibility to adjust for future changes in economy, etc.

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Develop a 10-year infrastructure capital and 3-year operating funding forecasting model to coincide with MSP.	a) MSP includes 10-year financial forecast.	4th Q 2008	CAO; Dep’t. Heads
2. Complete the Tangible Capital Assets reporting requirements and develop appropriate related policy.	a) Financial compliance reporting and auditing. b) Business decisions according to 2008 baseline and MSP.	4th Q 2009	Finance Director
3. Develop a three-year rolling Operating Budget.	a) MSP includes 3-year Operating Budget. b) Business decisions according to Operating Budget.	4 <sup>th</sup> Q 2008	Finance Director

**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

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**6.1.3 Human Resource Development**

**Goal: To develop and update Human Resource Policies to enhance organizational capacity, performance and retention.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Review, amalgamate and update current Personnel Policies to address HR practices, procedures, legal requirements, recognition, compensation and OH&S.	<ul style="list-style-type: none"> <li>a) Application of current day HR best practices.</li> <li>b) Recognition of staff achievements; e.g. long service; safety, performance results, etc.</li> <li>c) Methods of replacing vacancies achieved such as websites, professional associations, etc.</li> <li>d) Enhanced employee-training, apprenticeships, internships, cross-training, coaching and mentoring programs.</li> <li>e) Fire Dep't. initiatives addressed.</li> </ul>
2. Maintain a current employee compensation plan.	<ul style="list-style-type: none"> <li>a) Annual review of salary plan.</li> <li>b) Competitive employee compensation based on performance.</li> </ul>

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Review, amalgamate and update current Personnel Policies to address HR practices, procedures, legal requirements, recognition, compensation and OH&S.	<ul style="list-style-type: none"> <li>a) Completion and implementation of revised HR practices.</li> <li>b) Survey measurement of employees' views.</li> <li>c) Job shadowing</li> <li>d) Apprenticeship roles</li> <li>e) Cross training</li> <li>f) Upward mobility</li> </ul>	<ul style="list-style-type: none"> <li>a) 4th Q 2008</li> <li>b) (b) to (e) Ongoing</li> </ul>	CAO
2. Maintain a current employee compensation plan.	<ul style="list-style-type: none"> <li>a) Employee retention</li> <li>b) Employee attraction</li> <li>c) Satisfied employees</li> </ul>	<ul style="list-style-type: none"> <li>4<sup>th</sup> Q 2009; Annually</li> </ul>	CAO

**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**6.1.4 Municipal Sustainability Planning**

**Goal: To capitalize upon the community’s resources and energy to maintain and build upon the existing capacity that will achieve long-term sustainability.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Maintain the Calmar MSP that addresses the five pillars of sustainability: Governance, Culture, Economy, Environment and Social.	a) Sustainability for Calmar is monitored and evaluated annually. b) MSP provides governance, financial and community leadership direction. c) A Financial Strategy addressing revenue generation, expenditure levels, debt load, taxation implications and sustainability projections.
2. Ensure the MDP and LUB reflect MSP direction, guidance, principles and standards.	a) Land use planning reflects a balance in the MSP pillars; retain small town atmosphere. b) LUB reflects a balance in residential, commercial and industrial development c) Green initiatives result in land use, buildings and facilities. d) Education and marketing strategies addressing public communication.

**Performance Measures** – What benchmark standards, criteria, leading practices, and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Maintain the Calmar MSP that addresses the five pillars of sustainability: Governance, Culture, Economy, Environment and Social.	a) Comprehensive plan encompassing the five pillars of sustainability updated annually.	3 <sup>rd</sup> Q 2008; 4 <sup>th</sup> Q 2009; Annually	Council; CAO
2. Ensure the MDP and LUB reflect MSP direction, guidance, principles and standards	a) MDP and LUB generate green and energy efficient private and public development.	3 <sup>rd</sup> Q 2009; 3 <sup>rd</sup> Q 2010 Town Building Policies & Marketing Strategy	Council; CAO; Dept. Heads.

**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**6.2. Culture**

**6.2.1 Community Services**

**Goal: To maintain a Community Services Master Plan to address community needs and wants on balance within a small town atmosphere.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Maintain an inventory and update of community services assets (facilities, open space).	a) Inventory, general condition assessment, facilities, open space, culture, emergency services b) Inventory of existing recreation, culture & social services; youth, seniors, families.
2. Conduct a feasibility study related to the proposed Community Facility.	a) Community groups and stakeholders engaged. b) Recreation and social space needs and priorities are determined in a fair and equitable manner. c) Funding and contributions are determined. d) Cost/benefit analysis determines sustainability.
3. Develop a diverse special events and festivals program.	a) Community groups and stakeholders engaged. b) Wider range of events attract more visitors to Town; e.g. winter carnival; Mega Market weekend expansion and greater promotion c) Cost/benefit analysis determines sustainability. d) Marketing and communications plan.

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Maintain an inventory and update of community services assets (facilities, open space).	a) 2008 baseline conditions. b) 2008 baseline services	4 <sup>th</sup> Q 2008	Comm. Support Serv. Dir.
2. Conduct a feasibility study related to the proposed Community Facility.	a) Cost/benefit analysis	1st Q 2009	Comm. Support Serv. Dir.; Recreation Board
3. Develop a diverse special events and festivals program.	a) 2008 baseline of special events	4 <sup>th</sup> Q 2009; 4 <sup>th</sup> Q 2010; Annually	Comm. Support Serv. Dir.

**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**6.3. Social**

**6.3.1 Community Human Resources**

**Goal: To evaluate, interpret and facilitate the socio-economic needs and quality of life outcomes of citizens.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Encourage the ongoing assessment and interpretation of changing social needs correlated to healthy choices and sustainability.	a) Understand the key needs that may need to be addressed. b) Consider new or culturally sensitive programs to address the needs; e.g. after school programs; healthy life-styles programs, etc. c) Caring community.
2. Encourage, foster and engage community groups, alliances, partnerships and cultural diversity.	a) Maximize citizen human resource talents and energy through coordinated efforts. b) Volunteers engaged and understand commitments and obligations.
3. Market and communicate community programs and services.	a) Increased participation by citizens in local activities. b) Sustainable and self-sufficient programs, events, activities. c) Healthy lifestyles.
4. Actively pursue ways and means to minimize crime rates to maintain a safe community.	a) Active neighbourhood watch programs. b) Enforcement of town bylaws. c) Caring community.

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Encourage the ongoing assessment and interpretation of changing social needs correlated to healthy choices and sustainability.	a) Annual assessment of community needs.	4 <sup>th</sup> Q 2009; Annually	Comm. Support Serv. Dir.

**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
2. Encourage, foster and engage community groups, alliances, partnerships, and cultural diversity.	a) Increase in partnerships over 2008. b) Increase in volunteers over 2008.	4 <sup>th</sup> Q 2009; Annually	Comm. Support Serv. Dir.
3. Market and communicate community programs and services.	a) Increase in citizen participation in programs – 2008 baseline	4 <sup>th</sup> Q 2009; Annually	Comm. Support Serv. Dir.
4. Actively pursue ways and means to minimize crime rates to maintain a safe community.	a) RCMP and Bylaw Enforcement 2008 Statistics	4 <sup>th</sup> Q 2008; Annually	Comm. Support Serv. Dir.



**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**6.3.2 Emergency Services**

**Goal: To ensure and maintain current emergency services (fire protection, enforcement, disaster management) practices.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Review the current Town Emergency Plan including mutual aid arrangements.	a) Human Resources and equipment needs are addressed (Fire, Police, Bylaw enforcement, animal control). b) Communication technology is addressed. c) Joint agreements maintained with stakeholder municipalities and agencies.
2. Conduct emergency and disaster response exercises.	a) Emergency preparedness is current. b) Risk management is addressed.
3. Complete Fire and Emergency Master Plan.	a) Risks are assessed; preventative and suppression strategies addressed, along with capital requirements. b) Human resources maximized.

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Review the current Town Emergency Plan including mutual aid arrangements.	a) Annual sharing of process, procedures and state of readiness.	4 <sup>th</sup> Q 2009; Annually	CAO
2. Conduct emergency and disaster response exercises.	a) Plan tested and verified to function as intended.	2 <sup>nd</sup> Q 2009 Annually	CAO; Comm. Support Serv. Dir.
3. Complete Fire and Emergency Master Plan.	a) Completed Plan	1st Q 2009	Comm. Support Serv. Dir.; Fire Chief

**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

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**6.4. Economy**

**6.4.1 Economic Development and Tourism**

**Goal: To maintain a framework to represent and promote Town economic development and tourism strategies and initiatives.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Develop economic development initiatives to continue balanced land and business development in Town.	a) Sustainable community (5 pillars). b) Diversified and balanced residential, commercial and industrial tax base. c) Developer partnerships. d) Attract new businesses (e.g. Sobeys/Safeway)
2. Develop a Main Street Revitalization plan.	a) Business and community engaged. b) Higher level of esthetics and diverse services. c) LUB supports Main Street.
3. Promote resource conservation to residents, business and industry.	a) Understanding and value of balancing needs and expectations. b) Resource conservation.
4. Promote and market the community. Brand Calmar as an eco-friendly community.	a) Special events attract visitors to the Town. b) Business base reflects tourism services. c) Branding highlights a community priority.

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Develop economic development initiatives to continue balanced land and business development in Town.	a) 2008 assessment base. b) 2008 land use base.	4 <sup>th</sup> Q 2009; Annually	Economic Development Officer
2. Develop a Main Street Revitalization plan.	a) 2008 streetscape. b) 2008 business inventory	4th Q 2009	Economic Development Officer

**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
3. Promote resource conservation to residents, business and industry.	a) Level of awareness of stakeholders. b) Conservation initiatives	4 <sup>th</sup> Q 2009; Annually	Economic Development Officer
4. Promote and market the community. Brand Calmar as an eco-friendly community.	a) Attendance at community events. b) Number of community based organizations. c) Number of new marketing initiatives.	4 <sup>th</sup> Q 2009, Annually	Economic Development Officer



**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**6.5. Environment**

**6.5.1 Recycling Initiatives**

**Goal: To operate a successful and efficient recycling program while applying best practices principles.**

<b>Key Strategies (We will ...)</b>	<b>Key Results (What do we want to achieve?)</b>
1. Replace the current inadequate recycling facility.	a) Increased operating efficiency and effectiveness. b) User friendly minimizes labour costs. c) Minimize waste going to landfill.
2. Provide waste reduction awareness and incentive programs to the citizens.	a) Informed public makes balanced choices. b) Citizens maximize energy conservation.
3.) Expand hazardous waste disposal system. Educate citizens about disposal procedures	a) Minimize hazardous waste going to landfill b) Informed public use correct disposal procedures
4. Invest in new environmental technology (e.g. Plasma Waste Disposal).	a) Reduced municipal energy consumption. b) Reduced public energy consumption.

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes?

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Replace the current inadequate recycling facility.	Development of a new facility.	4 <sup>th</sup> Q 2010	Op. & Dev. Director
2. Provide waste reduction awareness and incentive programs to the citizens.	Quality and timeliness of communications.	3 <sup>rd</sup> Q 2008; Quarterly	Op. & Dev. Director
3.) Expand hazardous waste disposal system. Educate citizens about disposal procedures.	Reduced contamination of landfill	4 <sup>th</sup> Q 2009	Op. & Dev. Director
4. Invest in new environmental technology. (e.g. Plasma Waste Disposal).	Energy reduction measurements.	4 <sup>th</sup> Q 2010	Op. & Dev. Director

**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**6.5.2 Energy Best Practices**

**Goal: To provide leadership in stimulating all citizens and enterprises to reduce dependency on energy or utilize alternative forms of energy.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Advocate use of low-energy consumption fixtures and technologies in resident’s homes, businesses and town facilities.	a) Reduced energy consumption; e.g. lighting, water, heating. b) Knowledgeable public making balanced choices. c) Connection to long-term MSP 5 pillars
2. Move away from penalty based to a reward based system for reduced energy consumption.	a) Incentives for land and building development b) Incentives for reduced energy consumption

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes.

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Advocate use of low-energy consumption fixtures and technologies in resident’s homes and businesses.	a) Reduction in energy consumption by the Town - 2009 baseline. b) Replacement of lighting, toilets, appliances, fixtures.	a) 5% 4th Q 2009; 10% 4th Q 2010. b) 2009 - 2012	a) Dept. Heads b) Residents, Business, Industry
2. Move away from penalty based to a reward based system for reduced energy consumption.	a) Town rebate program for energy efficiency (i.e. showerheads).	4 <sup>th</sup> Q 2009	a) Dept. Heads b) Residents, Business, Industry



**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

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**6.5.3 Infrastructure and Utilities**

**Goal: To encourage effective development, coordination, improvement and utilization of private and public infrastructure.**

<b>Key Strategies (We will ...)</b>	<b>Success - Key Results (What do we want to achieve?)</b>
1. Encourage and utilize coordinated and energy efficient transportation and utility systems by private and public stakeholders.	a) Application of best practices in the development of all infrastructures. b) Minimize the footprint related to development b) Ensure economical road system. c) Ensure safe water supply and waste treatment.
2. Employ best practices in the maintenance and operations of all Town infrastructures.	a) Minimize cost of annual maintenance. b) Efficient use of new technologies, products and services. c) Demonstrate pride in Town maintenance. d) Research and develop innovative solutions.
3. Research and implement new forms of electricity production for the consumption by the Town as a whole and for feeding the electrical grid e.g. wind, solar.	a) Reduction in Town owned operations e.g. buildings. b) Supply of electricity to residents and commerce. c) ROI on sale of electricity to the grid.

**Performance Measures** – What benchmark standards, criteria, leading practices and/or quality indicators will you apply and use to measure outcomes.

<b>Key Strategies</b>	<b>Performance Measures</b>	<b>Target Result or Time</b>	<b>Lead Role</b>
1. Encourage and utilize coordinated and energy efficient transportation and utility systems by private and public stakeholders.	Employ engineering economical standards. Employ environmental standards.	2008; Ongoing	Dept. Heads
2. Employ best practices in the maintenance and operations of all Town infrastructures.	Unit cost of maintenance. Life-cycle management. Annual budgets.	2008; Ongoing	Dept. Heads
3. Research and implement new forms of electricity production for the consumption by the Town as a whole and for feeding the electrical grid.	Reduced consumption from external sources.	2009; Ongoing	Dept. Heads



## **7. Communications Plan**

How will the Town and/or Department proceed to collaborate with and distribute the MSP? How will you communicate the content and with what action to residents, clients, stakeholders, government, media, partners and others?

The following are the planning steps, which may be modified as feedback is received about the plan:

1. Provide MSP summaries to the public and develop ways to obtain public feedback; e.g. questionnaires, webpage, schools, poster boards, etc.
2. After public feedback is received, incorporate feedback into the plan; review draft with Council/Administration. Council, at this point, may adopt the plan.
3. CAO and department heads include excerpts of the MSP in all reporting to Council.
4. Communicate excerpts of the MSP, where applicable, in government correspondence and reports to connect the MSP strategies to government policy.
5. Communicate excerpts of the MSP to stakeholders, where applicable, to connect MSP strategies to stakeholder interests.



**8. Financial Projections (Insert Town 10 year Capital Plan)**

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**9. Appendices**

9.1	Community Feedback	33
9.1.1	Response to Survey	33
9.1.2	Describing a Sustainable Community	33
9.1.3	Economic Growth & Environmental Stewardship	34
9.1.4	Social & Cultural Needs	35
9.1.5	Engaging Residents	35
9.2	2007 AMA Statistical Return	37
9.2.1	General Statistics	37
9.2.2	Municipal Finance	37
9.3	SWOT Analysis	42
9.4	Managing Successful Change	43
9.5	MSP Process Participants	43

## **9.1. Community Feedback**

### **9.1.1 Response to Survey**

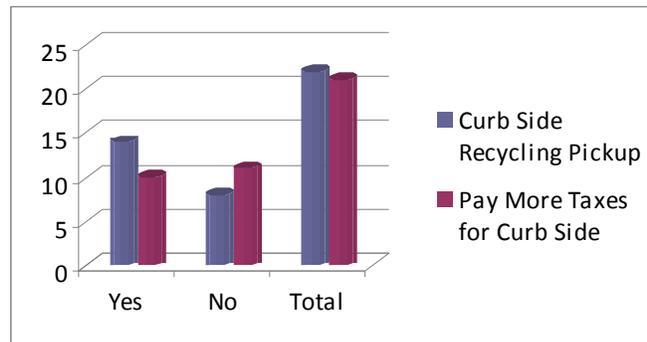
Community feedback engages the expertise of community members to reflect on community values and to discuss innovative solutions that address ways to move the Town toward sustainable development. Calmar Council recognizes community input as an important step in the sustainability process to ensure that the views of Calmar citizens are represented within the plan.

Feedback was sought by:

- hand-delivered questionnaires to every residence through the “Project Porchlight” campaign (July)
- interactive posters at the Post Office, Community Hall and other gathering places
- email link from the Town website
- communication and information presentations between Town personnel and residents at various Town events

Twenty-two residents responded to the “Project Porchlight” questionnaire. Residents were asked two yes/no questions regarding curbside recycling pick up:

1. Would you like to see curbside recycling pick up in Calmar?
2. Would you be willing to pay more in taxes for this service?



63% of respondents favor curbside recycling pick up, with approximately half willing to pay more in taxes.

The discussion following assesses community responses to four open ended questions about municipal sustainability.

### **9.1.2 Describing a Sustainable Community**

The majority of Calmar resident feedback describes a sustainable community as one that is governed by an environmentally conscious Council that makes Town decisions based upon maintaining the infrastructure and enacting governance that will provide for future generations. However, respondents believe careful planning must ensure that change can occur without significant monetary cost to the community.

Sustainability is seen as a community process in which:

- Residents should have an active role in both community input and individual action.
- An education process is necessary to realize the potential of sustainability initiatives.

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

---

Some residents describe sustainability as the ability for a community to be self-sustaining and environmentally responsible, having amenities within the Town to enable residents to rely on Town goods and services. Some suggestions to promote Town self-reliance are to:

- attract more goods and services so Town residents may conduct business within the Town rather than relying upon neighbouring communities for everyday needs (e.g. groceries, shopping, more businesses)
- support and assist the development of community gardens; and
- facilitate opportunities for the sale of local produce

Recycling and reducing garbage output are resident's concerns. A diverse and efficient centralized recycle station may encourage residents to recycle and perhaps lessen the need for curbside recycling pick-up. One resident urged Council to place a ban on burning wood in fire pits.

### **9.1.3 Economic Growth & Environmental Stewardship**

Residents were asked to describe ways the Town might ensure appropriate economic growth and build upon environmental stewardship. Conscientious planning by Town Council is seen as instrumental to address all projects and developments with a future-forward sustainable basis. There were a couple of responses that suggest discouraging further urban development. The following resident suggestions are grouped according to topic:

#### **A. Commerce**

- Scrutinize prospective developments to ensure compliance with Town strategic direction.
- Centralize industrialize development within the industrial park.
- Attract business development to Calmar's core, especially a larger grocery store (e.g. Sobeys, Safeway).
- Provide incentives for companies and homeowners who demonstrate environmental responsibility and stewardship.
- Create sustainability opportunities and brand Calmar as an eco-friendly community.
- Examine current taxation levels and be cautious of unnecessary expenditures.
- Improve community amenities. (e.g. build a swimming pool, bowling alley, walking trails, campground).

#### **B. Technology**

- Encourage environmentally friendly buildings (LEEDS technology) such as solar panel usage.
- Institute a comprehensive recycling program that includes plastics.
- Research the Plasma waste disposal method ([www.plasmawastedisposal.com](http://www.plasmawastedisposal.com)).
- Implement solar and wind powered generator for the Town's power grid.

#### **9.1.4 Social & Cultural Needs**

Residents were asked to identify ways the Town might address social and cultural needs for the future. Responses are as follows:

##### **A. Community Identity & Engagement**

- Focus on what might work best for Calmar (e.g. Mega Market Weekend) and try not to duplicate services provided by other communities.
- Diversify to attract more events.
- Encourage youth to become involved in Calmar sustainability projects.
- Use frequent community polls/questionnaires for feedback.
- Engage seniors as mentors for youth.

##### **B. Eco-Solutions**

- Educate homeowners on how to conserve energy (e.g. efficient heating/cooling system, better insulation & windows, low volume shower heads and water conservation techniques, sustainable lawn and garden care).
- Publish listing of local buyers and others who will take reusable materials.
- Establish hazardous waste disposal system and educate residents about hazard waste disposal procedures and non-toxic products.
- Promote appropriate lawn watering practices, low volume shower heads and rain barrel usage to limit water use.
- Promote waste reduction and recycling.
- Institute community green activities (e.g. farmers markets, community clean-up days, book exchanges, green volunteer group, exercise classes)

##### **C. Amenities**

- Construct a community centre. Suggested functions include a drop-in teen centre, bowling alley, theatre, library, games room and coffee shop.
- Build a multiplex with a fitness centre, pool, rinks and library.
- Offer more recreational activities to residents of all ages.
- Erect lights at the ballpark for winter sport opportunities.
- Build a nursing home.
- Build walking trails.

#### **9.1.5 Engaging Residents**

Regular communication through a variety of means (e.g. Town mail out, website, posters, communication with business and interest groups) is necessary to engage residents to participate in sustainability activities. Residents believe individual participation can occur in these areas:

##### **A. Communication**

- Maintain interest and participate in Calmar activities.
- Respond to surveys and other resident input opportunities. Provide online support and communication.
- Attend programs to learn more about Green Activities.

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**B. Eco- Solutions**

- Embrace recycling and green initiatives.
- Encourage car pools for individuals who work in Leduc and the airport.
- Initiate community child care for working families, perhaps run by seniors.
- Institute a “buddy system” between seniors and youth so youth can provide general yard care and shovelling assistance to seniors.
- Develop community gardens.



**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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**9.2. 2007 AMA Statistical Return**

**9.2.1 General Statistics**

<b>Statistics</b>	<b><u>2007</u></b>	<b><u>2006</u></b>	<b><u>2005</u></b>	<b><u>2004</u></b>	<b><u>2003</u></b>
Population	1,992	1,992	1,992	1,902	1,902
Total Full-Time Municipal Positions	16	16	14	14	14
Total Area of Municipality (Hectares)	223	192	192	192	192
Length of all Open Roads Maintained (Kilometres)	13	12	12	12	12
Water Mains Length (Kilometres)	23	22	22	22	22
Wastewater Mains Length (Kilometres)	26	26	26	26	26
Storm Drainage Mains Length (Kilometres)	5	5	5	5	5
Number of Dwelling Units	772	766	746	744	709

**9.2.2 Municipal Finance**

<b>Revenues</b>	<b><u>2006</u></b>	<b><u>2005</u></b>	<b><u>2004</u></b>
Net property taxes*	\$1,349,967	\$1,123,629	\$1,085,781
Total provincial grants**	519,530	533,952	141,961
Other grants	206,626	206,797	208,314
User fees and sale of goods	1,019,809	1,001,273	1,214,625
Business taxes	0	0	0
Other	406,967	300,476	228,709
<b>Total</b>	<b><u>\$3,502,899</u></b>	<b><u>\$3,166,127</u></b>	<b><u>\$2,879,390</u></b>

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

---

**Expenditures**

General government	\$307,673	\$299,048	\$265,302
Protective services	352,268	334,607	319,308
Transportation and utilities	379,764	327,371	416,936
Environmental use and protection	649,145	627,511	497,120
Health and social care	45,644	44,838	41,376
Planning and development	234,760	145,763	356,109
Recreation and culture	648,719	576,403	487,361
Other***	31,000	0	0

**Total**

\$2,648,973	\$2,355,541	\$2,383,512
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**Excess (deficiency) of**

revenue over expenditures	\$853,926	\$810,586	\$495,878
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**Adjustments:**

Debt principal repayments	\$(232,264)	\$(143,678)	\$(76,220)
Net result of capital transactions	(417,260)	(395,686)	(114,120)
Transfers to capital fund	(83,161)	(282,040)	(302,877)
Transfers to reserves	(65,080)	(8)	(87,014)
Appropriated from operating fund	0	0	0
Other	0	0	0

**Change in operating surplus**

	\$56,161	\$(10,826)	\$(84,353)
Beginning operating surplus	199,153	209,979	294,332
Prior period adjustments	0	0	0
Appropriated to operating fund	0	0	0
Other changes	0	0	0

**Accumulated operating surplus(deficit)**

\$255,314	\$199,153	\$209,979
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*\* Does not include education taxes.*

*\*\* Includes only direct grants paid to the municipality by the province. Not all of these grants are per capita grants based strictly on population. Does not include other provincial government investments or expenditures in the municipality.*

*\*\*\* Includes expenses for excluded functions (Gas and/or Electricity).*

Updated: Jul. 18, 2008 (Alberta Municipal Affairs)

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**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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**Grants & Assessment**

<b>Grants from Municipal Affairs and Housing *</b>	<u><b>2008/2009 to date</b></u>	<u><b>2007/2008</b></u>	<u><b>2006/2007</b></u>
Unconditional Municipal Grants	\$4,888	\$4,888	\$4,888
Municipal Debenture Interest Rebate			\$14
Municipal Sponsorship Grant	\$30,310		\$39,072
Grants in Place of Taxes			
Special Grants	\$50,000		
Fire Services	\$7,526		
Disaster Services			
Municipal Sustainability Initiative Capital	\$303,086		
Municipal Sustainability Initiative Operating	\$80,292	\$11,418	
MSI Strategic Initiatives	\$12,660		
	<u><b>2006</b></u>	<u><b>2005</b></u>	<u><b>2004</b></u>
<b>Debt limit information</b>			
Debt limit	\$4,628,460	\$4,170,662	\$4,230,081
Actual debt	\$3,307,610	\$2,296,774	\$1,842,021
Debt servicing limit	\$771,410	\$695,110	\$705,014
Actual servicing	\$452,679	\$301,910	\$249,515
<b>Reserves</b>	\$446,010	\$639,904	\$509,901
<b>Actual education taxes</b>	\$418,859	\$410,309	\$405,502
<b>Equalized municipal tax rates**</b>	0.0131	0.0117	0.0128
	<u><b>2007</b></u>	<u><b>2006</b></u>	<u><b>2005</b></u>
<b>Equalized assessment</b>			
Residential	\$91,726,788	\$86,182,270	\$74,762,730
Farmland	\$128,840	\$123,260	\$123,260
Non residential	\$7,610,690	\$7,223,540	\$7,112,940
Non-residential linear	\$3,164,500	\$2,815,300	\$2,556,910
Non-residential railway	\$11,350	\$11,150	
Non-res. co-generating M&E			
Machinery and equipment	\$32,720	\$30,940	\$30,940
	\$102,674,888	\$96,386,460	\$84,586,780
<b>Total assessment services cost</b>	\$9,932	\$8,762	\$9,129

\* Grants from the department do not include Housing and Libraries grants. Not all these grants are per capita grants based strictly on population. Does not include other provincial government

**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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investments or expenditures in the municipality.

**\*\* The formula is to divide prior year's Municipal Property Taxes by current year's Total Equalized Assessment.**

Updated: Jul. 18, 2008 (Alberta Municipal Affairs)

**Tax Rate Information**

<b>2008</b>	<b><u>Residential/ Farmland</u></b>	<b><u>Non- Residential</u></b>
Municipal Tax Rate	7.1350	19.1350
Education - Alberta School Foundation Fund Tax Rate	2.1041	3.9500
Education Opted Out Tax Rate		
Allowance For Non-Collection of Requisitioned Taxes		
Seniors Lodge Accommodation Tax Rate	.0284	.0284
<b>2007</b>	<b><u>Residential/ Farmland</u></b>	<b><u>Non- Residential</u></b>
Municipal Tax Rate	9.8530	22.2450
Education - Alberta School Foundation Fund Tax Rate	2.7270	4.8050
Education Opted Out Tax Rate		
Allowance For Non-Collection of Requisitioned Taxes		
Seniors Lodge Accommodation Tax Rate	.0351	.0351
<b>2006</b>	<b><u>Residential/ Farmland</u></b>	<b><u>Non- Residential</u></b>
Municipal Tax Rate	11.1340	24.1710
Education - Alberta School Foundation Fund Tax Rate	3.7330	6.4030
Education Opted Out Tax Rate		
Allowance For Non-Collection of Requisitioned Taxes		
Seniors Lodge Accommodation Tax Rate	.0570	.0570
<b>2005</b>	<b><u>Residential/ Farmland</u></b>	<b><u>Non- Residential</u></b>
Municipal Tax Rate	10.1600	22.0000
Education - Alberta School Foundation Fund Tax Rate	3.9550	7.2320
Education Opted Out Tax Rate		
Allowance For Non-Collection of Requisitioned Taxes		

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**Town of Calmar**  
**Municipal Sustainability Plan (MSP) –October 30, 2008**

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Seniors Lodge Accommodation Tax Rate	.0610	.0610
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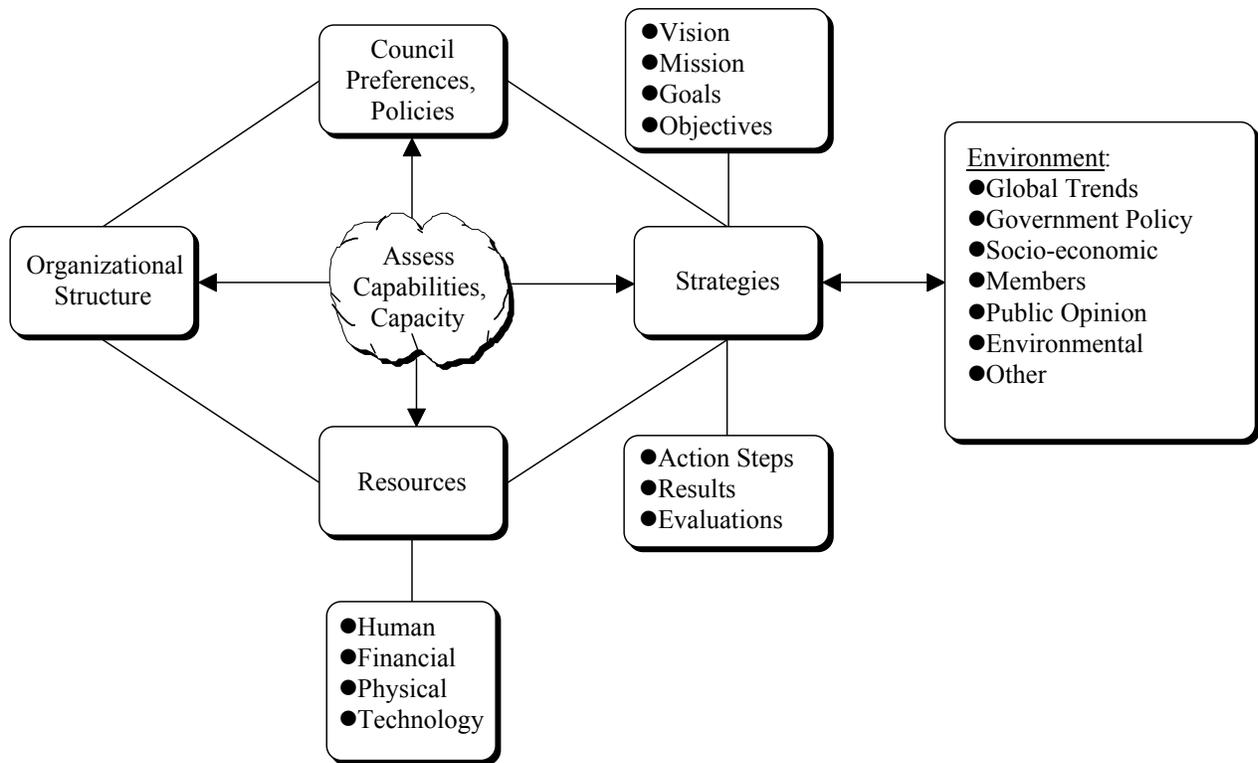
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### 9.3. SWOT Analysis

The following chart represents the environmental scan of influences upon the Town, which leads to the discussion and determination of sustainability Goals and Strategies of the MSP:

**Chart 9.3.1**



**Town of Calmar  
Municipal Sustainability Plan (MSP) –October 30, 2008**

**9.4. Managing Successful Change**

Leading change in any organization is a complex process with many interdependent elements. The following chart demonstrates that five elements must be present and functioning together in order to effectively and efficiently achieve the corporate Vision. If any one is missing, one of five unsatisfactory outcomes can result. If all are functioning, then the desired change will occur (bottom line of the chart). Therefore, capacity and resources are required to bring about community evolution and development in a significant way.

**Table 9.4.1**

<b>Five Success Factors to Managing Complex Change</b>						
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>=</b>	<b>Result</b>
	<b>Skills</b>	<b>Incentive</b>	<b>Resources</b>	<b>Action Plan</b>	<b>=</b>	<b>Confusion</b>
<b>Vision</b>		<b>Incentive</b>	<b>Resources</b>	<b>Action Plan</b>	<b>=</b>	<b>Anxiety</b>
<b>Vision</b>	<b>Skills</b>		<b>Resources</b>	<b>Action Plan</b>	<b>=</b>	<b>Resistance</b>
<b>Vision</b>	<b>Skills</b>	<b>Incentive</b>		<b>Action Plan</b>	<b>=</b>	<b>Frustration</b>
<b>Vision</b>	<b>Skills</b>	<b>Incentive</b>	<b>Resources</b>		<b>=</b>	<b>False Starts</b>
<b>Vision</b>	<b>Skills</b>	<b>Incentive</b>	<b>Resources</b>	<b>Action Plan</b>	<b>=</b>	<b>Change</b>

**9.5. MSP Process Participants**

<p><u>Council:</u> Mayor Kirk Popik; Councillors: Don Bartlett, Laurel Blackmore, Dan Sekora, Cathy Edmunds</p>	<p><u>Administration:</u> Jeanette Donovan, CAO; Ed Melesko, Operations &amp; Development Director; Brent Bachman, Community Support Services Director; Mike Storey, Corporate Services Director; Shelley Graham, Recreation Coordinator; Yvonne Pierson, FCSS Coordinator; Kathy Murphy, Economic Development Officer</p>
<p>Facilitators: Dennis Pommen, Sharon Duke; POMMEN Group</p>	