

# *Town of Raymond*



## *Integrated Community Sustainability Plan*

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## Introduction



This Integrated Community Sustainability Plan has been prepared by the Town of Raymond under the direction of Council. It is the product of public input sessions, workshops, public open houses and strategic planning sessions. This document will provide critical information for decision makers as they govern our community.

Given the stewardship municipalities have to influence, guide, and protect the delicate balance and relationship between our community's culture, economy, environment, governance and social health, decision makers must strategically anticipate the future and develop guiding instruments to aid them. This document is such an instrument. Provincial and Federal funding agencies are making Integrated Sustainability thinking a prerequisite for funding.

This document presents vision, descriptions, priorities, strategies, and implications that will help create our community's future. These components provide a platform from which action planning can take place moving Raymond towards its preferred future.

We use a strategic management to:

- guide our actions and decision making process;
- develop priorities and service delivery plans;
- outline current and future direction;
- link identified priorities to resource allocation;
- provide guidance for emergent situations, ensuring flexibility and responsiveness;
- establish a frame work for accountability and evaluation.

Integrate community sustainability planning broadens our traditional scope. As a Municipal Corporation, we strive to make sound decisions, provide visionary direction and to reflect the needs and desires of the community. This plan will assist us in creating our desired community for all to enjoy.



## Sustainability Planning

**Sustainability Planning** is an opportunity for the Town to proactively address future challenges. It is a guiding framework designed to lead us to a future with a strong economy, a participatory governance model, ecological integrity, a vibrant cultural scene, and strong social cohesion.

It is an opportunity to engage citizens in dialogue about what they value in their community and what they want the future to look like. It is an opportunity to access the wisdom and expertise of community members, to discover innovative solutions that address social, cultural, economic, environmental, and governance challenges today while leaving a positive legacy for future generations.

**Sustainability** . . . living in a way that meets the needs of the present without compromising the ability of future generations to meet their own needs.

*Brundtland Commission, 1987*

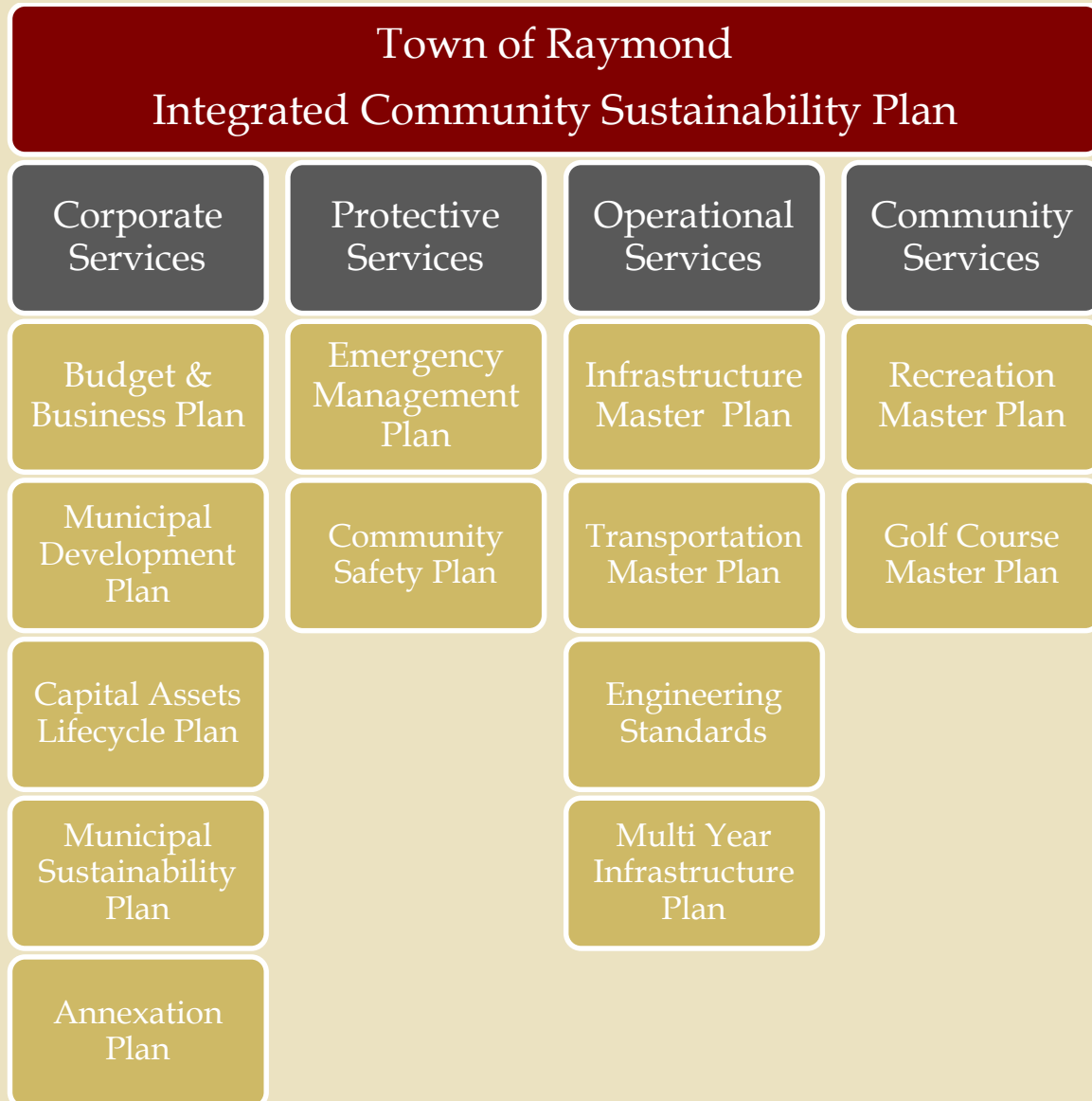
“Integrated Community Sustainability Plan means any existing or new long-term plan, developed in consultation with community members, for the community to realize sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity”. *Canada-Alberta Agreement for Federal Gas Tax*

An Integrated Community Sustainability Plan is a multi faceted plan that encourages the implementation of environmentally friendly municipal infrastructure. This includes public transit, general energy consumption reduction, water quality and conservation, road rehabilitation, etc. *Alberta Transportation*



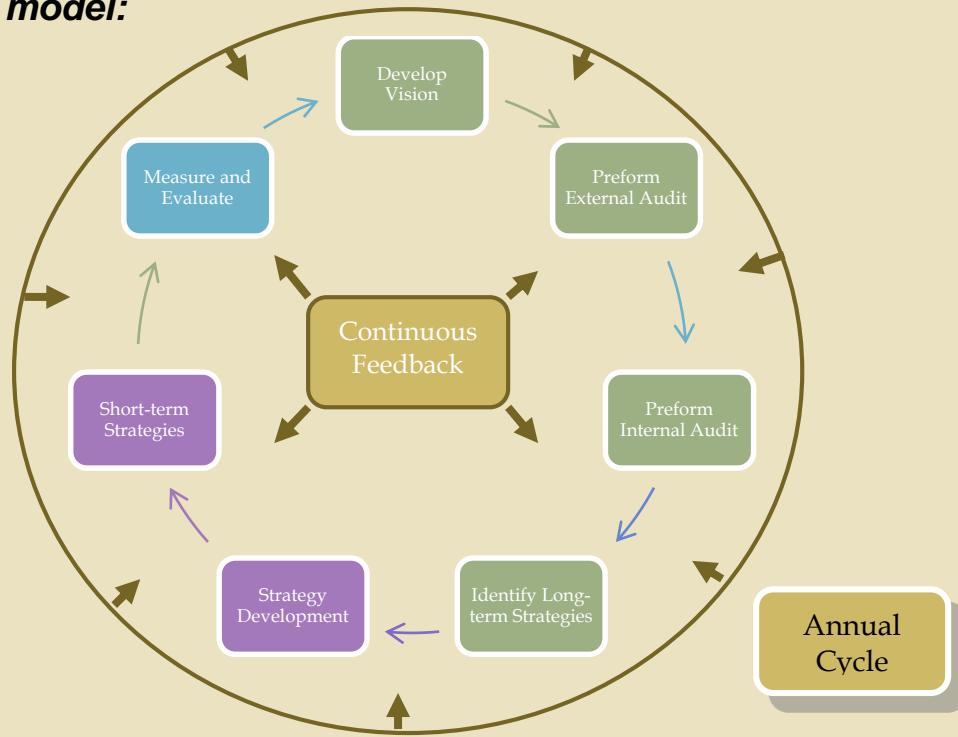
## Town of Raymond's Integrated Community Sustainability Plan

The diagram below outlines the Town's existing long-term planning documents. The vision, descriptions, priorities, strategies, and implications of this Integrated Community Sustainability Plan were drawn from these plans and the public consultation associated with their development.

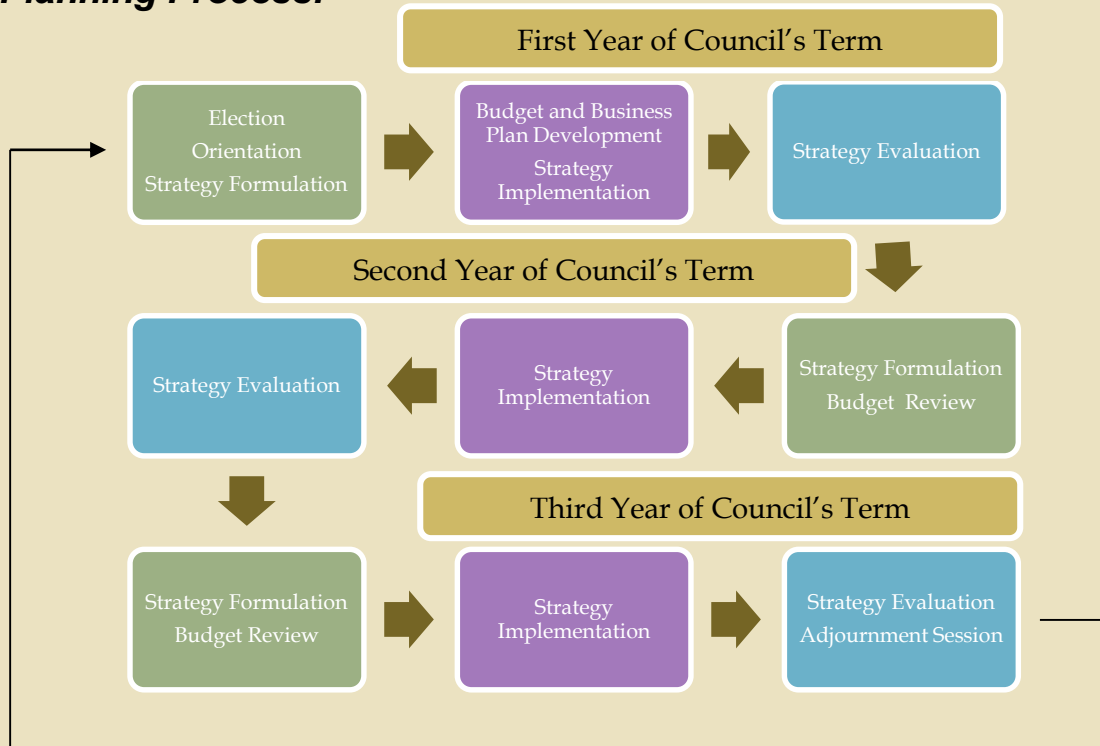


# Town's Planning Model and Process

## Planning model:



## Planning Process:





## Municipal Corporation of the Town of Raymond

Located twenty minutes southeast of Lethbridge, Alberta and north of the Milk River Ridge, Raymond is a residential community with a proud heritage. The Town is a friendly, family oriented community with a population of 3700 people. The community recognizes that without a plan or road map in place any momentum we may have gained in the past in moving towards a sustainable future may be lost. By building on our past and looking towards our future, the Town will use this document and the various other plans to assist in decision making as we craft our desired future.



### ***Purposes of a Municipality***

The purpose of a municipality is to provide good government, services, facilities or other things that, in the opinion of the council, are necessary or desirable for all or part of the municipality and to develop and maintain safe and viable communities.

*Municipal Government Act, Sec. 3*

## ***Town Mission Statement***

The mission of the Town of Raymond is to preserve a lifestyle that facilitates community involvement, friendliness and a government receptive to the needs and desires of the community; to be a progressive, fiscally responsible community promoting sustainable development and growth; and to provide facilities and services necessary to ensure a clean, attractive and safe community.

## ***Vision***

The Town's Vision is presented as a collage of ideals or themes. These ideals when put together create an image, which represents the Town's long-term strategic direction.

- A clean, attractive, family-oriented community.
- An innovative and proactive organization that successfully adapts to emerging trends, threats and opportunities.
- A human resource team with the expertise and technical skills to provide high quality municipal services and programs.
- A strategic planning process that facilitates organized growth, development, and environmentally sustainable practices.
- Maintaining healthy relationships with neighbouring municipalities and participating in shared service initiatives.
- Planned and maintained infrastructure systems.
- Community Services that provides quality leisure opportunities.
- Facilitating an open, receptive, and participatory governance process, where community input is linked to the decision-making.
- An organization that recognizes the importance of our heritage and traditions.
- Maintaining and enhancing a healthy commercial sector.
- A financially viable organization with multiple revenue streams that aggressively targets financial assistance programs.

## ***Values***

As an organization, we value and support honesty, fairness, professionalism, and accountability, while focusing on exceptional service delivery. We value our staff and their contributions of innovation, creativity, collaboration and open communication. We feel these elements are vital to achieving our vision.





## ***Success Factors***

The following “Success Factors” are organizational attributes that provide criteria for Council to evaluate the viability of our municipal operations.

- Essential natural, physical, and human resources
- New investment in the community with a healthy property assessment base
- Ability to utilize new technology
- Sound financial position with diverse revenue sources
- Quality municipal services
- Comparative property tax rates
- Positive feedback and trust from residents
- A long-term focus and clear vision
- A governance structure, which anticipates future opportunities and events
- Governance efficiency with effective partnerships
- Capacity building with maximized resource utilization



## ***Significant Opportunities and Challenges***

The Town is striving to fulfill its purpose of providing good government, services, and facilities in a well-managed environment.

Town programs and services are facing growth, shifting demographics, aggressive labour market, economic instability, advances in technology, increasing operating standards, infrastructure deficit, Competitive financial assistance programs, need for sustainable practices, and a variety of other factors.

Our strategic management process attempts to anticipate the impact of these factors and to strategically align our resources to effectively address these emerging opportunities and threats. We feel that properly adapting to these emerging factors will keep our community viable and successful.

# Citizen Engagement Strategies

Citizen involvement in the decision-making process is vital for successful governance. The following engagement strategies are designed to facilitate an open and receptive governance process, where community input is linked to decision-making.

- Meaningfully involve community members through the establishment of project specific ad-hoc committees.
- Scheduled evenings with Council, informal open house format for questions.
- A monthly newspaper column written by Council Members discussing their responsibilities and activities.
- Web site information portal with Council agendas, minutes, and announcements.
- Council meeting agenda sent to the media.
- Making as many public appearances as time and circumstances allows.

# Dimensions of a Sustainable Community

The Town’s aim is to address the current municipal service needs of its residents. It must also position itself for future initiatives. Council desires to preserve the high quality of life its residents currently enjoy. Yet proactively and strategically position the community for future generations. In order to accomplish this, Council will focus on the 5 main dimensions of a Sustainable Community. They are:

- 1) Culture
- 2) Economy
- 3) Environment
- 4) Governance
- 5) Social

The vision, descriptions, priorities, and strategies of the Town have been integrated into the five dimensions of a sustainable community. Each dimension is defined and presents a guiding action plan for decision makers as they address today’s challenges and anticipate the path to our desired future.



## **Culture:**



We value and support honesty, fairness, professionalism, and accountability, while focusing on exceptional service delivery.

Raymond residents have a strong sense of community pride. Our unique heritage, traditions and multi-cultural makeup is woven into the fabric of the community. However, we will encourage respect and tolerance in our community.

Our community benefits from a wide range of ethnic, cultural and religious groups who call Raymond and its surrounding area home. Increasing our awareness and understanding can enrich the social fabric of our society and improve our quality of life.

### ***Preferred Future Initiatives***

*Priority #1: Clean, attractive, family oriented community*

*Priority #2: An organization that recognizes the importance of our heritage and traditions*

*Priority #3: Planned community services that provides quality leisure opportunities*

## ***Economy:***

Our community has a small but vibrant commercial district that receives significant local support and provides rewarding employment to our residents. We are a residential community. Our community is known for our large, affordable lots and many have moved to Raymond over the last few years to experience our excellent quality of life.

### ***Preferred Future Initiatives***

*Priority #1:* An innovative and proactive organization that successfully adapts to emerging trends, threats and opportunities

- Capacity building with maximized resources utilization

*Priority #2:* A strategic planning process that facilitates organized growth, development, and environmentally sustainable practices

- New investment in the community to enhance our assessment base

*Priority #3:* Maintaining and enhancing a healthy commercial sector

*Priority #4:* A financially viable organization with multiple revenue streams that aggressively targets financial assistance programs

- Comparative property tax rates
- Sound financial position with diverse revenue sources

### ***Strategies:***

- Provide support to local home based businesses.
- Continue our participation with the Reciprocal Business License Agreement program.
- Work with the Lethbridge Inland Terminal on ways to facilitate their industrial park expansion.
- Work with regional groups to expand our economic opportunities.

## ***Environment:***

Our residents realize the importance of our environmental stewardship.

### ***Preferred Future Initiatives***

*Priority #1:* Implementation of a planning process that facilitates organized growth, development and environmentally sustainable practices

- MDP Strategies
- Implementation of our water conservation strategy
- Management of essential natural, physical and human resources

*Priority #2:* Progressive infrastructure systems

- Preservation of our gravity flow water distribution system
- Utilization of new technology

*Priority #3:* Maintaining healthy relationships with neighbouring municipalities and participating in shared service initiatives

- Formation of Ridge Water Services Commission

### ***Strategies:***

- Considering curb side recycling in conjunction with our E-Waste recycling program.
- In the process of constructing a new regional water treatment plant.
- Working on reducing our water consumption by 30% in conjunction with the Water for Life Strategy.
- Installing meters in every residential home.
- Install and utilize a new software program to provide our residents with more accurate readings of their water consumption.
- Move to full cost accounting for our delivery of water.
- Continue to study the viability of implementing a semi-automated garbage collection service and extending that service to the Village of Stirling and the Town of Magrath.
- Looking at moving our existing transfer station and with Chief Mountain Regional Waste Authority develop a new landfill site to service the Town of Raymond and the Village of Stirling.



## **Governance:**

Our residents enjoy a representative government, responsible administration and the ability to participate in developing their community into a place where people can live, work and play. Our community is actively seeking regional partnerships that will provide 'win-win' scenarios for all involved by reducing each community's overall expenses, while providing an improved level of service.

## **Current Reality:**

Our Council has recognized the importance of democratic participation in the decision making process and has strived to facilitate this value through open houses, public meetings and the use of its website. The website is in need of an overhaul, as it is not fulfilling our ability to communicate effectively with our residents. The Town has also had difficulty finding qualified applicants to fill positions. This is partly due to the demographic, fiscal and geographical realities of our community. To meet some of these needs, our community has participated in the Municipal Internship Program which has allowed it to attract qualified individuals who have been able to contribute to our organization.

## **Preferred Future Initiatives**

*Priority #1:* Facilitating an open, receptive, and participatory governance process, where community input is linked to the decision-making process

- Citizen engagement strategies

*Priority #2:* Continue to improve the flow of communication within the organization.

*Priority #3:* Continue to promote training and advancement from within the organization and from within the community.

## **Strategies:**

- Improve our website's appearance, dependability and functionality.
- Continue participation in the Municipal Internship program.
- Install and transition our financial records to a new financial software package.
- Research new programs or methods to facilitate more effective communication within our organization.
- Encourage and support additional educational opportunities for our municipal employees. Participation in the NACLAA program and the many training and licensing programs available to our operators in the Community, Environmental and Operational services departments should facilitate this goal.

## **Social:**

How our community will increase the quality of life of our residents by providing them with a diverse and improved selection of entertainment and volunteering options.

### **Description of Success**

Our community has the facilities and human resources to stage a variety of cultural, social and performing arts events, all of which play a role in building and maintaining the high quality of life in our community. We respect our culture and heritage through the preservation of structures and community participation in the staging of heritage events.

### **Current Realities**

Our community has a proud and diverse history of rural western Canadian culture. Our endeavours in the areas of arts, culture, and heritage are based on local volunteer talent and organizations. The ethnic and cultural demographics of our community are changing as well due to the current economic growth.

### **Current realities include:**

- Heritage Days and the accompanying events are well attended.
- The Beautification Committee is seeking to improve the community's image.
- Raymond's sports teams are of the highest calibre and have tremendous community support.
- A number of our community facilities are underutilized but have tremendous potential.
- The Farm Safety Society is actively promoting its message to thousands of children in the province.
- The Community Theatre could become an intricate part of the entertainment scene for our residents with increased promotion.
- The Raymond Library has seen tremendous growth and its role in the community could be enlarged with additional programming.
- The Raymond Museum has a wonderful group of volunteers who provide a tremendous service to the Town; however it is underutilized and would benefit from increased promotion.

### **Preferred Future Initiatives**

*Priority #1:* Encourage a broad and diverse range of events.

*Priority #2:* Maintain our existing facilities and venues.

*Priority #3:* Become a more active participant in programming events for our residents.

*Priority #4:* Improve our resident's access to education and personal improvement.

### **Strategies:**

- Address the operational capabilities of our existing recreation venues to ensure their continued use and preservation and where necessary, plan for expansion.
- Promote the use of Town facilities to improve the mental and physical well being of our residents.

- Look at feasibility of providing additional programming services to our residents in conjunction with our community venues.
- Consider the feasibility of turning Raymond into a Wireless Hotspot.