



# Strategic Plan 2022-25



# Message from Town Council

There is a saying that goes ‘plan the work, then work the plan’. This is true for the Town of Elk Point as much as it is true for any other organization. Following up from the October 2021 municipal election, your Town Council and senior managers gathered

to identify how best to serve the residents, businesses, and community organizations in Elk Point through the entirety of this 2021–2025 term of Town Council.

We identified a vision for our community – what success looks like a generation from now, and we worked backwards from that. We discussed and agreed upon a series of changes we are looking to bring to this community over the next four years and we thought about what we must do to achieve those ambitious changes.

This plan contains a list of goals and tactics that, if completed, give Elk Point the best chance of achieving success as we have defined it. We know that circumstances beyond our control will have an impact on Elk Point, but we will continue to do our best to make our community the best it can be.

We are proud of this plan and we are happy to share it with you.

Sincerely,

*Mayor Parrish Tung and  
Elk Point Town Council*

# Vision, Mission, and Values

In looking towards the future of Elk Point, it is important that council members agree on what the final destination looks like. With this in mind, Council first decided on the Town’s ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

## Vision

A community’s vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Elk Point’s Council and Administration. The vision also indicates what makes Elk Point unique.

*A safe and supportive community where business drives us, recreational opportunities inspire us, and our citizens power us.*

## Mission

A town’s mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Elk Point does and who benefits from Council’s activities. This mission statement was created based on key ideas about how to achieve the town’s vision.

*By collaborating with partners within and beyond, Elk Point is a safe and prosperous regional centre that attracts people to succeed where they live.*

## Values

The values expressed here are the guiding principles that help determine how the Town will operate, both in public and privately:

VALUE	WHAT IT MEANS
Commitment	We are dedicated to fiscal responsibility while improving life for residents and businesses in our Town and region
Fairness	For the greater good of our community, the Town of Elk Point is committed to treating everyone with the same respect.
Innovation	We are committed to exploring new ideas that help us identify opportunities to make Elk Point even better.
Resilience	We respond thoughtfully and adapt to adversity in a way that positively impacts the people of Elk Point.
Results-oriented	We focus on achieving tangible outcomes that will benefit Elk Point and the Region over the long-term.





# Priorities for 2022-2023

Within the full list of tactics that appear in the strategic plan, Council has created a subset of five 'high' ranked tactics. The items on this list reflect the priorities that Council saw as both important and timely.

Many other tactics are identified as having a moderate priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority tactics list will change over time as some high priority items near completion and new priorities emerge for the Town.

THE HIGH PRIORITIES FOR 2022-23 INCLUDE:

GOAL	HIGH PRIORITY TACTIC
<b>Build and Solidify Relevant Business Partnerships</b>	Meet with targeted businesses to understand their needs and resources they may require.
<b>Continue with Excellence in Capital Infrastructure Management</b>	Plan Town infrastructure capacity that allows for growth in population.
<b>Strong Advocacy with Local, Regional, Provincial, and National Partners</b>	Continue building formal and informal collaboration with other regional municipalities and Indigenous groups to the benefit of the Town and its residents.
<b>Actively Engage with Residents and External Organizations</b>	Increase the variety of communication and engagement tools that allow the Town to best 'meet people where they are.'
<b>Manage Human Resources Effectively</b>	Understand the Town's staff capacity and identify gaps that could be closed with a human resource plan.

# Pillars, Goals, and Tactics

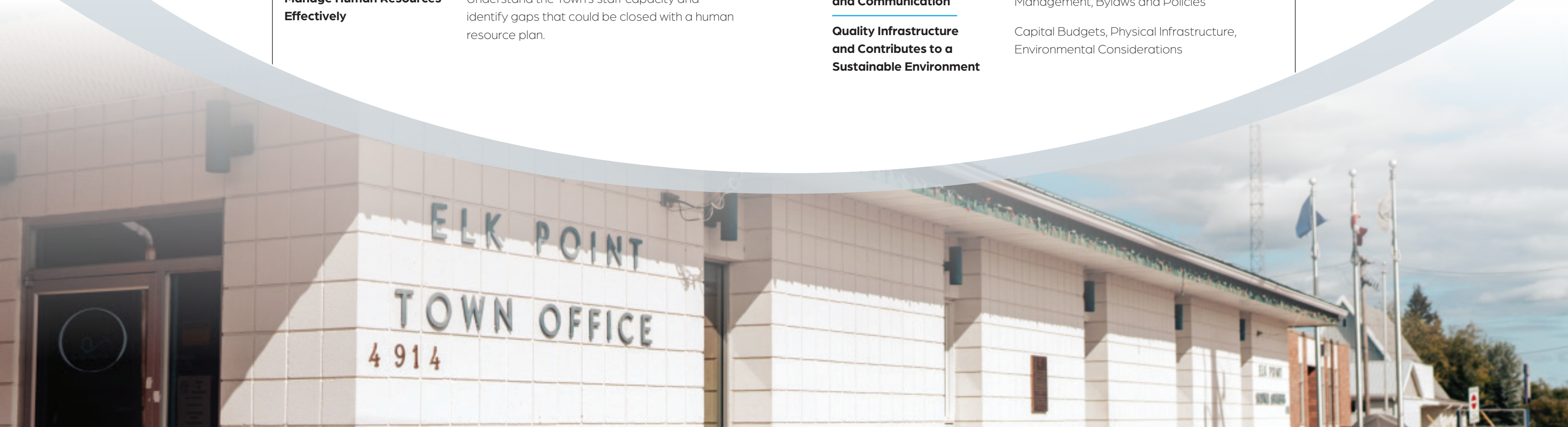
The plan on the right identifies what the Town will be working on over the course of the next four years. It is divided into Pillars, Goals, and Tactics, all of which support each other. Measures can be used to illustrate progress.

TERM	WHAT IT MEANS
<b>Pillar</b>	Area of major concentration for Town Council over the term of this strategic plan
<b>Goal</b>	Change over time that is supported by Town Council. This becomes the answer to 'what does the Town do?'
<b>Tactic</b>	Expected activity in support of the Goal. This becomes the answer to the question 'how does the Town achieve the goal'
<b>Performance Measure</b>	Indications of how Council knows whether the strategic plan's goals are being achieved. These are often outcome measures, or an indication of change over time.

GOALS, TACTICS, AND PRIORITIES ARE BASED ON THESE STRATEGIC PILLARS:

PILLAR	WHAT IT INCLUDES
<b>A Robust Economy that Benefits the Town and Region</b>	Partnerships, Diversification, Attraction
<b>A Connected and Inclusive Community</b>	Relationships, Community Safety, Beautification
<b>Effective Leadership and Communication</b>	Advocacy, Engagement, Human Resource Management, Bylaws and Policies
<b>Quality Infrastructure and Contributes to a Sustainable Environment</b>	Capital Budgets, Physical Infrastructure, Environmental Considerations

The following pages contain the full list of goals identified by Elk Point Town Council. Where possible within each goal, high priority tactics are listed first, followed by the medium priority tactics. In some cases, low priority tactics must be achieved first.





# A Robust Economy that Benefits the Town and Region

One of the key reasons that people chose to move to a community and remain there is that there is valued employment in town. Elk Point is no different. Town Council understands that long-term, sustainable employment makes Elk Point an attractive place to live.

The Town will work with the local business community to support the existing economy while working to attract industry sectors that will make the Town attractive for generations to come.

## Goals

### 1. Build and Solidify Relevant Business Partnerships

TACTICS:

- Meet with targeted businesses to understand their needs and resources they may require.
- Explore business opportunities with regional Indigenous leaders.
- Focus on diversification of the local economy.

### 2. Create Development Agreements within our Region

TACTICS:

- As development grows, create a policy framework that is beneficial for each member municipality.

### 3. Attract and Support Businesses

TACTICS:

- Consider incentives that attract new businesses while retaining current businesses.
- Continue with downtown revitalization as a way to attract business to the downtown core.
- Determine how to best provide and then support reliable broadband internet service throughout Elk Point.
- Remain committed to regional economic development.
- Support growth in local businesses by removing Town-based barriers to their success.

HOW WE KNOW WHEN WE ARE SUCCESSFUL:

GOAL	PERFORMANCE MEASURE
Goal 1	Regular meetings with Indigenous Leaders. Business leaders are brought together for a discussion on diversifying the economy of Elk Point.
Goal 2	A framework for development agreements is created that is mutually agreed upon with regional municipalities.
Goal 3	Better communication with the business community of Elk Point strengthens working relationship between the Town and local business.

# A Connected and Inclusive Community

Elk Point always strives to be a whole community. As such, the Town will make Elk Point attractive and a compelling place to live. Council will work with all stakeholders to make the Town into the best place in the region to raise a family.

Connections are critical. These connections can be physical, like roads and sidewalks, and they can be personal, like community groups and regional relationships.

HOW WE KNOW WHEN WE ARE SUCCESSFUL:

GOAL	PERFORMANCE MEASURE
Goal 1	Engagement with resident and community organizations provides the foundation for beautifying Elk Point.
Goal 2	In collaboration with Indigenous partners, a work plan is developed that begins to address the Truth and Reconciliation Commission's Calls to Action.
Goal 3	Annual meetings are scheduled with volunteer community groups to better understand their goals and concerns.

## Goals

### 1. Beautify our Town

TACTICS:

- Create a tree planting campaign to grow our urban forest.
- Create space for and support a community garden in Elk Point.
- Engage with residents, the business community, and community groups on how best to make Elk Point as attractive as possible.
- Revitalize the Communities in Bloom program and find partners to work with the Town.

### 2. Build Strong Relationships with Indigenous People and Organizations

TACTICS:

- Acknowledge and celebrate important Indigenous events such as National Indigenous Peoples' Day.

- Implement the Truth and Reconciliation Commission's Calls to Action that refer to municipalities.
- Meet with Indigenous groups to explore cultural training for Council, Town administration, and interested residents.

### 3. Foster a Safe, Vibrant Community

TACTICS:

- Encourages and support events that are led by community groups.
- Ensure that the emergency services within Elk Point remain reliable and easily accessible.
- Regularly acknowledge the valuable contributions of volunteers in Elk Point.
- Remove barriers to and encourage the use of Town recreation facilities and amenities that are affordable and accessible for all families.





# Effective Leadership and Communication

As a foundation for all the goals the Town has set for itself through this Strategic Plan is the need for effective leadership and management within the Town. This includes how Council and Administration can have a firm foundation in its bylaws and policies and how it can best work with external organizations and others orders of government to support what makes Elk Point both unique and attractive, both now and into the future.

## Goals

### 1. Strong Advocacy with Local, Regional, Provincial, and National Partners

TACTICS:

- Continue building formal and informal collaboration with other regional municipalities and Indigenous groups to the benefit of the Town and its residents.
- Ensure that real engagement occurs with Provincial and Federal governments on issues that are important and relevant to people who call Elk Point home.
- Look for regional efficiencies that can be found through the use of shared services, functions and access to resources.
- Regularly collaborate with local business and industry in areas that benefit the Town and stakeholders.
- Support volunteers and volunteer groups in how they achieve their own desired community outcomes.

### 2. Actively Engage with Residents and External Organizations

TACTICS:

- Increase the variety of communication and engagement tools that allow the Town to best 'meet people where they are.'
- Develop a plan that ensures regular external communication with local community groups, businesses, regional partners, and provincial stakeholders on fiscal, social and infrastructure issues.
- Ensure that accessibility to the Town's public information is barrier-free.
- Increase the number of opportunities for authentic engagement with Town residents.

### 3. Manage Human Resources Effectively

TACTICS:

- Understand the Town's staff capacity and identify gaps that could be closed with a human resource plan.
- Develop a plan for staff retention and succession planning with the aim of ensuring that Town programs and services can continue to be reliably delivered now and into the future.

### 4. Maintain a Robust Bylaw and Policy Framework

TACTICS:

- Develop a policy than ensures that the Town's service levels and fee structures meet the needs of residents, businesses, and community groups.
- Review governance practices that clarify council and administration roles on the basis of respect, collaboration, and benefit to the community.
- Review Town Council's committee structure and related bylaws to identify where the Town can include the voice of citizens and business.
- The Town's bylaws and policies remain current and are reviewed on an ongoing basis.

HOW WE KNOW WHEN WE ARE SUCCESSFUL:

GOAL	PERFORMANCE MEASURE
Goal 1	An engagement calendar is developed that outlines when and how often meetings with partners takes place. It also ensures that the purpose of the meetings and desired outcomes are commonly understood.
Goal 2	Information outlining the feasibility and cost of expanding Elk Point's engagement tools is presented to Council.
Goal 3	Any identified gaps in expertise of Town staff are addressed through training, professional development and recruitment.
Goal 4	An ongoing policy and bylaw review schedule is developed that includes an annual review of service levels and user fees.



# Quality Infrastructure that Contributes to a Sustainable Environment

The land on which Elk Point is built, and the water and air that we rely on must be safeguarded for generations to come. The Town takes the renewal of urban infrastructure seriously as it plans for decades into the future.

Elk Point is blessed by its location and we know that if we want to attract residents and tourists, we must take care of that environment.

## Goals

### 1. Continue with Excellence in Capital Infrastructure Management

TACTICS:

- Plan Town infrastructure capacity that allows for growth in population.
- Create, maintain, and fund the Town's Asset Management Plan to provide knowledge of how best to build for the Town to its full potential.
- Explore ways of funding capital upgrades that do not rely on property tax alone.
- Leverage the Town's airport as a business and tourism driver that connects Elk Point to the wider world.
- Prioritize capital projects to minimize budget impact in any given year.
- Provide infrastructure and upgrades that meet the needs of residents now and into the future.

### 2. Promote Tourism for the Benefit of the Region

TACTICS:

- Create or contribute to a regional tourism plan that encourages visitors to enjoy our Town and regional recreational spaces.
- Modernize sites in the Town's campground to accommodate larger recreational vehicles.
- Upgrade the Town campground's reservation system.
- Work with the wider community to determine how best to identify and enhance green spaces and amenities.

### 3. Create a Greener Tomorrow

TACTICS:

- Develop an environmental plan for the Town that allows businesses and residences to reduce the amount of waste going to the landfill.
- In collaboration with the County of St. Paul, develop a compost and recycling site within the waste transfer station.

## Conclusion

The Town of Elk Point's 2022-2025 Strategic Plan provides a roadmap that was developed by Elk Point's elected officials and senior administration in early 2022. It is important that both Council and administration work together to achieve the priorities that are outlined in this plan.

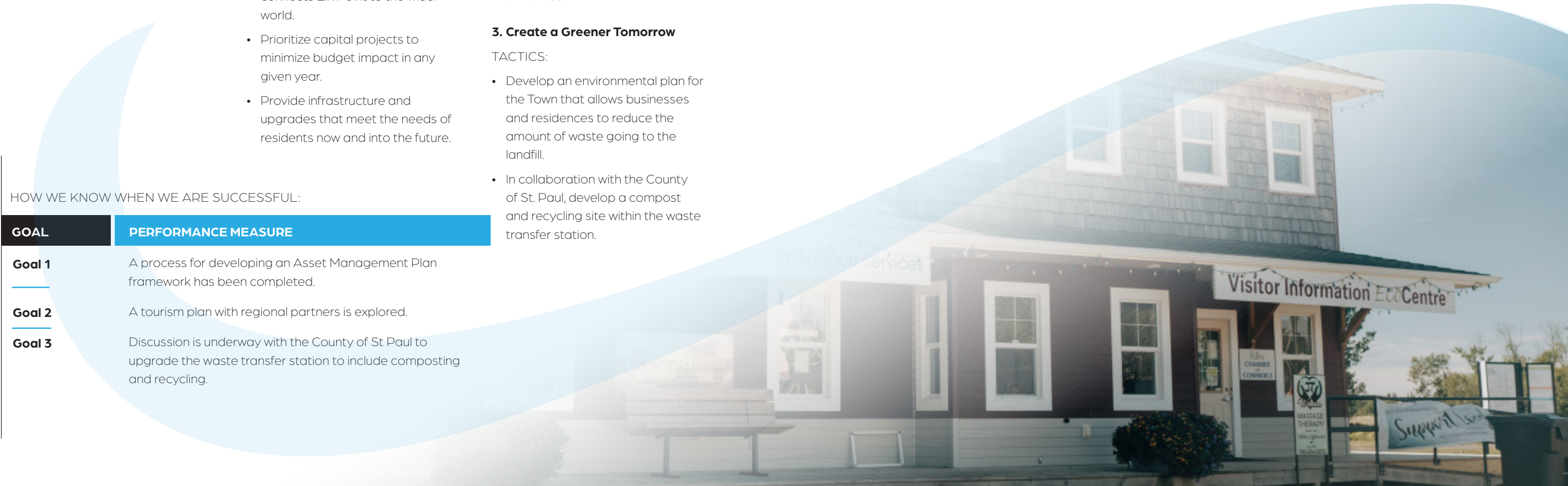
Also important is the recognition that the environment in which the Town operates is always shifting. In response, the Town's plans also must change to remain relevant. As with any plan, this one must be used, reviewed, and updated on a regular basis.

Town council will continue to track high priority goals and tactics and will review the full list of goals and tactics annually to update the list of high priorities – those tactics that are both important and timely for the next year.

Following this plan gives Elk Point the best chance at achieving the vision that was expressed at the beginning of this document. Town Council and Administration know that the people who choose to make Elk Point home for themselves and their families want this town to be the best it can be. We share this goal and are committed to it as well.

HOW WE KNOW WHEN WE ARE SUCCESSFUL:

GOAL	PERFORMANCE MEASURE
Goal 1	A process for developing an Asset Management Plan framework has been completed.
Goal 2	A tourism plan with regional partners is explored.
Goal 3	Discussion is underway with the County of St Paul to upgrade the waste transfer station to include composting and recycling.







**TOWN OF  
ELK POINT**

PO Box 448  
Elk Point, AB T0A 1A0  
T: 780.724.3810 | F: 780.724.2762  
[www.elkpoint.ca](http://www.elkpoint.ca)