



SYLVAN LAKE

Community Social Master Plan



TABLE OF CONTENTS



Foreword	3
Introduction	4
Our Vision & Guiding Principles	6
Our Longer-Term Goals	7
Our Plan for 2016-2019	
Housing, Income and Employment	8
Health and Wellness	10
Transportation	11
Community Safety and Engagement	12
Increasing our Potential for Success	14
<i>Increasing Awareness of Programs and Services</i>	14
<i>Utilization-focused Monitoring and Evaluation</i>	15
<i>Collaboration and Integrated Planning</i>	15
Monitoring and Evaluating the Success of this Plan	16
Supporting our Community’s Broader Development	27
 Appendix A – Community Social Master Plan	
Sub-Committee Members	A-1
 Appendix B – Glossary	B-1
 Appendix C – Collaboration Moving Forward	C-1
 Appendix D – Community Open House Questionnaire Results	D-1



FOREWORD

The Sylvan Lake Community Social Master Plan is an exciting milestone for our community. A great community does not just happen, but is shaped by the vision, ideas, enthusiasm and shared commitment of its residents and leaders. A year ago, our community embarked on an ambitious journey to identify what quality of life means to us and what we are going to do over the next three years to move toward our vision of Sylvan Lake being a safe and caring community where all residents enjoy a healthy quality of life.

This is our first Community Social Master Plan. It was developed by residents, representatives of organizations providing services in our community, and members of your Town Council. It is the result of strong collaboration among many individuals who contributed their time, experience and ideas for enhancing quality of life in our community.

Thank you to everyone who has already played an important role in creating this plan. And, thank you to everyone who will play a part in ensuring its successful implementation. We all have much to look forward to as residents of this great community.

Sincerely,

Sean McIntyre

Mayor, Town of Sylvan Lake





A HEALTHY QUALITY OF LIFE FOR ALL

Sylvan Lake is a growing community in an enviable natural setting in central Alberta. Our community is committed to shape its future as a place where all residents enjoy a healthy quality of life. This is what our first Community Social Master Plan is all about: creating a community that offers a healthy quality of life for all.

What does a healthy quality of life “look like” for residents of Sylvan Lake? We explored this question as part of our 2015 Social Needs Assessment.



Eight components of quality of life emerged as being of greatest importance to our community. These are:

- Households are able to meet their basic needs. These include shelter, food, clothing and transportation.
- Residents have supports and services to meet their mental health needs.
- Residents have supports and services to maintain a healthy lifestyle and meet their physical health needs.
- Residents are engaged positively in the community.
- Residents have strong, healthy relationships.
- Residents feel safe in their homes and in the community.
- Residents have a sense of purpose, through their contributions to family, the community, work and/or learning.
- Residents are able to enjoy the lake and the natural surroundings.

The relative importance of each of these components to individual residents will vary depending on their personal values and circumstances.

This plan identifies what our community is setting out to do over the next three years to address the quality of life priorities identified in our 2015 Social Needs Assessment.¹

¹The Town of Sylvan Lake 2015 Social Needs Assessment report can be found at http://www.sylvanlake.ca/uploads/pdf/community_social_dev/Social_Needs_Assessment_Final_Report.pdf

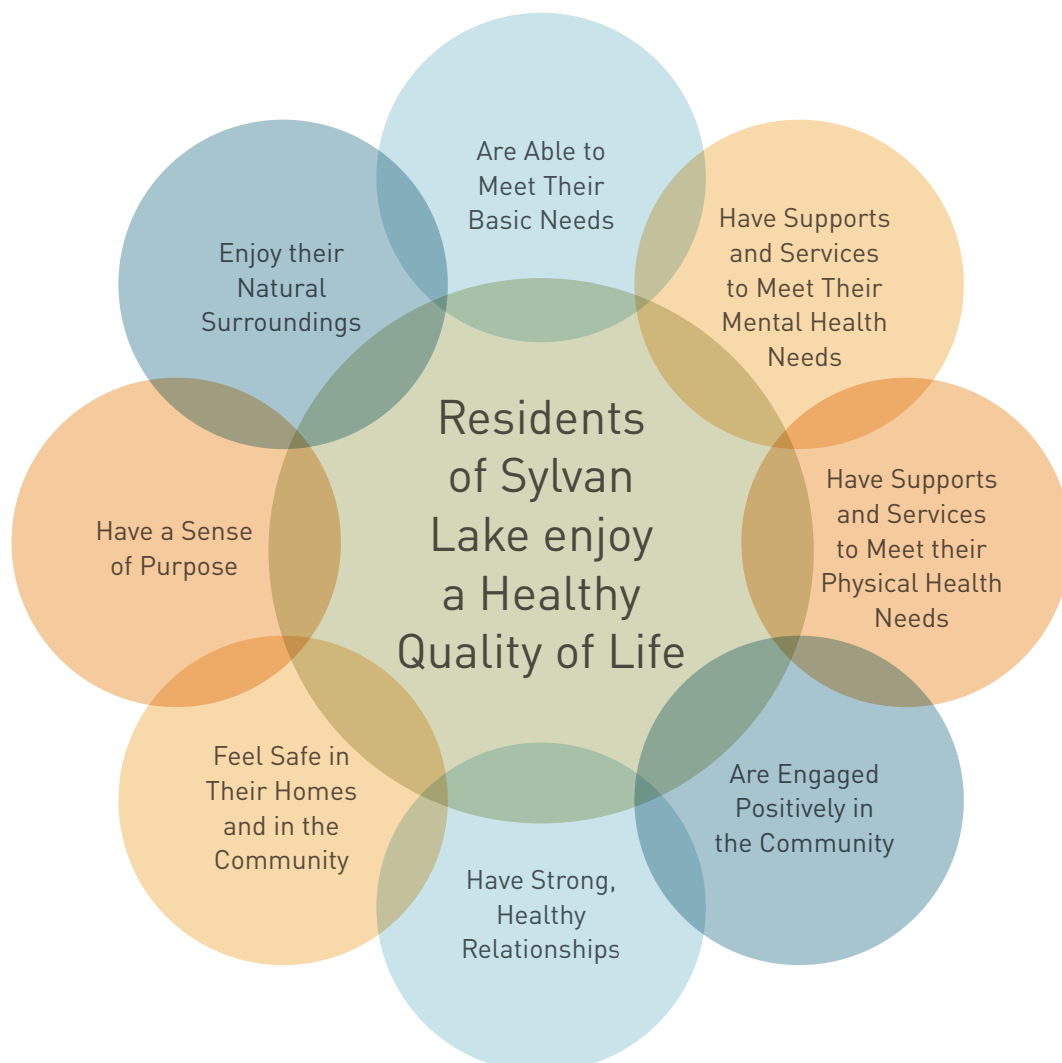


INTRODUCTION

This Community Social Master Plan has been developed by residents and individuals who deliver a range of services in our community. These individuals contributed their experience and ideas as members of four sub-committees focusing on priorities in the areas of housing, income and employment, health and wellness, transportation, and community safety and engagement. The actions identified by the sub-committees and included in this plan range from specific tasks that can be completed quickly, to broader strategies that will require a longer period of time to implement. Although the actions vary in scope and complexity, all will contribute to enhanced quality of life for residents of our community.

This plan was shared with the community at an open house. There is clearly strong community support for action on this plan. (See Appendix D, page D-1.)

While support for the development of this plan has been provided by the municipality, it has been created – and will be implemented – by the whole community. The Town of Sylvan Lake will be but one of many partners having a role in its implementation.



OUR VISION & GUIDING PRINCIPLES



VISION FOR OUR COMMUNITY

We have a vision for quality of life in our community. This is:

*Sylvan Lake is a safe and caring community
where residents enjoy a healthy quality of life.*

We are confident that this plan will move us toward this vision over the next three years.

GUIDING PRINCIPLES

As this plan was being developed, some key principles emerged. These principles underpin this plan and will guide our approach and decision-making through its implementation.

COLLABORATION

Working together and sharing information, ideas and resources will make us more innovative, more successful in achieving our goals, and more efficient in the use of our resources.

INCLUSION

We welcome people of all ages, cultures, incomes, and abilities to live in our community and neighbourhoods. We want all residents to have a sense of belonging in our community.

SHAPE OUR OWN FUTURE

Sylvan Lake is growing and maturing as a community. We are intentional about shaping our community and the quality of life our residents enjoy. We share our aspirations and plans with the Government of Alberta and our neighbouring municipalities, and endeavour to gain their support in helping us achieve our vision and goals.

PREVENTION AND RESPONSIVENESS

We anticipate and plan how we will respond to social needs in our community. We monitor our community's changing circumstances and needs and take action at the earliest opportunity to prevent social needs becoming larger issues. We provide quality programs and services that enhance the quality of life of residents and are valued by the community.

RESILIENCE

We help residents build their resiliency so they can adapt if confronted with unplanned or difficult circumstances, such as relationship breakdowns, illness, or job loss.





OUR LONGER-TERM GOALS

This Community Social Master Plan focuses on six longer-term goals that define the future we aspire to in areas central to quality of life: housing, income and employment; health and wellness; transportation; and community safety and engagement. We will move toward these goals over the next three years through our collaborative efforts on the actions identified in the following section.

Housing, Income and Employment Goal: Sylvan Lake has a well-balanced housing continuum Goal: Residents are able to meet their basic needs	Planned Actions Pages 8-9	Monitoring & Evaluation Pages 17-18	Collaboration Moving Forward Pages C-1 to C-3
Health and Wellness Goal: Sylvan Lake is a community with supports and services that promote good health and well-being for residents	Planned Actions Page 10	Monitoring & Evaluation Pages 19-20	Collaboration Moving Forward Pages C-4 to C-5
Transportation Goal: Sylvan Lake is a community with a range of transportation options for residents and visitors	Planned Actions Page 11	Monitoring & Evaluation Page 21	Collaboration Moving Forward Pages C-6 to C-7
Community Safety and Engagement Goal: Residents feel safe in their homes and in the community Goal: Residents have a sense of belonging in the community	Planned Actions Pages 12-13	Monitoring & Evaluation Pages 22-23	Collaboration Moving Forward Pages C-8 to C-11



HOUSING, INCOME AND EMPLOYMENT

Our Long-Term Housing Goal: Sylvan Lake has a well-balanced housing continuum

A well-balanced housing continuum exists when housing is available for residents across income levels and household sizes. There is currently an inadequate supply of housing in our community for households with temporary or persistent low income and for those requiring emergency shelter.

We want to accomplish the following in the next three years to move us toward our housing goal:

- Have integrated planning among organizations with mandates for housing and social development in our community
- Have housing and support available in our community for individuals and families experiencing short-term homelessness
- Have an increased supply of low-income and subsidized housing in our community

The actions we plan to take to address the pressing housing needs in our community are:

What We Want to Accomplish in the Next Three Years	Our Planned Actions
Integrated planning among organizations with mandates for housing and social development	Create a community housing committee which would include representatives of the Sylvan Community Housing Society, Community Partners Association, Sylvan Lake Foundation, Red Deer Housing Authority and the Town of Sylvan Lake and possibly others to continue the work of the Housing, Income and Employment Community Social Master Plan Sub-committee
	Investigate models in other communities for integrated planning across the housing continuum
	Update the Sylvan Lake Housing Needs Assessment
	Implement a model and process for integrated planning across the housing continuum in the community
Housing and support for individuals and families experiencing short-term homelessness	Explore options in the community for shelter space and transitional housing and supports for individuals and families
	Develop and implement a plan to address needs in the community for shelter and transitional housing and supports
Increased supply of housing for households with low income	Investigate potential funding options to expand the supply of low-income and subsidized housing in the community
	Encourage developers to incorporate rental or ownership components for low-income households in project proposals
	Inform residents about accessing available rent subsidies from the Red Deer Housing Authority



OUR PLAN FOR 2016-2019

HOUSING, INCOME AND EMPLOYMENT

Our Long-Term Income and Employment Goal: Residents are able to meet their basic needs

There are some individuals and families in our community that find it challenging to meet their basic needs on an ongoing basis or if their employment situation changes. Having adequate income from employment or other sources for housing, food, clothing and transportation is integral to quality of life.

To help residents experiencing employment challenges or requiring some form of income support, within the next three years we are aiming to:

- Have in-person employment and income support services available in our community

What We Want to Accomplish in the Next Three Years	Our Planned Actions
In-person employment and income support services are available in our community	Collect statistics and narrative evidence to inform and influence decisions about employment and income support services in Sylvan Lake
	Build awareness of available job banks to link residents with employers who have job opportunities





HEALTH AND WELLNESS

Our Long-Term Health and Wellness Goal: Sylvan Lake is a community with supports and services that promote good health and wellbeing for residents

Having the best possible physical and mental health is important for our residents to be able to meet their full potential. We are striving to be a community where residents can access services and supports that promote both physical and mental wellbeing. Over the next three years, we want to accomplish the following:

- Have an ambulatory/urgent care clinic opened in our community
- Increased availability of free or low-cost recreational activities
- Residents have increased awareness of healthy food choices
- Residents have improved access to local mental health supports and services
- Residents have improved access to local addiction supports and services

The actions we are going to pursue to move us toward our health and wellness goal are outlined below.

What We Want to Accomplish in the Next Three Years	Our Planned Actions
An ambulatory/urgent care clinic is opened in our community	Continue to research health care needs in the Sylvan Lake area
	Actively engage in discussions with Alberta Health and Alberta Health Services for an ambulatory care clinic
Increased availability of free or low-cost recreational activities	Build new specialty playgrounds
	Install bike lock-ups in major business and recreational areas, including near the lake
Residents have increased awareness of healthy food choices	Create edible parks and trails
	Strengthen programs that encourage healthy eating (e.g., revitalize Growing Green Neighbours)
Residents have improved access to local mental health supports and services	Regularly share information about available mental health supports and services in the community at Interagency meetings
	Hire a mental health professional to provide short-term subsidized support for residents
	Make the “Move Your Mood” program available in Sylvan Lake
Residents have improved access to local addiction supports and services	Actively engage in discussions with Alberta Health Services for a full-time addictions counsellor in Sylvan Lake



OUR PLAN FOR 2016-2019

TRANSPORTATION

Our Transportation Goal: Sylvan Lake is a community with a range of transportation options for residents and visitors

Reliable, affordable transportation is needed for residents to be able to get to stores, work, school, medical appointments, and to participate in community activities. Some of our residents, including some seniors and individuals with limited mobility and residents with modest incomes, can find it challenging to be able to afford transportation that allows them to have a healthy quality of life.

The community bus is used by a number of organizations. Its purpose is to facilitate attendance at recreation and cultural programs, activities or events. It is a valued resource that needs to be replaced.

We are seeking to accomplish the following over the next three years to increase access to affordable transportation in our community:

- Low-income seniors and residents with limited mobility have access to subsidized transportation services
- Have a public transportation system in place that includes stops in Sylvan Lake and Red Deer that is affordable for individuals and families with low income
- Community organizations are able to offer affordable group trips using the community bus as part of their programming

The actions we will pursue to enhance transportation services for Sylvan Lake residents are identified below.

What We Want to Accomplish in the Next Three Years	Our Planned Actions
Low-income seniors and residents with limited mobility have access to subsidized transportation services	Conduct a specialized transportation feasibility study and implement approved recommendations
There is a public transportation system in place that includes stops in Sylvan Lake and Red Deer that is affordable for individuals and families with low income	Research options for collaboration with other municipalities to provide public transportation services
	Determine appropriate routes and schedules for a public transportation service
	Apply for available grants for a public transportation service
Community organizations are able to offer affordable group trips as part of their programming	Consult with community organizations that currently use the community bus about requirements and preferences for a new bus (e.g. size, storage and safety features, etc.) and coordinate fundraising (including grants)
	Replace the community bus



COMMUNITY SAFETY AND ENGAGEMENT

Our Safety Goal: Residents feel safe in their homes and in the community

Safety is a concern in all communities. Residents want to feel safe both in their homes and when they are out in the community. They also want comfort in knowing their family members are safe.

To increase the sense of safety in our community, we are going to focus on accomplishing the following:

- Residents and community organizations have a common understanding of bullying, harassment and family violence and know how to respond
- Reduce incidence of petty crime
- Strengthen our community response to family violence and establish a women's emergency shelter in Sylvan Lake

What We Want to Accomplish in the Next Three Years	Our Planned Actions
Residents and community organizations have a common understanding of bullying, harassment and family violence and know how to respond	Promote education and a common understanding of bullying, harassment and family violence
	Incorporate 40 Developmental Assets into programs in the community
Incidence of petty crime is reduced	Raise awareness of crime prevention strategies for residents and business owners
	Raise awareness of risk factors for involvement in petty crime
	Give explicit attention to petty crime prevention and risk reduction approaches in all community development initiatives
Community response to family violence is strengthened and a women's emergency shelter is established in Sylvan Lake	Offer affordable counselling support for couples experiencing challenges in their relationships
	Expand services and supports for individuals and families in Sylvan Lake at risk of or experiencing family violence (e.g., providing community education, anger management support, etc.)
	Develop and begin implementation of a plan to have an emergency women's shelter in Sylvan Lake to support women at risk of or experiencing family violence



OUR PLAN FOR 2016-2019

COMMUNITY SAFETY AND ENGAGEMENT

Our Community Engagement Goal: Residents have a sense of belonging in the community

Loneliness and social isolation are becoming major social issues in society today. We want Sylvan Lake to be a community where we know our neighbours and residents are actively engaged in making our community a great place to live. To strengthen the sense of belonging in our community, we will pursue activities that contribute to:

- Residents having stronger and more positive social connections in the community
- Residents being more actively engaged in the community through volunteer opportunities

What We Want to Accomplish in the Next Three Years	Our Planned Actions
Residents have strong, positive, social connections in the community	Promote Block Parties
	Expand opportunities to participate in arts and culture activities in the community
	Strengthen services and resources to welcome newcomers to Sylvan Lake
Residents are actively engaged in the community through volunteer opportunities	Create a full-time volunteer coordinator position for the community (responsibilities will include promoting volunteer opportunities with community organizations, training in volunteer recruitment and retention, etc.)
	Increase awareness of and promote opportunities for parents to volunteer with their children in the community



INCREASING OUR POTENTIAL FOR SUCCESS



We have identified three opportunities to increase the overall potential of this plan to be successful in enhancing the quality of life of Sylvan Lake residents. These are:

- Increasing awareness of programs and services in our community
- Ongoing monitoring of the implementation and effectiveness of this plan
- Taking a collaborative and integrated approach to social planning and implementation in our community

INCREASING AWARENESS OF PROGRAMS AND SERVICES

What We Want to Accomplish in the Next Three Years	Our Planned Actions
Residents are aware of available programs and services and how to access them	Regularly update the directory of all social programs and services available in the community
	Make the directory available in various formats (e.g. print, online) and locations
	Promote the availability of the directory in the community
Service providers are aware of the roles, available programs and services, priorities and planned future initiatives of other organizations addressing social needs in the community	Encourage participation at Interagency meetings
	At Interagency meetings, regularly discuss what organizations are doing and planning to do to address social needs in the community





INCREASING OUR POTENTIAL FOR SUCCESS

UTILIZATION-FOCUSED MONITORING AND EVALUATION

What We Want to Accomplish in the Next Three Years	Our Planned Actions
Regular monitoring and reporting of progress in implementing this plan and movement towards our goals	Regularly review the status of the implementation of this plan and report progress to Town Council
	Regularly discuss whether the actions being pursued under this plan are achieving the intended results and report progress to Town Council
	Regularly discuss factors and circumstances affecting the implementation of this plan and its effectiveness in addressing priority social needs in our community
	Assess alternative strategies and partners that may support our effectiveness and efficiency in achieving our goals
Formal evaluation of this plan in 2019	Evaluate the implementation of this plan and the extent to which we have been successful in accomplishing what we have set out to accomplish. As part of this evaluation, identify what worked and why, and what didn't work and why. Use the evaluation findings as part of our next Social Needs Assessment and in updating our Community Social Master Plan.

COLLABORATION AND INTEGRATED PLANNING

What We Want to Accomplish in the Next Three Years	Our Planned Actions
There is collaboration and integrated planning among organizations delivering social programs and services in the community	Raise awareness of the potential benefits of integrated planning for social programs and services in the community
	Identify programs to strengthen by increased collaboration
	Identify organizations and individuals who may be offering similar programs and services that may benefit from joint planning and collaboration



MONITORING AND EVALUATING THE SUCCESS OF THIS PLAN

The Town of Sylvan Lake will be intentional about monitoring and reporting on our progress in implementing this plan and evaluating the success of this plan in moving us toward our vision and goals. As we proceed with implementing this plan over the next three years, we will regularly ask ourselves “are we doing what we said we would do?” and “are we accomplishing what we want to accomplish?” Answers to these questions will help us decide if we need to adjust this plan to respond to changing needs in our community or leverage new learnings that would allow us to be more effective or efficient in achieving our goals.

Information about the status of the implementation of this plan will be provided to Town Council on a regular basis by the Town of Sylvan Lake FCSS. In addition, the Town will report annually to the community on our progress in implementing this plan. A formal evaluation will be conducted in 2019 and the evaluation findings will be used as part of our next Social Needs Assessment and to update this plan.

Potential indicators that we could use to monitor and evaluate this plan are presented in the table that follows on page 17. These will be refined as we build experience and capacity within our community for gathering and working with specific sets of indicator data.

The overarching indicator of the success of this plan will be the perception of service providers and residents of quality of life in Sylvan Lake.

The data for this indicator could be obtained by adding some specific quality of life questions to the Town’s Annual Satisfaction Survey and from a quick online survey of service providers in the community.²



² For example, a version of Question 5 of the 2015 Social Needs Assessment Survey could be used. See page 42 of the 2015 Social Needs Assessment report http://www.sylvanlake.ca/uploads/pdf/community_social_dev/Social_Needs_Assessment_Final_Report.pdf



MONITORING AND EVALUATING

HOUSING, INCOME AND EMPLOYMENT

Have we progressed towards our goal?	Indicators of Progress and Success	Possible Information Sources
Sylvan Lake has a well-balanced housing continuum	Decrease in % of households spending more than 30% of household income on shelter costs	Federal Census (2016, 2021)
Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
Integrated planning among organizations with mandates for housing and social development	Community housing committee established and using an integrated planning approach Research on integrated planning approaches in other communities completed Sylvan Lake Housing Needs Assessment completed	Organizations with mandates for housing and social development
Housing and support for individuals and families experiencing short-term homelessness	Research on needs for shelter and transitional housing and supports completed Research on options for shelter space and transitional housing and supports is completed Plan to address shelter and transitional housing and support needs completed and being implemented	Organizations with mandates for housing and social development
Increased supply of housing for households with low income	Increase in # of new affordable housing units acquired or created Increase in # of new rent-geared-to-income housing units acquired or created Increase in # of households receiving rent subsidies Increase in # of development applications that incorporate low-income or affordable housing components	Sylvan Community Housing Society Sylvan Lake Foundation Town of Sylvan Lake FCSS Town of Sylvan Lake Planning and Development Red Deer Housing Authority



HOUSING, INCOME AND EMPLOYMENT

Have we progressed towards our goal?	Indicators of Success	Possible Information Sources
Residents are able to meet their basic needs	Decrease in % of households spending more than 30% of household income on shelter costs Decrease in # and % of households below the before-tax Low Income Measures (LIM) Increase in % of residents and service providers who feel residents of Sylvan Lake have the financial resources to meet their basic needs Decrease in # and % of residents who are unemployed	Federal Census (2016, 2021) Town Satisfaction Survey Statistics Canada taxfiler data (2015, 2020) Service providers Alberta Human Services and Alberta Labour statistics (unemployment, Employment Insurance, income support)
Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Success	Possible Information Sources
In-person employment and income support services are available in our community	Increase in % of residents who are satisfied with access to employment and income support services Increase in # of activities focused on expanding income and employment services in Sylvan Lake Job bank promotion plan developed and implemented Increase in # of local employers using job banks to promote employment opportunities Increase in # of residents using job banks to search for employment opportunities	Alberta Human Services Other employment service providers Town Satisfaction Survey Employers in the community



MONITORING AND EVALUATING

HEALTH AND WELLNESS

Have we progressed towards our goal?	Indicators of Progress and Success	Possible Information Sources
Sylvan Lake is a community with supports and services that promote good health and wellbeing for residents	Increase in % of residents who feel that Sylvan Lake is a community with supports and services that promote good health and wellbeing for residents	Town Satisfaction Survey
Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
An ambulatory/urgent care clinic is opened in our community	An ambulatory/urgent care clinic is opened in Sylvan Lake Research is up-to-date on health care needs in the Sylvan Lake area Increase in # of lobbying activities undertaken and involvement of the community	Sylvan Lake and Area Urgent Care Committee
Increased availability of free or low-cost recreational activities	Increase in # of new free or low-cost recreational activities available Increase in # of new specialty playgrounds Increase in # of new locations with bike lock-ups	Town of Sylvan Lake Local businesses
Residents have increased awareness of healthy food choices	Increase in edible plants and trees planted in parks and on trails Increase in # of programs with healthy eating components delivered by community organizations Collaborative approaches in place to encourage healthy eating	Community organizations Town of Sylvan Lake Parks and Recreation Interagency partners Alberta Health Services Schools

MONITORING AND EVALUATING



HEALTH AND WELLNESS

Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
Residents have improved access to local mental health supports and services	Increase in % of residents who feel there has been an improvement in access to local mental health supports and services Increase in Interagency agenda items related to mental health Access to short-term mental health supports from FCSS mental health professional "Move Your Mood" is available in Sylvan Lake	Town Satisfaction Survey Interagency Town of Sylvan Lake FCSS Alberta Health Services
Residents have improved access to local addiction supports and services	Increase in % of residents who feel there has been an improvement in access to local addiction supports and services Increase in # of activities focused on securing a full-time addictions counsellor in Sylvan Lake	Town Satisfaction Survey Groups involved in discussions to secure a full-time addictions counsellor





MONITORING AND EVALUATING

TRANSPORTATION

Have we progressed towards our goal?	Indicators of Progress and Success	Possible Information Sources
Sylvan Lake is a community with a range of transportation options for residents and visitors	Increase in # of transportation options available for Sylvan Lake residents and visitors Increase in % of residents feeling that there are sufficient transportation options available	Town of Sylvan Lake Town Satisfaction Survey
Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
Low-income seniors and residents with limited mobility have access to subsidized transportation services	Specialized transportation feasibility study completed Increase in available transportation services for low-income seniors and residents with limited mobility	Town of Sylvan Lake Sylvan Lake Seniors Association
There is a public transportation system in place that includes stops in Sylvan Lake and Red Deer that is affordable for individuals and families with low income	Affordable public transportation system in place Increase in # of riders	Town of Sylvan Lake City of Red Deer
Community organizations are able to offer affordable group trips as part of their programming	Community bus is available to registered organizations through the Sylvan Lake Volunteer Centre Increase in # of community groups using the community bus	Town of Sylvan Lake – Volunteer Centre Community groups that meet bus usage criteria



COMMUNITY SAFETY AND ENGAGEMENT

Have we progressed towards our goal?	Indicators of Progress and Success	Possible Information Sources
Residents feel safe in their homes and in the community	Increase in % of residents who report feeling safe in their homes Increase in % of residents who report feeling safe in the community	Town Satisfaction Survey
Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
Residents and community organizations have a common understanding of bullying, harassment and family violence and know how to respond	Increase in # of community organizations that feel there is a common understanding of bullying, harassment and family violence and how to respond Increase in # of activities, participants and organizations focused on promoting common understanding of bullying, harassment and family violence Increase in # of organizations using 40 Developmental Assets in their programs	Schools Interagency Partners RCMP Victim Services Regional Vision for Non-Violence Vision for Non-Violence - Sylvan Lake Chapter Flipside Youth Centre Sylvan Lake Parent Support and Resource Centre SPARC (Strengthening Positive Assets & Resiliency in Communities)
Incidence of petty crime is reduced	Decrease in # of petty crimes Increase in # of activities that educate the community about risk factors for involvement in petty crime Increase in # of organizations that integrate petty crime prevention and risk reduction approaches in their initiatives	Statistics Canada Crime Data RCMP Interagency Partners Municipal Enforcement



MONITORING AND EVALUATING

COMMUNITY SAFETY AND ENGAGEMENT

Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
Community response to family violence is strengthened and a women's emergency shelter is established in Sylvan Lake	Increase in # of services available in the community for those at risk of or affected by family violence Access to FCSS for counselling support for couples experiencing challenges in their relationships Plan developed for local women's emergency shelter A women's emergency shelter is opened in Sylvan Lake	Town of Sylvan Lake Ministerial Association Community Partners Association Vision for Non-Violence - Sylvan Lake Chapter Central Alberta Women's Emergency Shelter Society (CAWES) The Outreach Centre RCMP Victim Services Sylvan Lake Housing Committee Interagency Partners Regional Vision for Non-Violence
Have we progressed towards our goal?	Indicators of Progress and Success	Possible Information Sources
Residents have a sense of belonging in the community	Increase in % of residents feeling like they belong in the community	Town Satisfaction Survey



MONITORING AND EVALUATING



COMMUNITY SAFETY AND ENGAGEMENT

Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
Residents have strong, positive, social connections in the community	Increase in % of residents who feel they have positive social connections in the community Increase in # of block parties held per year Increase in # of community arts and culture activities Increased collaboration in providing information to newcomers	Town Satisfaction Survey Town of Sylvan Lake-FCSS and Recreation & Culture Departments Businesses and organizations that provide opportunities for arts and culture in Sylvan Lake Community Partners Association Welcome Wagon Real estate agents SPARC (Strengthening Positive Assets & Resiliency in Communities)
Residents are actively engaged in the community through volunteer opportunities	Increase in # of volunteer opportunities promoted through FCSS Increase in # of volunteer opportunities for parents to volunteer with their children Increase in # and % of residents volunteering Full-time Volunteer Centre Coordinator	Town of Sylvan Lake Volunteer Centre Town of Sylvan Lake





MONITORING AND EVALUATING

INCREASED AWARENESS OF PROGRAMS AND SERVICES WITHIN THE COMMUNITY

Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
Residents are aware of available programs and services and how to access them	Increase in % of residents who feel they are aware of available programs and services and how to access them Increase in % of residents who are satisfied with usefulness and availability of the directory of programs and services Increase in % of service providers that are satisfied with the directory and promote it to clients	Town of Sylvan Lake website Town of Sylvan Lake Community Guide Town Satisfaction Survey Interagency Partners
Service providers are aware of the roles, available programs and services, priorities and planned future initiatives of other organizations addressing social needs in the community	Increase in % of community groups and stakeholders participating in Interagency meetings Increase in % of community organizations that feel informed about other service providers	Interagency Partners

UTILIZATION-FOCUSED MONITORING AND EVALUATION

Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
Regular monitoring and reporting of progress in implementing this plan and movement towards our goals	Interagency agenda items related to review of plan implementation and accomplishments Annual plan progress report	Town of Sylvan Lake FCSS Interagency Partners Other key stakeholders involved in joint or shared initiatives
Formal evaluation of this plan in 2019	Formal evaluation completed	Town of Sylvan Lake FCSS



COLLABORATION AND INTEGRATED PLANNING

Did we do what we planned to do and accomplish what we set out to accomplish?	Indicators of Progress and Success	Possible Information Sources
There is collaboration and integrated planning among organizations delivering social programs and services in the community	Increase in # of initiatives delivered through collaborative approaches Increase in # of initiatives involving integrated planning Increase in # of community organizations involved in collaborative initiatives and integrated planning	Town of Sylvan Lake Interagency Partners Other key stakeholders involved in joint or shared initiatives





SUPPORTING OUR COMMUNITY'S BROADER DEVELOPMENT

This Community Social Master Plan is aligned with and will support achievement of several of the goals, objectives and policies in the Town of Sylvan Lake's Municipal Development Plan (Bylaw 1653/2014). Specific linkages between the Town's Municipal Development Plan and the Community Social Master Plan are shown in the table below.

LAND USE – OVERALL GOAL

To use land and infrastructure efficiently while encouraging a greater mix of land use and socio-economic initiatives in both new and established areas. To identify and secure land and infrastructure capacity that is required to meet future growth needs.

Municipal Development Plan Objectives and Policies	Community Social Master Plan Planned Accomplishments
Objective LU-2: Protect and Enhance Neighbourhoods	Sylvan Lake is a community with supports and services that promote good health and wellbeing for residents
Policy LU 2.3: Promote healthy communities and active lifestyles by providing or encouraging enhanced bicycle and pedestrian circulation, access and safety.	
Objective LU-3: Coordinate Land Use and Transportation	Sylvan Lake is a community with a range of transportation options for residents and visitors
Objective LU-4: Enhance Community Design	Residents have strong, positive, social connections in the community Increased availability of free or low-cost recreational activities
Policy LU-4.6: Encourage the development of public gathering spaces within all developments designed to attract people by using common and usable open space, enhanced pedestrian accessibility, streetscape activation and retail uses.	
Objective LU-5: Increase Opportunities for Mixed Use Development	Residents have strong, positive, social connections in the community
Policy LU-5.1: Ensure mixed-use areas are comprised of integrated developments that avoid segregated uses and have well planned public spaces that bring people together and provide opportunities for active living and interaction.	

SUPPORTING OUR COMMUNITY'S BROADER DEVELOPMENT



NEIGHBOURHOODS AND HOUSING - OVERALL GOAL

To create inclusive neighbourhoods in Sylvan Lake that contain a range of housing opportunities and related compatible uses supporting the needs and preferences of a variety of household types and income levels.

Municipal Development Plan Objectives and Policies	Community Social Master Plan Planned Accomplishments
Objective NH-1: Build Complete Neighbourhoods Policy NH-1.2: Design neighbourhoods to include compatible non-residential uses and amenity spaces/facilities, such as small scale commercial services, places of worship, community halls, or other public uses that serve the area residents and create neighbourhood identity. Policy NH-1.4: Distribute parks and open spaces throughout the neighbourhood to ensure maximum accessibility for all residents	Residents have strong, positive, social connections in the community
Objective NH-2: Increase Supply of Affordable Housing	





SUPPORTING OUR COMMUNITY'S BROADER DEVELOPMENT

MOBILITY – OVERALL GOAL

Sylvan Lake is accessible. The transportation network provides a wide variety of options that are efficient, reliable and cost-effective to serve diverse needs and capabilities of citizens. Strive to decrease car dependency through meaningful travel options and land use patterns that support walkability and sustainability.

Municipal Development Plan Objectives and Policies	Community Social Master Plan Planned Accomplishments
Objective MO-2: Improve Bicycle and Pedestrian Circulation	Increased availability of free or low-cost recreational activities
Policy MO-2.3: Provide an adequate amount of secure, well-positioned bicycle parking at key trip attractors and generators throughout the community and explore incentives for new and existing work places to install bicycle facilities, such as personal lockers, secure parking and showers.	
Objective MO-3: Manage Transportation Demand	Low-income seniors and residents with limited mobility have access to subsidized transportation services There is a public transportation system in place that includes stops in Sylvan Lake and Red Deer that is affordable for individuals and families with low income

ECONOMIC DEVELOPMENT – OVERALL GOAL

Build a foundation for economic prosperity that nurtures the overall health and vitality and builds an atmosphere of innovation and development conditions that foster businesses both large and small.

Municipal Development Plan Objectives and Policies	Community Social Master Plan Planned Accomplishments
Objective ED-3: Expand Workforce Training	In-person employment and income support services are available in our community
Policy ED-3.2: Work with the public school system, training providers, post-secondary educational institutions and the private sector to ensure the workforce has the basic skills and job-specific training necessary to gain employment.	

SUPPORTING OUR COMMUNITY'S BROADER DEVELOPMENT



PARKS, RECREATION AND CULTURE – OVERALL GOAL

To create integrated, accessible and well-planned facilities, along with an open space and parks system that supports a broad range of recreation and cultural opportunities catering to diverse groups and promote quality art and cultural programming that enlivens and celebrates the Town and region.

Municipal Development Plan Objectives and Policies	Community Social Master Plan Planned Accomplishments
Objective PRC-1: Continual Planning for Parks	Increased availability of free or low-cost recreational activities
Policy PRC-1.1: Maintain all relevant parks and open space plans as well as other special purpose park plans current through a regular schedule of evaluations and updates.	
Policy PRC-1.2: Encourage an interdepartmental collaborative process to coordinate with external partners to align site selection, land acquisition, design and construction opportunities with growth projection and demographic information.	There is collaboration and integrated planning among organizations delivering social programs and services in the community
Policy PRC-1.3: Improve collaboration between public safety providers and planning and development to incorporate Crime Prevention through Environmental Design (CPTED) best management practices.	There is collaboration and integrated planning among organizations delivering social programs and services in the community Incidence of petty crime is reduced
Objective PRC-3: Variety of Recreation Facilities and Programs	Increased availability of free or low-cost recreational activities Residents are aware of available programs and services and how to access them
Policy PRC-3.4: Encourage healthy and active lifestyles by increasing access to recreational facilities and open space. Trail connectivity between subdivisions is encouraged.	
Objective PRC-4: Incorporate Public Art and Cultural Facilities/Venues in the Community	There is collaboration and integrated planning among organizations delivering social programs and services in the community Residents have strong, positive, social connections in the community
Policy PRC-4.4: Explore developing partnerships with groups, agencies or institutions to broaden the cultural facilities and programs available to residents.	



SUPPORTING OUR COMMUNITY'S BROADER DEVELOPMENT

COMMUNITY HEALTH – OVERALL GOAL

Improve the overall physical and mental health of Sylvan Lake residents by increasing the quality of life in the region

Municipal Development Plan Objectives and Policies	Community Social Master Plan Planned Accomplishments
Objective CH-1: Encourage Mental and Physical Wellness through Community Design Policy CH-1.1: Encourage more active lifestyles through new development and redevelopment designs that support walking and cycling and continue to expand sidewalk and bicycle networks in neighbourhoods to create safer routes to schools. Policy CH-1.2: Collaborate with local school boards to transform school yards into multi-use culture and recreation facilities and explore the opportunity to integrate fixed, durable outdoor fitness equipment and interpretive displays in parks.	Increased availability of free or low-cost recreational activities There is collaboration and integrated planning among organizations delivering social programs and services in the community
Objective CH-2: Improve Access to Local Food Policy CH-2.1: Encourage research, policies and programs that increase food security, improve health outcomes and create social and economic opportunities. Policy CH-2.2: Encourage, where appropriate, the creation of new community gardens on public lands, as well as the retention of existing community gardens. Provide educational seminars for home gardening covering topics such as climate tolerant species and types of gardening beds.	Residents have increased awareness of healthy food choices



APPENDIX A:

COMMUNITY SOCIAL MASTER PLAN SUB-COMMITTEE MEMBERS

HOUSING, INCOME AND EMPLOYMENT SUB-COMMITTEE

Appointed Sub-Committee Members:

Dale Plante, *Town Councillor*

Don MacKenzie, *Sylvan Lake Seniors Association*

Alanna Dextrase, *Community Partners Association*

Advisors:

Outi Kite, *Red Deer Housing Authority*

Kathy Hanz, *Sylvan Community Housing Society, Administrator*

Stan Bell, *Sylvan Community Housing Society*

Melanie Acres, *COSMOS Employment Services*

Advisors – Town of Sylvan Lake Staff:

Kim Devlin, *Planning & Development, Senior Planner*

Calvin Symington, *Planner 2*

Vicki Kurz, *Economic Development Officer*

Alissa McDonald, *Community Development Coordinator*

Valerie Munro, *Information & Referral Specialist*

Brittney Wells, *Senior Supports Coordinator*

Kelly Smith, *Family & Community Support Services Manager*

HEALTH AND WELLNESS SUB-COMMITTEE

Appointed Sub-Committee Members:

Megan Chernoff, *Town Councillor*

Chloe Lester, *Sylvan Lake Seniors Association*

Don MacKenzie, *Sylvan Lake Seniors Association*

Donna Hughes, *Sylvan Lake Collective Kitchen*

Advisors:

Kim Schimpf, *AHS Youth Mental Health Worker*

Pamela Towers, *Sylvan Lake Food Bank*

Tracy King, *Primary Care Network*

Jaclyn Wiebe, *Outreach Centre*

Janie Chapin, *AHS Registered Nurse Outreach*

Brad Wilson, *Family School Wellness Worker*

Stephanie Catudal, *AHS Promotions*

Advisors – Town of Sylvan Lake Staff:

Giselle Campbell, *Lakeview Parent Link Supervisor*

Cheryl DeBoer, *Horticulturist*

Valerie Munro, *Information & Referral Specialist*

Brittney Wells, *Senior Supports Coordinator*

Alissa McDonald, *Community Development Coordinator*

Kelly Smith, *Family & Community Support Services Manager*



APPENDIX A: COMMUNITY SOCIAL MASTER PLAN SUB-COMMITTEE MEMBERS

TRANSPORTATION SERVICES SUB-COMMITTEE

Appointed Sub-Committee Members:

Chris Lust, *Town Councillor*
Daryl Frenette, *Associated Cabs*
Alanna Dextrase, *Community Partners Association*
Sue Bornn, *Community Member*

Advisors:

Chloe Lester, *Sylvan Lake Seniors Association*
Dieter Brandt, *Director of Transportation, Chinook's Edge School Division*
Brad Wilson, *Family School Wellness Worker*
Dave Dale, *Seniors Bus Association*
Judy Scanland, *Seniors Bus Association*
Marjorie Mellott, *Seniors Bus Association*
Colleen Watson, *PDD, kcs*
Carol Baragar, *Sylvan Lake Seniors Lodge*

Advisors - Town of Sylvan Lake Staff:

Ron Lebsack, *Community Services Director*
Krista Carlson, *Youth Services Supervisor*
Alissa McDonald, *Community Development Coordinator*
Valerie Munro, *Information & Referral Specialist*
Brittney Wells, *Seniors Support Coordinator*
Kelly Smith, *Family & Community Support Services Manager*

SAFETY AND ENGAGEMENT SUB-COMMITTEE

Appointed Sub-Committee Members:

Graham Parsons, *Town Councillor*
Robben Stappard, *Welcome Wagon*
Paul Ventura, *Jumpstart*

Advisors:

Allyssa DeHeer, *CAWES Crisis Worker*
Brittany Soley, *CAWES Crisis Worker*
Jaclyn Wiebe, *Outreach Centre*
Stephanie Catudal, *AHS Promotions*

Advisors – Town of Sylvan Lake Staff:

Giselle Campbell, *Lakeview Parent Link Supervisor*
Krista Carlson, *Youth Services Supervisor*
Deshon Lennard, *Youth Services Coordinator*
Valerie Munro, *Information & Referral Specialist*
Brittney Wells, *Senior Supports Coordinator*
Alissa McDonald, *Community Development Coordinator*
Nick Reijnen, *Municipal Enforcement Manager*
Kelly Smith, *Family & Community Support Services Manager*

APPENDIX B:

GLOSSARY



Affordable Housing – Rental housing provided at 10% below-market rent.

Ambulatory/Urgent Care Clinic – A clinic, under one roof, that provides medical treatment of non-life threatening injuries. This clinic would be open 7 days a week from 7:00 am – 10:00 pm and have access to laboratory (Lab) and diagnostic imaging (DI) services. It would be staffed by doctors and nurses. It would provide additional supports for mental health and seniors.

Community Engagement – The extent to which individuals feel connected and are committed to the betterment of their community.

Community organizations – Organizations that offer programs or services to residents of Sylvan Lake.

Evaluation – A systematic process to assess the relevance, effectiveness, efficiency and impacts of plans, programs and services to guide future decision making.

Goal – An aspirational statement of what the community is seeking to achieve in the long term.

Indicators – The information that provides evidence related to the implementation of this plan and whether progress is being made towards goals.

Monitoring – Regular, systematic collection of data that provides stakeholders with information about the progress of planned activities and towards goals.

Partner – Individuals or groups that collaborate to plan and implement activities.

Planned accomplishments – Intended changes that can be measured that will result from implementation of planned activities over the next three years. These are the outcomes the community is seeking to achieve.

Quality of life – The general wellbeing of residents of a community or society.

Rent-geared-to-income housing – Rental housing at below-market rent tied to income for low-income households (based on core need - spending more than 30% of household income on shelter costs).

Stakeholder – An individual or group with an interest in a particular issue or the ability to create change.

Subsidized housing – Rent supplements for low-income households living in private market housing.

Utilization-focused monitoring and evaluation – An action-oriented approach to monitoring and evaluation that emphasises the use of findings and recommendations for ongoing improvement.



APPENDIX C: COLLABORATION MOVING FORWARD

Collaboration will be key to the successful implementation of this plan

Potential partners for ensuring the planned actions move forward are identified below. Potential facilitators have also been identified for the coordination of some of the initial work that will be required such as bringing partners together and developing detailed implementation plans for each action.

HOUSING, INCOME AND EMPLOYMENT

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Integrated planning among organizations with mandates for housing and social development		
Create a community housing committee to continue the work of the Housing, Income and Employment Community Social Master Plan Sub-committee	Town of Sylvan Lake FCSS (coordinate establishment of committee)	
Investigate models in other communities for integrated planning across the housing continuum	Town of Sylvan Lake FCSS	Proposed Community Housing Committee*
Update the Sylvan Lake Housing Needs Assessment	Sylvan Community Housing Society	Town of Sylvan Lake
Implement a model and process for integrated planning across the housing continuum in the community	Proposed Community Housing Committee	Developers Property Management Companies Realtors Residents

* Assumes the establishment of a community housing committee which would include representatives of the Sylvan Community Housing Society, Community Partners Association, Sylvan Lake Foundation, Red Deer Housing Authority, the Town of Sylvan Lake and other key stakeholders.

APPENDIX C:

COLLABORATION MOVING FORWARD



HOUSING, INCOME AND EMPLOYMENT

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Housing and support for individuals and families experiencing short-term homelessness		
Explore options in the community for shelter space and transitional housing and supports for individuals and families	Proposed Community Housing Committee	Central Alberta Women's Emergency Shelter Society (CAWES) The Outreach Centre Ministerial Association RCMP Victim Services
Develop and implement a plan to address needs in the community for shelter and transitional housing and supports	Proposed Community Housing Committee	Central Alberta Women's Emergency Shelter Society (CAWES) The Outreach Centre Ministerial Association RCMP Victim Services
Planned Achievement: Increased supply of housing for households with low income		
Investigate potential funding options to expand the supply of low-income and subsidized housing in the community	Proposed Community Housing Committee	
Encourage developers to incorporate rental or ownership components for low-income households in project proposals	Town of Sylvan Lake Planning and Development	Proposed Community Housing Committee Developers
Inform residents about accessing available rent subsidies from Red Deer Housing Authority	Town of Sylvan Lake FCSS Community Partners Association	Red Deer Housing Authority Sylvan Community Housing Society

APPENDIX C: COLLABORATION MOVING FORWARD

HOUSING, INCOME AND EMPLOYMENT

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: In-person employment and income support services are available in our community		
Collect statistics and narrative evidence to inform and influence decisions about employment and income support services in Sylvan Lake	Town of Sylvan Lake FCSS Community Partners Association	Interagency partners Sylvan Lake Municipal Library Alberta Human Services Other organizations providing employment and training services in the community
Build awareness of available job banks to link residents with employers who have job opportunities	Town of Sylvan Lake FCSS Community Partners Association	Chamber of Commerce Alberta Human Services Other organizations providing employment and training services in the community Sylvan Lake Municipal Library



APPENDIX C:

COLLABORATION MOVING FORWARD



HEALTH AND WELLNESS

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: An ambulatory/urgent care clinic is opened in our community		
Continue to research health care needs in the Sylvan Lake area	Sylvan Lake and Area Urgent Care Committee	
Actively engage in discussions with Alberta Health and Alberta Health Services for an ambulatory care clinic	Sylvan Lake and Area Urgent Care Committee	Town of Sylvan Lake Other municipal councils in the area Residents Medical professionals Businesses and Chamber of Commerce
Planned Achievement: Increased availability of free or low-cost recreational activities		
Build new specialty playgrounds	Town of Sylvan Lake Parks and Recreation	Developers Residents Service Clubs
Install bike lock-ups in major business and recreational areas, including near the lake	Town of Sylvan Lake	Businesses and Chamber of Commerce



APPENDIX C: COLLABORATION MOVING FORWARD

HEALTH AND WELLNESS

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Residents have increased awareness of healthy food choices		
Create edible parks and trails	Town of Sylvan Lake Parks and Recreation	Residents Businesses Service Clubs
Strengthen programs that encourage healthy eating (e.g., revitalize Growing Green Neighbours)	Community Partners Association/ Town of Sylvan Lake FCSS	Interagency partners Food Bank Collective Kitchen School Divisions Alberta Health Services dietitians
Planned Achievement: Residents have improved access to local mental health supports and services		
Regularly share information about available mental health supports and services in the community at Interagency meetings	Town of Sylvan Lake FCSS	Interagency partners Organizations providing mental health services in the community
Hire a mental health professional to provide short-term support for residents	Town of Sylvan Lake FCSS	
Make the “Move Your Mood” program available in Sylvan Lake	Alberta Health Services	Town of Sylvan Lake FCSS – Youth Program Coordinator School Divisions
Planned Achievement: Residents have improved access to local addiction supports and services		
Actively engage in discussions with Alberta Health Services for a full-time addictions counsellor in Sylvan Lake	Town of Sylvan Lake Council/FCSS	School Divisions RCMP Interagency Partners Primary Care Network

APPENDIX C:

COLLABORATION MOVING FORWARD



TRANSPORTATION

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Low-income seniors and residents with limited mobility have access to subsidized transportation services		
Conduct a specialized transportation feasibility study and implement approved recommendations	Town of Sylvan Lake	
Planned Achievement: There is a public transportation system in place that includes stops in Sylvan Lake and Red Deer that is affordable for individuals and families with low-income		
Research options for collaboration with other municipalities to provide public transportation services	Town of Sylvan Lake FCSS	BOLT municipalities (Blackfalds, Lacombe and Red Deer) Other area municipalities
Determine appropriate routes and schedules for a public transportation service	Town of Sylvan Lake Planning and Development/Public Works	Town of Sylvan Lake FCSS/Parks and Recreation/Arts and Culture Residents School Divisions Businesses City of Red Deer
Apply for available grants for a public transportation service	Town of Sylvan Lake	Other area municipalities wishing to collaborate



APPENDIX C: COLLABORATION MOVING FORWARD

TRANSPORTATION

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Community organizations are able to offer affordable group trips as part of their programming		
Consult with community organizations that currently use the community bus about requirements and preferences for a new bus (e.g. size, storage and safety features, etc.) and coordinate fundraising (including grants)	Town of Sylvan Lake FCSS	Community bus fundraising committee*
Replace the community bus	Town of Sylvan Lake	Organizations that use the community bus Local service clubs



* Assumes the establishment of a community bus fundraising committee. In the event that the committee is not formed the various organizations that use the community bus will share the responsibility.

APPENDIX C:

COLLABORATION MOVING FORWARD



COMMUNITY ENGAGEMENT AND SAFETY

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Residents and community organizations have a common understanding of bullying, harassment and family violence and know how to respond		
Promote education and a common understanding of bullying, harassment and family violence	Vision for Non-Violence - Sylvan Lake Chapter Regional Vision for Non-Violence	School Divisions Community Partners Association Town of Sylvan Lake FCSS Flipside Youth Centre Lakeview Parent Link Centre RCMP Victim Services
Incorporate 40 Developmental Assets into programs in the community	Vision for Non-Violence - Sylvan Lake Chapter Strengthening Positive Assets & Resiliency in Communities (SPARC) sub-committee	School Divisions Flipside Youth Centre Lakeview Parent Link Centre Businesses Residents Community Organizations
Planned Achievement: Incidence of petty crime is reduced		
Raise awareness of crime prevention strategies for residents and business owners	RCMP	
Raise awareness of risk factors for involvement in petty crime	RCMP	School Divisions Interagency Partners
Give explicit attention to petty crime prevention and risk reduction approaches in all community development initiatives	Town of Sylvan Lake	RCMP Interagency Partners



APPENDIX C: COLLABORATION MOVING FORWARD

COMMUNITY ENGAGEMENT AND SAFETY

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Community response to family violence is strengthened and a women's emergency shelter is established in Sylvan Lake		
Offer affordable counselling support for couples experiencing challenges in their relationships	Town of Sylvan Lake FCSS	Ministerial Association Private Counsellors Alberta Health Services - Mental Health
Expand services and supports for individuals and families in Sylvan Lake at risk of or experiencing family violence (e.g., providing community education, anger management support, etc.)	Vision for Non-Violence - Sylvan Lake Chapter Regional Vision for Non-Violence	The Outreach Centre Town of Sylvan Lake FCSS Community Partners Association Ministerial Association Primary Care Network RCMP Victim Services Alberta Human Services Community Safety Grant
Develop and begin implementation of a plan to have an emergency women's shelter in Sylvan Lake to support women at risk of or experiencing family violence	Vision for Non-Violence - Sylvan Lake Chapter	Central Alberta Women's Emergency Shelter Society (CAWES) The Outreach Centre Town of Sylvan Lake FCSS Community Partners Association RCMP Victim Services Central Alberta Rural Communities Coalition Other area municipalities

APPENDIX C:

COLLABORATION MOVING FORWARD



COMMUNITY ENGAGEMENT AND SAFETY

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Residents have strong, positive, social connections in the community		
Promote Block Parties	Vision for Non-Violence - Sylvan Lake Chapter, SPARC (Strengthening Positive Assets & Resiliency in Communities) sub-committee	Residents Businesses Town of Sylvan Lake FCSS Community organizations and service clubs
Expand opportunities to participate in arts and culture activities in the community	Town of Sylvan Lake - Recreation and Culture	Sylvan Lake Municipal Library Businesses and organizations that provide opportunities for arts and culture in Sylvan Lake
Strengthen services and resources to welcome newcomers to Sylvan Lake	Town of Sylvan Lake FCSS (for initial coordination)	Community Partners Association Welcome Wagon Real Estate Agents Schools Property Management Companies Businesses Ministerial Association



APPENDIX C: COLLABORATION MOVING FORWARD

COMMUNITY ENGAGEMENT AND SAFETY

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Residents are actively engaged in the community through volunteer opportunities		
Create a full-time volunteer coordinator position for the community (responsibilities will include promoting volunteer opportunities with community organizations, training and volunteer recruitment and retention, etc.)	Town of Sylvan Lake	Town of Sylvan Lake FCSS
Increase awareness of and promote opportunities for parents to volunteer with their children in the community	Town of Sylvan Lake Volunteer Centre	Interagency Partners Bethany Sylvan Lake Sylvan Lake Seniors Lodge Service Clubs Arts and Culture Organizations Recreational Organizations Businesses School Divisions Early childhood development programs/daycares Other organizations

APPENDIX C:

COLLABORATION MOVING FORWARD



INCREASING AWARENESS OF PROGRAMS AND SERVICES

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Residents are aware of available programs and services and how to access them		
Regularly update the directory of all social programs and services available in the community	Town of Sylvan Lake FCSS	Other organizations providing social programs and services in Sylvan Lake
Make the directory available in various formats (e.g. print, online) and locations	Town of Sylvan Lake Communications/FCSS	Other organizations providing social programs and services in Sylvan Lake (e.g. Community Partners Association, Sylvan Lake Municipal Library, School Divisions, Alberta Health Services, Primary Care Network)
Promote the availability of the directory in the community	Town of Sylvan Lake Communications/FCSS	Other organizations providing social programs and services in Sylvan Lake Sylvan Lake Municipal Library School Divisions Interagency partners
Planned Achievement: Service providers are aware of the roles, available programs and services, priorities and planned future initiatives of other organizations addressing social needs in the community		
Encourage participation at Interagency meetings	Town of Sylvan Lake FCSS	Interagency partners
At Interagency meetings, regularly discuss what organizations are doing and planning to do to address social needs in the community at Interagency meetings	Town of Sylvan Lake FCSS	Interagency partners



APPENDIX C: COLLABORATION MOVING FORWARD

UTILIZATION-FOCUSED MONITORING AND EVALUATION

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Regular monitoring and reporting of progress in implementation and movement towards our goals		
Regularly review the status of the implementation of this plan and report progress to Town Council	Town of Sylvan Lake FCSS	Community Services Standing Committee Partner Organizations Interagency Partners
Regularly discuss whether the actions being pursued under this plan are achieving the intended results and report progress to Town Council	Town of Sylvan Lake FCSS	Community Services Standing Committee Partner Organizations Interagency Partners
Regularly discuss factors and circumstances affecting the implementation of this plan and its effectiveness in addressing priority social needs in our community	Town of Sylvan Lake FCSS	Interagency Partners
Assess alternative strategies and partners that may support our effectiveness and efficiency in achieving our goals	Town of Sylvan Lake FCSS	Interagency partners

APPENDIX C: COLLABORATION MOVING FORWARD



UTILIZATION-FOCUSED MONITORING AND EVALUATION

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: Formal evaluation of this plan in 2019		
Evaluate the implementation of this plan and the extent to which we have been successful in accomplishing what we have set out to accomplish. As part of this evaluation, identify what worked and why, and what didn't work and why. Use the evaluation findings as part of our next Social Needs Assessment and in updating our Community Social Master Plan.	Town of Sylvan Lake Council	Town of Sylvan Lake FCSS Partner Organizations Community Services Standing Committee





APPENDIX C: COLLABORATION MOVING FORWARD

COLLABORATION AND INTEGRATED PLANNING

Planned Actions	Facilitator(s)	Potential Partners
Planned Achievement: There is collaboration and integrated planning among organizations delivering social programs and services in the community		
Raise awareness of the potential benefits of integrated planning for social programs and services in the community	Town of Sylvan Lake FCSS - Community Development	Interagency partners and other organizations serving social needs in Sylvan Lake
Identify programs to strengthen by increased collaboration	Town of Sylvan Lake FCSS - Community Development	Interagency partners and other organizations serving social needs in Sylvan Lake
Identify organizations and individuals who may be offering similar programs and services that may benefit from joint planning and collaboration	Town of Sylvan Lake FCSS - Community Development	Interagency partners and other organizations serving social needs in Sylvan Lake





APPENDIX D:

SYLVAN LAKE COMMUNITY SOCIAL MASTER PLAN OPEN HOUSE SURVEY RESULTS - MAY 28, 2016

SURVEY OVERVIEW:

- 115 Respondents completed the Survey
- Demographic of respondents appeared to represent a fair balance of adults 18 years and older e.g. young adults; middle aged adults; older adults; seniors
- Both male and female respondents completed the survey

HOUSING, INCOME, AND EMPLOYMENT:

1. Do you think the identified goals and strategies will help address housing needs in Sylvan Lake?

Yes: 92%
No: 1%
No answer: 7%

Comments:

- Would like to see this move from basic need to above minimum in years to come
- I have limited knowledge here, but I am assuming this is needed/will be helpful
- I agree with an integrated collaborative approach

2. Do you think an in-person employment and income support services office is needed in Sylvan Lake?

Yes: 91%
No: 5%
Not Sure: 1%
No Answer: 3%

Comments:

- There have been a few attempts but nothing consistent
- We need a local employment and income supports office
- Not sure
- As long as Red Deer has one, I think we are okay
- Although, I would have some concerns regarding privacy given the size of our community
- Needed very much so!
- As long as the services are not a duplication of existing – perhaps a 'One Stop Shop'
- Red Deer is close enough for employment and income support
- Employment services in Sylvan Lake would be amazing as well as low income housing
- In-person Employment Centre is desperately needed
- Employment and Income Supports services office would be highly beneficial to the residents of Sylvan Lake



APPENDIX D:

SYLVAN LAKE COMMUNITY SOCIAL MASTER PLAN OPEN HOUSE SURVEY RESULTS - MAY 28, 2016

3. Please provide any comments you might have about the Housing, Income, and Employment portion of the draft Social Master Plan.

Comments:

- We need local supports and more affordable and low income housing options; Shelter space is important for local communities
- Not sure there is enough accessible low income housing for seniors – cottages behind lodge need replacement/ updated and larger brighter places available
- Low income seniors need to be able to find savings and stretch money to stay in own homes
- Income home owners need relief from school taxes, property taxes, and utilities base rates e.g. garbage that they don't need every week – keep bin back from curb and only put out once per month in order to be able to afford staying in their homes where the province/Alberta Health Services wants them
- So will Habitat for Humanity consider building in Sylvan Lake?
- More single dwellings for low income and seniors needed
- Housing 1st



SYLVAN LAKE COMMUNITY SOCIAL MASTER PLAN OPEN HOUSE SURVEY RESULTS - MAY 28, 2016

HEALTH AND WELLNESS:

1. Do you think the identified goals and strategies will help address health and wellness needs in Sylvan Lake

Yes: 99%
No: 1%

Comments:

- Should have done this long time ago
- It's a good beginning
- Great goals!
- Sounds great!

Referring to overall 2016 Social Master Plan

- All these programs are a necessary next step in aiding the growth of our Town
- Well thought out improving lives of residents

2. Do you think an Ambulatory/Urgent Care Clinic is required in Sylvan Lake to support community health and wellness?

Yes: 98%
No: 1%
Possibly: 1%

Comments:

- Definitely a Priority
- Business model for "first aid" station and/or mobile pay for services will not meet needs but would provide some service
- Yes, our population swells in the summer and we need local supports for people who don't have transportation to get to Red Deer
- Absolutely need an Urgent Care Centre!!!
- Possibly, it would depend on a feasibility study
- It's a shame the new government set us back
- Having an Emergency Centre would be beneficial to our community for sure
- Both the Urgent Care Centre and low cost recreational activities are great ideas
- We need Urgent Care!
- Doctors need support to be able to provide after hours care
- We would love to see Urgent Care Clinic. I am satisfied with current programming for my kids (ages 1 – 3) SEEDS organized group
- No doctors on call as of July 1st – so we need Urgent Care for us here!!! Economy so very poor here – we need all the help we can in all aspects
- Urgent Care is desperately needed
- Sylvan Lake desperately needs an Urgent Care unit. As a destination Town and a family oriented Town, it is ridiculous that we do not have one.
- Urgent Care facility is an absolute must
- Dyer need for Urgent Care and emergency treatment in Sylvan Lake



APPENDIX D:

SYLVAN LAKE COMMUNITY SOCIAL MASTER PLAN OPEN HOUSE SURVEY RESULTS - MAY 28, 2016

3. Please provide any comments you might have about the Health & Wellness portion of the draft Social Master Plan.

Comments:

- I like the specific suggestions such as edible parks
- More free or low cost recreation activities would get more community support
- Health and Wellness is a very personally driven issue. Even with improved awareness/access, positive health outcomes will only be obtained by healthy personal choices
- Splash Park for kids
- May need more/easier access to mental health supports for youth i.e. schools in a private setting
- Improved access to local mental health is a priority
- With respect to healthy food choice, my hope is that we would have a plan other than the Canada Food Guide and perhaps a more European approach
- We have too many liquor stores in Town of under 15,000, a future disaster in the making
- Improve Home Care!!!
- Perhaps a community greenhouse could be developed to encourage local personal production of healthy food – also used as a learning environment for school kids/day care, etc.
- I'd like to see something about access to physical activity opportunities as activity is so linked to health



SYLVAN LAKE COMMUNITY SOCIAL MASTER PLAN OPEN HOUSE SURVEY RESULTS - MAY 28, 2016

TRANSPORTATION

1. Do you think the identified goals and strategies will help address transportation needs in Sylvan Lake?

Yes: 87%

No: 1%

No Answer: 12%

2. Would you or other members of your household use a public transportation system within Sylvan Lake?

Yes: 49%

No: 45%

No Answer: 6%

How often (If respondent answered Yes):

- 18 respondents did not provide an answer
- 7 respondents indicated 2 to 3 times per week
- 3 respondents indicated sometimes; once in awhile
- 6 respondents indicated always; every day
- 7 respondents indicated 5 days per week
- 4 respondents indicated once per month
- 8 respondents collectively indicated rarely; weekend use; not often; unsure; if needed; maybe my kids would use it; depends on what is offered

3. Would you or other members of your household use a public transportation system between Sylvan Lake and Red Deer?

Yes: 52%

No: 38%

No Answer: 8%

Maybe: 2%

How often (If respondent answered Yes):

- 19 respondents did not provide an answer
- 8 respondents indicated 3 to 5 times per week
- 8 respondents indicated daily usage
- 5 respondents indicated 1 to 2 times per week
- 5 respondents indicated 1 to 2 times per month
- 1 respondent indicated once every other month
- 14 respondents collectively indicated occasional; unknown; unsure; not often; rarely; if needed; random; once in a while; sometimes; varies – would use during winter; depends when its offered



APPENDIX D:

SYLVAN LAKE COMMUNITY SOCIAL MASTER PLAN OPEN HOUSE SURVEY RESULTS - MAY 28, 2016

4. Do you or other members of your household require a limited mobility transportation system?

Yes: 9%
No: 83%
No Answer: 8%

How often (If respondent answered Yes):

- 6 respondents did not provide an answer
- 2 respondents indicated 7 days per week
- 1 respondent indicated unknown

APPENDIX D:



SYLVAN LAKE COMMUNITY SOCIAL MASTER PLAN OPEN HOUSE SURVEY RESULTS - MAY 28, 2016

5. Please provide us with any comments you might have about the Transportation portion of the draft Social Master Plan.

Comments:

- Let's do it!
- The size of Sylvan Lake and where retail is located, there needs to be public transportation
- Though I do not need either of the Transportation strategies, I believe they will go a long way to helping those who could use them
- Even though we wouldn't utilize public transportation, I feel it's a very good idea for our community
- Have heard from immigrants that transportation access is poor
- Transportation access from Sylvan Lake to Red Deer is becoming a very needed option
- Handibus is too expensive for many people I hear from
- Cheaper and easier to use bus (seniors bus) I realize cost and manpower is a problem
- Need a bus service
- A city bus from Red Deer to Sylvan Lake would help people to go back and forth
- This (transportation) is a big issue – Sylvan Lake is not a wheelchair friendly town
- All these programs are a necessary next step in aiding the growth of our Town
- Need wheelchair accessible for seniors and others who need it
- I am not sure a public transportation system would have high usage in Sylvan Lake
- There is a regional transportation report available for reference through Central Alberta Economic Partnership (CAEP) BOLT – public transit between Lacombe/Blackfalds/Red Deer came from it
- Do not drive in winter so have to rely on other people for CT/MRI so needed!!
- Bus service within Sylvan Lake would enhance community safety as well as it pertains to school age children

Referring to public transportation within Sylvan Lake

- Not currently needing it, but will as kids get older
- Although this wouldn't affect my family, I am well aware that this is a need (transportation to Red Deer) through my profession at Red Deer Hospital
- A bus route from Sylvan Lake to Red Deer would be helpful
- Public transportation is an absolute necessity
- I don't need limited mobility transportation but my neighbours do
- Public transportation for Town and to Red Deer I would use as I've needed other services that are not offered in Sylvan Lake
- As the Town grows this is a much needed service
- Great to see that there will be options for community members

Referring to public transportation between Sylvan Lake and Red Deer

- I think it is a necessary thing for many in the community
- Sylvan Lake and Red Deer transport would work if there is drop off and pick-ups throughout Red Deer e.g. major bus stops and edges of Red Deer, only need a couple of pick-up places in Sylvan Lake

Referring to limited mobility transportation system

- I think it is an invaluable need in the community
- Don't need it yet, here for life
- Don't need it yet
- Great idea
- Would have used it – have bought our own due to lack of services



APPENDIX D:

SYLVAN LAKE COMMUNITY SOCIAL MASTER PLAN OPEN HOUSE SURVEY RESULTS - MAY 28, 2016

COMMUNITY SAFETY & ENGAGEMENT

1. Do you think the identified goals and strategies will help address community safety and engagement needs in Sylvan Lake?

Yes: 90%
No: 3%
No Answer: 7%

2. Please provide any comments you might have about the Community Safety & Engagement portion of the draft Social Master Plan

Comments

- Residents deserve to feel safe
- Training for all adults and youth to recognize abuse and know how to respond – suggestion – “It’s not Right – Friends, Family & Neighbours” bystander training
- Great idea to welcome newcomers and engage current community members
- However, I don’t know if a Women’s Shelter is needed Sylvan Lake when one is readily available in Red Deer – possibly free 24 hour transportation to the Red Deer Women’s Shelter
- More supervision at Skate Park, a lot of bullying going on
- Programs for young men need to be looked at – guess whose involved in greater numbers in gangs, crime, etc.
- I don’t think there will ever be a common understanding of bullying
- Safety also incorporates RCMP in my opinion – interactions are often a mixed bag, which makes trust/safety a factor
- My child has been bullied since 1st day of school e.g. name calling, physical abuse, stabbed, kicked, threatened
- Need more visual signage in our streets and neighbourhoods with children playing
- Poor economy has caused a dramatic increase in crime – again, all help we can get will help
- Shelter is key – difficult to leave own home where network is – again, housing 1st and have supports at the shelter
- Police force needs to be active and present in the community – not just in an enforcement role
- Addressing drug and alcohol related issues would hopefully make the Town safer and reduce some of the crime and unsafe behaviours

Referring to a Shelter

- not just women need somewhere to go

Referring to Community Safety & Engagement Goals and Strategies

- There is no plan – strategies just a goal
- This is very important to me as I have a young family
- It will help, but all volunteer and honour systems – need Crime Watch – still lots of crime in neighbourhood e.g. vehicle theft, backyard theft

Referring to Family Violence and Bullying awareness

- Start young – reach all ages – early childhood education may help with this

Referring to 2016 Social Master Plan

- I fully agree with all the goals mentioned and the idea of a Women’s Shelter is awesome
- Let’s Do It!

