

20
23

CORPORATE PROGRESS REPORT

April 2023 - December 2023



OUR VISION. OUR FUTURE.


Sylvan Lake

The Town of Sylvan Lake respectfully acknowledges that the land on which we gather is Treaty 6 territory, home to the Métis Nation of Alberta, Region 3. These lands are traditional meeting grounds, gathering places, and travel routes for many Nations, including the Cree, Dene, Blackfoot, Métis, Saulteaux, and Nakota Sioux. We are grateful for the Traditional Knowledge Keepers and Elders who are still with us today and those who have gone before us. We acknowledge and thank all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.



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Council's Vision, Mission, Values

Vision

A thriving, connected lakeside community that is resident focused, visitor friendly, and THE place to do business.

Mission

Deliver responsible municipal services and infrastructure that support an outstanding quality of life, unforgettable experiences, and a strong, diverse economy.

Values

Integrity

Accountability

Engagement

Innovation

Diversity and Inclusion



The Planning Framework

Corporate Plan

- Establishes the actions that administration will take to achieve the strategic priorities and vision of the Strategic Plan.

Annual Budget

- Allocates the funding necessary for accomplishing the actions outlined in the Corporate Plan and for achieving outcomes of the Strategic Plan.

Corporate Progress Report

- Provides a review of the activities over the past year and measures the results of the actions taken to the outcomes and objectives.

Council's Strategic Plan

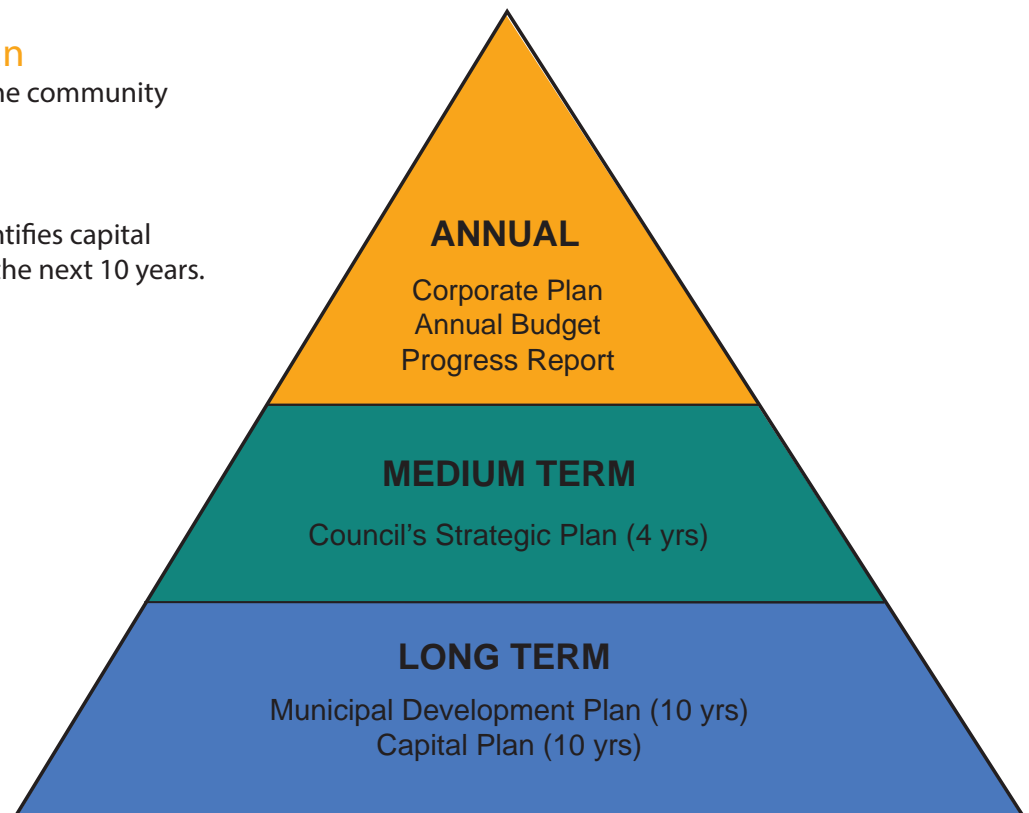
- Establishes the vision and priorities for a Council and provides direction for the work of the organization over a 4-year term.

Municipal Development Plan

- Sets the long-term direction for the community through policy.

Capital Plan

- A financial planning tool that identifies capital projects and associated costs for the next 10 years.



The Strategic Plan

Council's Strategic Plan sets the organizational direction and establishes what Council will focus on for the next four years. The vision, together with the mission and values, create the foundation for our Strategic Plan. They identify what we do as an organization, where we are headed, and the expectations for how we will get there. The vision will guide future decisions and be a tool for administration to evaluate and implement actions in alignment with the strategy. The corporate values set the tone for how the organization will work and create a shared expectation for how we will treat everyone we interact with.

The Corporate Plan

The Corporate Plan identifies the actions that administration will implement in order to achieve and support Council's strategic priorities. Each objective lists the relevant actions that will be taken and includes what deliverables will be achieved, what department is leading the initiative, and associated timelines. Indicators have also been identified to determine how successful implementation has been. Resources to achieve action items will be allocated as part of the annual budget process, creating clear alignment for Council's decision making.

The Corporate Progress Report

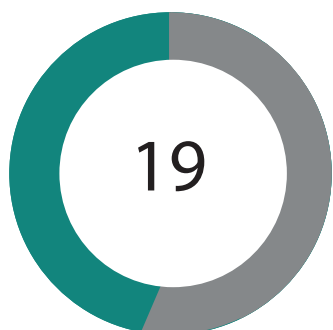
This Corporate Progress Report provides a summary of the key initiatives that administration has worked on in 2023 in alignment with Council's Strategic Plan. It identifies how the organization has done in advancing the targeted objectives, including where we have been successful and where some work might still be required. The actions and deliverables captured in this report are only those listed in the Corporate Plan for 2023.

Progress Highlights

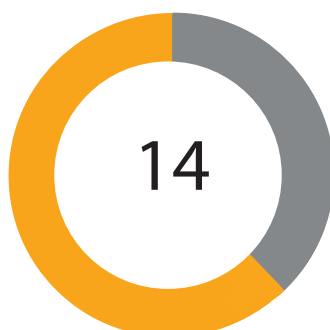
April 2023 - December 2023 Initiative Update

36 Deliverables

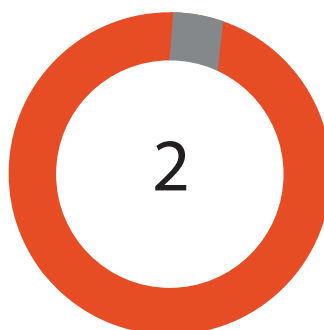
Total number of deliverables for 2023



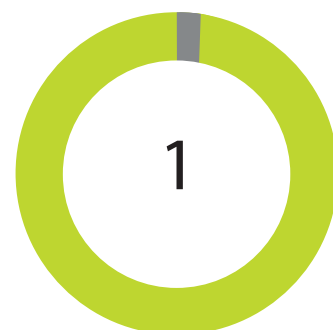
Complete
52.7%



Work is on
schedule and
advancing
38.8%



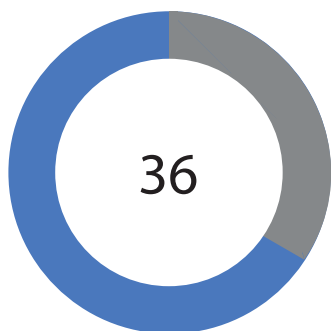
Delays
impacting
progress
5.5%



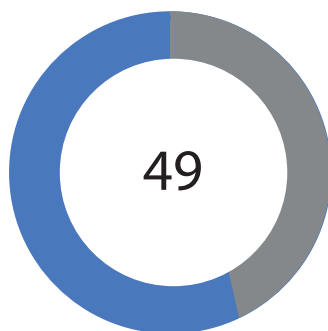
Deferred
3%

111 Deliverables

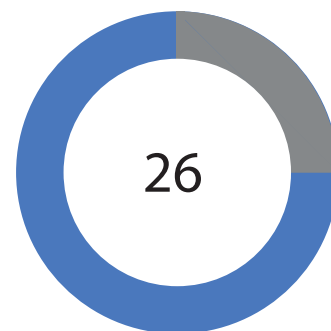
Total number of deliverables included in the 2023-2025 Corporate Plan



2023
32% of total
deliverables



2024
44% of total
deliverables



2025
24% of total
deliverables

OUR PEOPLE & COMMUNITY

We are committed to creating a safe and healthy community where residents are engaged and feel a sense of belonging. We will encourage people to come together, interact with each other, and build relationships through inclusive accessible programs, services, events, and public gathering places.

Actions identified under this priority area support building community and developing neighbourhood connections, while celebrating this amazing place we call home. Our residents are diverse, and we will strive to ensure that housing, transportation options, health care and services respond in a way that meets their needs. We will continually work to improve our facilities and the services we provide, making them inviting and accessible to all. We believe that Sylvan Lake should be a place where everyone feels welcome and safe to be themselves.

Strategic Priority:

Foster a sense of community and belonging among residents.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Encourage and promote a sense of place by celebrating and promoting local values, traditions, and beliefs by facilitating meaningful interactions within the municipality and neighbourhoods to enhance community connectedness.			
Facilitate meaningful interactions with residents and visitors to promote and increase awareness of municipal services and amenities.	Increased non-enforcement interactions with residents and visitors to 2-3 per day	Complete	Out of 3747 contacts, 945 were written warnings, along with an undetermined amount of verbal warnings. Our department was invited and attended 2 school functions, as well as working on more targeted visits
	Increased Fire Department school tours to 12+ annually	Complete	On going initiative based on requests from outside agencies. In 2023 sixteen tours were completed.
	Implement a Mock Council Program	Complete	In September 2023, letters were sent to all grade 6 educators at the various schools in the Town. We also created a section for the Mock Council Program on the Council webpage (Town website). From September 2023 to February 2024, we facilitated 4 Mock Council Meetings. We have another 4 scheduled in the upcoming months.

OUR PEOPLE & COMMUNITY

Action	Deliverable	Status	Progress Update
OBJECTIVE: Encourage and promote a sense of place by celebrating and promoting local values, traditions, and beliefs by facilitating meaningful interactions within the municipality and neighbourhoods to enhance community connectedness. (continued)			
Celebrate and promote our unique sense of place.	Increase awareness of Sylvan Lake's history by hosting a Janes Walk	Complete	2 Walks held in 2023 with 2 more planned for 2024
Explore new ways to offer training and build relationships with internal and external partners that use or could potentially use volunteers	Increase volunteers by expanding Volunteer sessions so they are held on different days of the week and at various times of the day	Complete	Implemented ahead of schedule in 2023 and new dates have been chosen for 2024.
	Increase usage of social media to promote volunteer opportunities	Work is on schedule and advancing	Volunteer opportunities are being promoted on Facebook.
	Create online Volunteer Orientation Training	Complete	Orientation is now available online for simplified access.
Increase community connections within neighbourhoods	Develop a neighbourhood connector program	Complete	Neighbourhood Connector Program established and 5 connectors identified.
OBJECTIVE: Improve connections and partnership with historically disengaged and marginalized populations.			
Ensure staff have the information and training to ensure marginalized populations are represented within Town Programs and staff know how to connect with community members from all cultures	Annual Diversity, Equity, and Inclusion Training to be delivered to Town staff.	Complete	Indigenous Awareness and Respect for Sexual and Gender Diversity training delivered in 2023
Consider and incorporate the Truth and Reconciliation's Calls to Action into decisions and activities.	Training is provided to Council and Administration to create increased Indigenous cultural awareness and understanding	Complete	Indigenous Awareness training delivered in 2023

OUR PEOPLE & COMMUNITY

Strategic Priority

Ensure community services and amenities are inclusive and accessible and built to support the diverse needs of residents.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Advocate to the Province to ensure residents have appropriate access to social service systems (health services, education, and housing).			
Ensure staff and Council are aligned in messaging regarding advocacy priorities through communication and training.	Administration and resources are dedicated to supporting advocacy efforts. Staff understand Council's advocacy priorities and actively identify opportunities to promote those efforts. Advocacy priorities are updated on a regular basis	Work is on schedule and advancing	Discussion took place at All Staff Meeting
OBJECTIVE: Consider accessibility when developing or redeveloping amenities.			
Bring accessibility, diversity, and inclusion to the forefront of event and program planning.	Event and program plans consider and incorporate actions to reduce barriers and increase opportunities to allow for accessibility and inclusion for everyone.	Complete	RCT- Accessibility consultation on Special Event and Program planning. FCSS-an intersectionality lens is utilized when developing programs/events.
OBJECTIVE: Ensure the Town has a diverse housing stock that provides affordable options for all residents and meets the needs of all ages, incomes, and abilities, allowing for aging in place and accessibility to amenities, facilities and services.			
Explore solutions that address housing challenges across the housing continuum.	Facilitate discussion with Council on housing issues and opportunities within the community.	Complete	Discussion held in October 2023. Further housing discussions will be held in 2024 as part of future initiatives.

OUR PEOPLE & COMMUNITY

Action	Deliverable	Status	Progress Update
OBJECTIVE: Provide opportunities for a connected accessible, multi-modal transportation network.			
Promote and support non-vehicular transportation.	E-scooter program is piloted and evaluated.	Work is on schedule and advancing	2023 was the first year of our two-year e-scooter pilot program. The first year resulted in the following outcomes: There was a total of 43,709 trips in our community, 10,756 unique riders using the program, 1 Full-time and two part-time positions were hired to support the program, Average trip length was 2.15 kilometers, Total distance traveled was 93,815 kilometers which is more than two times around the Earth, The average trip length was 14 minutes, The overall trip rating was 4.23 out of 5. Cost to the Town - \$0, minimal staff time to facilitate agreements, some staff time spent on issues management

Strategic Priority

Foster an environment for safe communities.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Ensure citizens feel safe to express themselves in ways that represent their values, beliefs, and lifestyles.			
Employees are educated and trained on human rights, accommodation, diversity and inclusion.	Training in indigenous awareness, accessibility, gender and sexual diversity and human rights legislation is provided to all staff.	Complete	Indigenous Awareness, Accessibility and Respect for Sexual and Gender Diversity training delivered in 2023
OBJECTIVE: Ensure that residents feel safe in the community.			
Design and maintain roadways to improve pedestrian safety.	Develop a traffic calming strategy	Complete	Traffic Calming Policy approved by Council on November 27, 2023
	Extend/eliminate "dead-ended" sidewalks	Work is on schedule and advancing	Ongoing program - sidewalks/trails are included for consideration on all roadway construction/modernization projects

OUR ECONOMY & GROWTH

We are committed to creating an attractive business environment with a diverse economy that allows businesses to thrive and grow. We will support and attract new investment that creates high quality jobs and brings new residents to our community. We recognize that tourism is an integral part of our economy and support year-round tourism as it enhances our vibrant community.

A diverse and healthy economy is essential to every community and through actions in this priority area we are working to increase business attraction and investment to grow our non-residential tax base. Investments in infrastructure will support an attractive downtown and ensure that our industrial areas are ready to support new businesses. Tourism is a key part of our economic identity and we are developing strategies to capitalize on unrealized opportunities, as well as to address the challenges that exist as a result of being such a desirable place to visit.

Strategic Priority:

Position the Town as a preferred location for business investment.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Invest in an Economic Development Strategy to create clear focus for the Town.			
Develop an Economic Development Strategy	An investment attraction website is created.	Complete	Invest.sylvanlake.ca was launched in Jan 2024
OBJECTIVE: Pursue innovative industrial investment that creates significant employment opportunities.			
Attract new investment and business expansions to the community	Participate in the Rural Entrepreneur Stream Program	Complete	15 RES meetings held year to date as of Feb 21, 2024. Overall the we have had 59 meetings with investors through the program to date

Strategic Priority:

Promote a vibrant downtown core that meets the needs of residents and attracts visitors.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Invest in essential infrastructure that creates an attractive business and waterfront environment.			
Develop and maintain an attractive business and shopping environment.	Downtown infrastructure and roadways are improved: 50A Ave/50A Street (Festival St)	Complete	Roadway completed in 2023

OUR ECONOMY & GROWTH

Strategic Priority:

Promote a vibrant downtown core that meets the needs of residents and attracts visitors.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Invest in essential infrastructure that creates an attractive business and waterfront environment.			
Develop and maintain an attractive business and shopping environment.	50 Ave / 50 St intersection	Work is on scheule and advancing	Design scheduled for 2023 is complete and construction on schedule for 2024.
	50 St, 48 Ave to Lakeshore Drive	Delays impacting progress	Design scheduled for 2023 is 75% complete. Waiting for business consultation and utility provider issues to be resolved.
	50 Ave/46 St intersection	Work is on scheule and advancing	Design scheduled for copmletion in 2023 is completed. Construction is scheduled for 2026.
OBJECTIVE: Expand year-round investment and employment opportunities within the waterfront area.			
Activate the downtown	More opportunities for buskers and activations	Complete	Started the Tourism Development Committee. Working with local businesses to activate space in front of their business. Sidewalk murals with chalk.
	Annual Lemonade Day Program for youth Ages 9-11	Complete	Program launched in 2023 with 25 participants. Lemonade Day scheduled for June 22, 2024.

Strategic Priority:

Increase year-round tourism and events.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Pursue new opportunities and sources of funding for activities and investment that bolsters shoulder season attractiveness of the community.			
Develop and implement a strategy to increase year-round tourism.	Destination Leadership Master Plan (DLMP) is completed.	Delays impacting progress	Progress being made and will be fully completed in 2024
OBJECTIVE: Advocate to the Province for Resort Municipality Status, or an equivalent, that may provide funding for unique challenges experienced as a result of being a destination of choice.			
Advocate for Tourism-Based Community Status to help secure stable funding to manage the costs of supporting a visitor population .	Status is achieved and funding models are established.	Work is on schedule and advancing	Conversations are happening with provincial partners and the Province.

OUR FACILITIES & INFRASTRUCTURE

We are committed to developing sustainable infrastructure that supports the needs of current and future Sylvan Lakers and to building high quality community facilities that enrich the lives of our residents and attracts visitors to the community.

As a fast-growing community it is essential that we plan for and efficiently develop new infrastructure and facilities. Actions under this priority area focus on improving our water and wastewater systems so that residents can have access to reliable utilities today and in the future. We are also working to protect water quality and the natural waterways within our community. Development in Pogadl Park will continue with phase 3, expanding amenities and adding enhancements to the already amazing facilities that currently exist.

Strategic Priority:

Plan for and develop high-quality, long-lasting infrastructure and facilities that meet the needs of residents and supports future growth.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Develop, maintain, update or replace infrastructure as necessary for the efficient and sustainable growth of the town.			
Improve wastewater collection and water distribution systems	Ductile iron replacement	Work is on schedule and advancing	This project will occur over a number of years as water lines are scheduled to be replaced. In 2023, 580 meters of ductile iron was replaced.
	North trunk main is upsized	Work is on schedule and advancing	Design was scheduled in 2023 and is complete and construction has commenced with 25% completed.
Implement traffic controls to improve flow and capacities	Design and construct the Centennial St/50 Ave intersection and traffic signals	Work is on schedule and advancing	Design has been completed. Construction scheduled for 2024; waiting on an agreement with CN Rail prior to construction commencing.

OUR COUNCIL & ADMINISTRATION

We are committed to being accountable to our residents by providing transparent and accessible information and delivering a high-quality customer service experience. We will foster innovation in an effort to drive efficiency and operate sustainably through responsible fiscal management that is supported by clear, well-informed decision making.

Actions identified under this priority area will enhance communication with residents and aim to make information easier to access. New sources of revenue are becoming increasingly more important as we work to offset taxes and fund new initiatives. We will work hard to maximize internal resources, while identifying efficiencies and utilizing technology to the greatest extent possible. We recognize that excellent customer service begins with skilled employees and we will develop strategies to attract and retain talent while preparing for future workforce retirements.

Strategic Priority:

Establish fiscal sustainability through efficient and effective use of resources, innovative actions and new sources of funding.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Create a balanced approach that focuses on debt management strategies and innovative opportunities to increase revenue and alternative funding sources.			
Maximize grant funding opportunities	Grant writer position is hired.	Complete	Position is currently vacant.
OBJECTIVE: Build strong relationships with provincial partners and maximize advocacy efforts that enhance the Town's ability to gain support for projects and access grant funding.			
Ensure staff and Council are aligned in messaging regarding advocacy priorities, through communication and training.	Advocacy priorities and actions are reported on and updated at Council meetings.	Work is on schedule and advancing	Council's advocacy priorities are also reviewed at all staff meetings and referenced in senior management and management meetings.

OUR COUNCIL & ADMINISTRATION

Strategic Priority:

Maintain high quality service levels by promoting and supporting a dynamic internal workforce that is agile, resilient, and highly skilled.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Support a workplace culture that values engagement, collaboration, and connection.			
Increase and enhance internal communication and collaboration opportunities	Project plans identify opportunities for collaboration within departments.	Work is on schedule and advancing	New meetings with Coordinators, Supervisors, Managers, etc. will provide more opportunity for collaboration between departments.
	Part-time staff have access to internal communications.	Work is on schedule and advancing	Nearly all staff have emails and transition to sharepoint is ongoing

Strategic Priority:

Provide meaningful communication and engagement opportunities that respond to the diversity of the population in a transparent and open manner.

Action	Deliverable	Status	Progress Update
OBJECTIVE: Public engagement efforts and information sharing mechanisms are innovative, transparent, and meet people where they are at.			
Increase two-way engagement with the community.	Implement Bang the Table software; Innovative opportunities for hosting public open houses or engagement sessions are explored	Work is on schedule and advancing	engage.sylvanlake.ca established in 2023. 371 residents registered in year one. 'Bang the Table' being considered for 2024. Trade show and other engagement events being explored
OBJECTIVE: Simplify and increase public access to Town information, programs, and services.			
Ensure municipal information is accessible and easy to find.	Update the website to ensure ease of use for residents.	Deferred	Staff has more website accessibility to provide direct updates which has increased information sharing however, current accessibility is limited by existing platform design. A new website will be required to enhance accessibility and ease of use. Budget dollars are required for significant improvements.

What's Next:

Over the course of 2024, Administration will continue to advance Council's Strategic Priorities and driving their vision of a thriving lakeside community forward. The Corporate Plan will be reviewed and updated to adjust for changes that need to be made for new and developing trends, changes to regulatory requirements, or other updates necessary in order to continue our progress.

As part of the monitoring program, indicators are being developed to track the impact that actions are having in our community. Baselines are being established and where we have implemented new initiatives, data is being tracked to evaluate programming. In the Progress Report for 2024 and 2025, this data will be included to start to show the impacts over time and if the indicators are trending in a positive or negative direction. This information will allow us to better understand if the desired results are being achieved or if further changes to our actions need to be made.

