

2022

SYLVAN LAKE COUNCIL
STRATEGIC PLAN

2022-2025



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.





Contents

Vision	4
Mission.....	4
Values	5
The Strategic Plan.....	6
The Planning Framework.....	7
Our People & Community.....	8
Our Economy & Growth.....	10
Our Facilities & Infrastructure.....	12
Our Council & Administration	14
Council’s Advocacy Priorities	16



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

We are respectful, honest and kind. We appreciate different perspectives. We act in the best interest of the municipality.

Accountability

We are consistent and inclusive in our bylaws, budgets and policies. We make well-informed decisions and take measured actions. We take responsibility for our actions and strive for mutual understanding through clear and accessible communication.

Engagement

We seek contribution, ask and invite questions and comments. We listen to understand. We provide accessible and inclusive opportunities for feedback and participation.

Innovation

We are creative and forward thinking. We improve our performance continuously, taking measured risks on new ideas. We celebrate success and learn from failure.

Diversity and Inclusion

We respect the individual and strive to provide equal access and opportunities for all to succeed.

The Strategic Plan

Council's Strategic Plan sets the organizational direction and establishes what Council will focus on for the next four years. The strategic priorities in this plan are based on what Council heard from the community and have been developed in collaboration with the Senior Management Team to ensure that objectives are relevant and achievable. Through this process, the 2022-2025 Strategic Plan is truly one for Sylvan Lake, centred around our community's needs and issues. Town Council is committed to the successful implementation of this plan and focussing on the priority areas identified for the community.

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 strategic priorities established in this plan concentrate on addressing the current challenges the community is facing while building on the opportunities we see ahead. The priorities, along with clear objectives, give administration direction on where to focus time and resources to best move our community forward.

The annual Corporate Plan will identify the actions that administration will implement in order to achieve and support the strategic priorities and Council's vision. 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 Plan will include key indicators for each objective that will be measured as a way of reporting success. An annual Municipal Report Card will be provided to Council and the public on the progress of the plan. This will provide an opportunity to celebrate success and review and adjust the direction if necessary. Through this process, the plan is implemented in a manner that stays relevant and responsive to community needs.

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.

Municipal Report Card

- 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

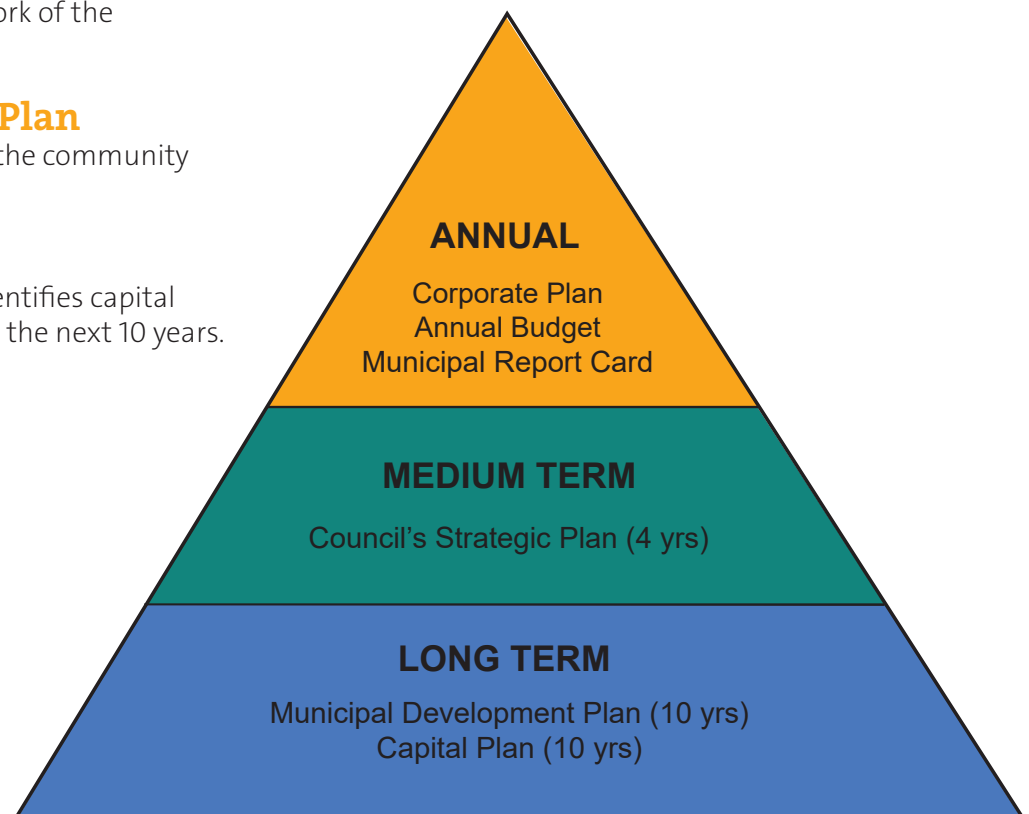
- Establishes the vision and priorities for a Council and provides direction for the work of the organization over a 4-year term.

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.



Strategic Priority Areas

Our



People & Community

- Foster a sense of community and belonging among residents
- Ensure community services and amenities are inclusive and accessible and built to support the diverse needs of residents
- Foster an environment for safe communities

Our



Economy & Growth

- Position the Town as a preferred location for business investment
- Promote a vibrant downtown core that meets the needs of residents and attracts visitors
- Increase year-round tourism and events

Our



Council & Administration

- Establish fiscal sustainability through efficient and effective use of resources, innovative actions and new sources of funding
- Maintain high quality service levels by promoting and supporting a dynamic internal workforce that is agile, resilient, and highly skilled
- Provide meaningful communication and engagement opportunities that respond to the diversity of the population in a transparent and open manner

Our



Facilities & Infrastructure

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

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.

Strategic Priority: Foster a sense of community and belonging among residents.

Objectives	Outcomes
<ul style="list-style-type: none">• 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.• Improve connections and partnership with historically disengaged and marginalized populations.	<ul style="list-style-type: none">• Residents feel connected to their community.• Volunteerism increases.• Individuals are engaged in community life.

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

Objectives	Outcomes
<ul style="list-style-type: none">• Advocate to the Province to ensure residents have appropriate access to social service systems (Health Services, Education, and Housing).• Consider accessibility when developing or re-developing amenities.• Provide opportunities for a connected, accessible, multi-modal transportation network.• 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.	<ul style="list-style-type: none">• Community well-being is valued and supported.• Residents and visitors have access to emergency health care services.• Accessibility is considered as part of providing services, amenities, and facility design.• Housing in Sylvan Lake is diverse and meets the needs of all ages and income levels.

Strategic Priority: Foster an environment for safe communities.

Objectives	Outcomes
<ul style="list-style-type: none">• Ensure citizens feel safe to express themselves in ways that represent their values, beliefs, and lifestyles.• Ensure that residents feel safe in the community.	<ul style="list-style-type: none">• Residents and visitors feel safe living in and visiting Sylvan Lake.

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.

Strategic Priority: Position the Town as a preferred location for business investment.

Objectives	Outcomes
<ul style="list-style-type: none">• Invest in an Economic Development Strategy to create clear focus for the Town.• Pursue innovative industrial investment that creates significant employment opportunities.• Investigate and grow target industrial sectors and explore emerging sectors	<ul style="list-style-type: none">• Increased business attraction and business diversity.• Increased non-residential tax base.

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

Objectives	Outcomes
<ul style="list-style-type: none">• Invest in essential infrastructure that creates an attractive business and waterfront environment.• Attract investment partnerships for the Lakefront Park site.• Expand year-round investment and employment opportunities within the waterfront area.	<ul style="list-style-type: none">• The downtown is active and inviting.• Commercial vacancies in the downtown decrease.

Strategic Priority: Increase year-round tourism and events.

Objectives	Outcomes
<ul style="list-style-type: none">• Pursue new opportunities and sources of funding for activities and investment that bolsters shoulder season attractiveness of the community.• 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.	<ul style="list-style-type: none">• The Town is a year-round tourist destination.• Additional funding is available for the Town to offset costs of being a tourism destination.

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.

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

Objectives	Outcomes
<ul style="list-style-type: none">• Develop collaborative partnerships to build and develop new facilities that maximize community benefit, enhance service delivery, and make financial sense.• Continue development of Pogadl Park as a facility to provide enhanced opportunities for recreation and culture.• Seek an additional water license to ensure the town has an adequate water supply to service our current and future growth needs.• Develop, maintain, update or replace infrastructure as necessary for the efficient and sustainable growth of the town.	<ul style="list-style-type: none">• The community has the infrastructure it needs, developed in a manner that uses resources sustainably, with a view of the long term.• New facilities are developed in a more efficient manner.



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.

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

Objectives	Outcomes
<ul style="list-style-type: none">• Create a balanced approach that focuses on debt management strategies and innovative opportunities to increase revenue and alternative funding sources.• Build reserves to create flexibility that allows the municipality to take advantage of opportunities that arise in alignment with Council's strategic direction.• 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.	<ul style="list-style-type: none">• The Town has sufficient financial resources to deliver responsive municipal services to the community today and in the future.• New sources of revenue are identified.

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

Objectives	Outcomes
<ul style="list-style-type: none">• Develop policies that offer a value proposition to attract and retain employees with the skills, capabilities, and experience needed to deliver the services and infrastructure of the municipality.• Support a workplace culture that values engagement, collaboration, and connection.• Ensure the organization is prepared for future retirements through workforce planning that focuses on employee development.	<ul style="list-style-type: none">• Employees have the knowledge, skills, and abilities to efficiently deliver an elevated level of customer service.• The Town is an employer of choice.

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

Objectives	Outcomes
<ul style="list-style-type: none">• Public engagement efforts and information sharing mechanisms are innovative, transparent, and meet people where they are at.• Communicate effectively with our residents, customers, partners, and stakeholders, involving them in decisions that impact and interest them, and engage them in public life.• Simplify and increase public access to Town information, programs, and services.	<ul style="list-style-type: none">• Increase community engagement, knowledge, and participation.• Enable individuals to find the information they need.

Council's Advocacy Priorities

Council recognizes that there are challenges facing our community that are outside of our direct ability as a municipality to address. These issues are very important to Council and as such, have been identified as Advocacy Priorities. Over the course of their term, Council will be advocating to the Provincial Government for the following priorities:

- **Healthcare:** Advocating for family physicians, staffing, and increased hours for our Urgent Care facility to meet the growing needs of our community.
- **New High School:** Advocating for a new high school to ensure that families have access to high quality educational facilities.
- **Victim Services:** Advocating for services to support victims of crime within our community.
- **Resort Municipality Status:** Advocating for recognition as a resort municipality, or an equivalent status, that results in financial support for the unique challenges experienced from being a tourist destination.

When Council has been successful advocating for one of the listed priorities, that item will be replaced with a new priority.



2022

Council Strategic Priorities

For more information:

www.sylvanlake.ca/council