

TOWN OF SLAVE LAKE

# Strategic Plan



# TOWN OF SLAVE LAKE COUNCIL



**Francesca Ward**  
Mayor



**Shawn Gramlich**  
Deputy Mayor



**Steve Adams**  
Councillor



**Kimberly Hughes**  
Councillor



**Ali Mouallem**  
Councillor



**Andrew Achoba**  
Councillor

**Our Vision:** “Slave Lake is committed to building opportunities by growing business, industry, and population, while promoting ourselves and our exceptional quality of life.”

**Our Mission:** “Working together, building a better community.”

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# STRATEGIC PRIORITIES



**ECONOMIC HEALTH**



**LIVABILITY**



**GOOD GOVERNANCE**



**RELATIONSHIPS AND  
PARTNERSHIPS**



**COMMUNICATION**



# ECONOMIC HEALTH

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<b>Support and grow the diversity of our economy.</b>	<ul style="list-style-type: none"><li>• Ensure resources to support economic development.</li><li>• Attend a minimal of four Economic and Development Tradeshows promoting TOSL and investment opportunities.</li><li>• Research grant opportunities.</li><li>• Create tax incentives.</li><li>• New business investment package.</li><li>• Identify data and bridge gaps, that would benefit business investments.</li><li>• Continue to promote Rural Renewal.</li><li>• Continue to promote external Fire Services training opportunities.</li><li>• Continue to explore wastewater revenue opportunities.</li><li>• Continue to coordinate State of the Lake.</li></ul>
<b>Pursue a regional approach to tourism as both an economic and community building driver</b>	<ul style="list-style-type: none"><li>• Advocate to Alberta Parks for improvements to Lesser Slave Lake Provincial Park.</li><li>• Develop an actionable plan around tourism.</li><li>• Establishment of Events/Tourism coordinator.</li><li>• New tourism promotional video.</li></ul>
<b>Support and promote local businesses</b>	<ul style="list-style-type: none"><li>• Review regulatory framework.</li><li>• Work with local business, industry and organizations to support their interests through advocacy.</li><li>• Update business directory and Town of Slave Lake website.</li></ul>
<b>Development of a vibrant downtown</b>	<ul style="list-style-type: none"><li>• Implement the Downtown Plan through phases to revitalize the area.</li><li>• Continue planning phase 4 and 5.</li><li>• Promoting and support use of vending on public lands.</li></ul>



STRATEGIC PRIORITY

# LIVABILITY



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AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<b>Support policies, processes and infrastructure that enhances community safety</b>	<ul style="list-style-type: none"><li>• Plan for and construct a new Protective Services building.</li><li>• Advocate for improvements to the criminal justice system.</li><li>• Advocate to the Alberta Government for regional primary highway improvements.</li><li>• Complete protective services MNP study.</li><li>• Explore opportunities relating to TOSL insurance rating with fire underwriter.</li></ul>
<b>Plan and advocate for housing diversity</b>	<ul style="list-style-type: none"><li>• Update land use documents and statutory plans.</li><li>• Actively pursue Fournier Place development to increase affordable housing opportunities.</li><li>• Seek out grant opportunities to help support local housing initiatives.</li></ul>
<b>Create connections between our residents through our community programming</b>	<ul style="list-style-type: none"><li>• Develop additional programming for young families and non-sport activities.</li><li>• Create opportunities for adults to actively engage with other community members through programming and events.</li><li>• Create new space to facilitate programming.</li><li>• Explore partnership opportunities for youth programming with school divisions.</li></ul>
<b>Recognize the value of our recreation amenities</b>	<ul style="list-style-type: none"><li>• Update Recreation Master Plan and create Recreation Strategic Plan.</li><li>• Ensure adequate capital funding is in place for recreation infrastructure.</li><li>• Create recreation infrastructure plan.</li><li>• Promote use of our recreation amenities.</li><li>• Parks and events synergy plan.</li></ul>



# GOOD GOVERNANCE



AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<b>Ensure we have the technology in place to make quality decisions and improve service delivery</b>	<ul style="list-style-type: none"><li>• Continue making data-based decisions.</li><li>• Recognize current data and identify any gaps.</li><li>• Develop and initiate a Technology Improvement Plan.</li><li>• Phase 2 of Council Chamber IT updates.</li><li>• Further implementation of TownSuite.</li><li>• Strengthen cyber security.</li></ul>
<b>Recognize the value our human assets as core to our delivery of services to our residents</b>	<ul style="list-style-type: none"><li>• Develop a Recruitment and Retention Strategy</li><li>• Develop a Succession Plan</li><li>• Develop a healthy workplace culture.</li><li>• Continue to explore creative methods to assist in recruitment.</li><li>• Training and development plan.</li></ul>
<b>Plan for the financial costs of capital assets key to our community</b>	<ul style="list-style-type: none"><li>• Continue to develop quality asset management processes to invest in future service levels.</li><li>• Ensure asset replacement schedules are complete for all departments.</li></ul>



# RELATIONSHIPS AND PARTNERSHIPS

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<b>Continue to actively partner with our regional neighbors through established inter-governmental partnerships.</b>	<ul style="list-style-type: none"><li>• Continue to work with Alberta North Central Alliance and Slave Lake Regional Tri-Council.</li><li>• Begin discussions with Big Lakes County for an ICF.</li></ul>
<b>Recognize our Municipality's role in Truth and Reconciliation.</b>	<ul style="list-style-type: none"><li>• Actively pursue resources to gain knowledge on the Truth and Reconciliation Commission report.</li><li>• We will work towards implementation of the Truth and Reconciliation Commission calls to action that apply to the Town of Slave Lake.</li></ul>
<b>Council actively advocates to other levels of government to enhance our community.</b>	<ul style="list-style-type: none"><li>• Develop and maintain a list of advocacy items and briefing notes.</li></ul>
<b>Recognize the key roles community groups and volunteers play.</b>	<ul style="list-style-type: none"><li>• Engage and support our community groups and volunteers.</li><li>• Continue to fund and support Community Events Grant program.</li></ul>



STRATEGIC PRIORITY

# COMMUNICATION



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2021 - 2025

AREAS OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<b>Focus on proactive engagement and communication with residents</b>	<ul style="list-style-type: none"><li>• Ensure accurate information is communicated.</li><li>• Promote a customer service mindset to Town staff.</li><li>• Develop strong issue management practices.</li><li>• Review communication methods and explore other ways to communicate and engage residents.</li><li>• Communication guide for employees and Councillors.</li><li>• Monitor engagement metrics.</li><li>• Provide communication training to Council and Administration.</li></ul>
<b>Actively communicate a positive image of Slave Lake.</b>	<ul style="list-style-type: none"><li>• Create positive first impressions of our community.</li><li>• Create new picture bank of TOSL stock photos.</li><li>• Complete website redesign.</li></ul>