



2025-2028 STRATEGIC PLAN

LAND ACKNOWLEDGEMENT

We acknowledge that our community is located on Treaty 6 Territory and the Homeland of the Métis Nation.

INTRODUCTION

Resort Village Council and Administration are dedicated to enhancing the lakelife experiences of our diverse resident population and visitors to the Resort Village.

The 2025-2028 Strategic Plan outlines our commitment to delivering core services while continuing to invest in initiatives that matter to our residents. The Strategic Plan strikes a balance between fiscal responsibility. It has been developed with our mission in mind - to serve the community, provide leadership and manage growth in the most responsible and sustainable way so that we can all enjoy the benefits our unique lakelife offers.

In creating this plan, Council reviewed previous plans developed for the Resort Village that are currently guiding our work including the Resort Village of Candle Lake Sustainability Plan, the 20-Year Master Plan for Parks, Open Spaces and Trails, the 10-Year Master Plan for Emergency Services, the 55+ Housing Demands and Needs Assessment and others. These valuable plans were created based on extensive research and with input from the community.

We also engaged with stakeholders, those who will work with us to implement the strategic plan, in formulating the plan. This included surveying members of the Sport, Culture and Recreation Board, Health Services Committee, Trails Advisory Board, and Library Board to find out what is working well, and where we can be doing better. Resort Village managers were also asked to provide feedback on what they need to do their jobs well.

Strategic planning meetings were held with Council members and leaders in Administration to develop our vision, and confirm our mission and the values that will guide our work over the next four years. The Plan includes five strategic pillars we believe are the building blocks for a sustainable, strong community with a high quality of life for all residents. Under each pillar, we have identified our goals and the strategies we will use to achieve success. Guided by this plan, Administration will formulate and implement their day-to-day work plans. Each year, we will report back to the community on the work has been done and what we have achieved.

MESSAGE FROM THE MAYOR & COUNCIL



(l-r): Councillor Hugh Garven, Councillor Shelly Voykin, Councillor Debbie Hunter, Mayor Colleen Lavoie, Councillor Jon Attig

The Resort Village of Candle Lake Council is pleased to share our 2025-2028 Strategic Plan with you.

The Strategic Plan is a guiding document that sets the strategic direction and priorities for the Resort Village over the next four years. It will help us ensure our services continue to address the needs of our community as our population grows and changes.

The Strategic Plan is guided by the vision our Council has set for our community:

“The Resort Village of Candle Lake is a thriving, vibrant, and engaged community where health and wellness, safety, and the environment are valued by all who live, work, and play here. It is a place where friends and family meet to make memories, connect with nature, and enjoy lakelife.”

As your Council, our mission is to serve the community, provide leadership, and manage growth in the most responsible and sustainable way so that we can all enjoy the benefits our unique lakelife offers.

No one can build a great community alone. We are thankful for the volunteers who have played a role and will continue to help make our community a wonderful place to live. We are confident that together, we will continue to build on the great work that has been done by previous Councils, staff and volunteers.

VISION, MISSION, VALUES

OUR VISION

The Resort Village of Candle Lake is a thriving, vibrant, and engaged community where health and wellness, safety, and the environment are valued by all who live, work, and play here. It is a place where friends and family meet to make memories, connect with nature, and enjoy lakelife.

OUR MISSION

Our mission is to serve the community, provide leadership and manage growth in the most responsible and sustainable way so that we can all enjoy the benefits our unique lakelife offers.

COUNCIL VALUES

Accountability – We are transparent in our decision-making and are committed to fiscal responsibility.

Integrity – We are honest in our efforts and respect the rights and beliefs of all people who live in our community.

Communication – We share our work with the community and seek to understand others so that we can make good decisions together.

Collaboration – We value the relationships we have with our Boards, Committees and other volunteers as we all work together to provide the best community service possible.

Innovation – We pursue new and different ways of doing things that will strengthen how we work for the benefit of our residents.

STRATEGIC PILLARS

Governance & Engagement

Ensure internal systems are in place to meet the needs of Council and staff. Ensure we are being transparent and inclusive and that resources are used efficiently and sustainably. Engage with community members and work together to improve the community.

Economy & Development

Take action to improve the economic health and quality of life of our community including ensuring the sustainability and viability of our local businesses, promoting the local economy, and attracting diverse retail opportunities so that our community members have everything they need close by.

Infrastructure & Environment

Work to continuously improve infrastructure that is critical to our community. Ensure the sustainability of our environment is considered in all that we do.

Public Safety & Emergency Preparedness

Keep residents safe by supporting local policing and crime prevention initiatives, and ensure the community is ready to respond in an emergency.

Recreation & Culture

Provide opportunities for recreation that will sustain the health and well-being of our residents, and that celebrate the unique culture of our community.

Health & Wellness

Work to bring more health services to the community, and ensure programs are in place to address mental health, addictions and other health issues.

OBJECTIVES, SUCCESS INDICATORS & STRATEGIC GOALS

GOVERNANCE & ENGAGEMENT

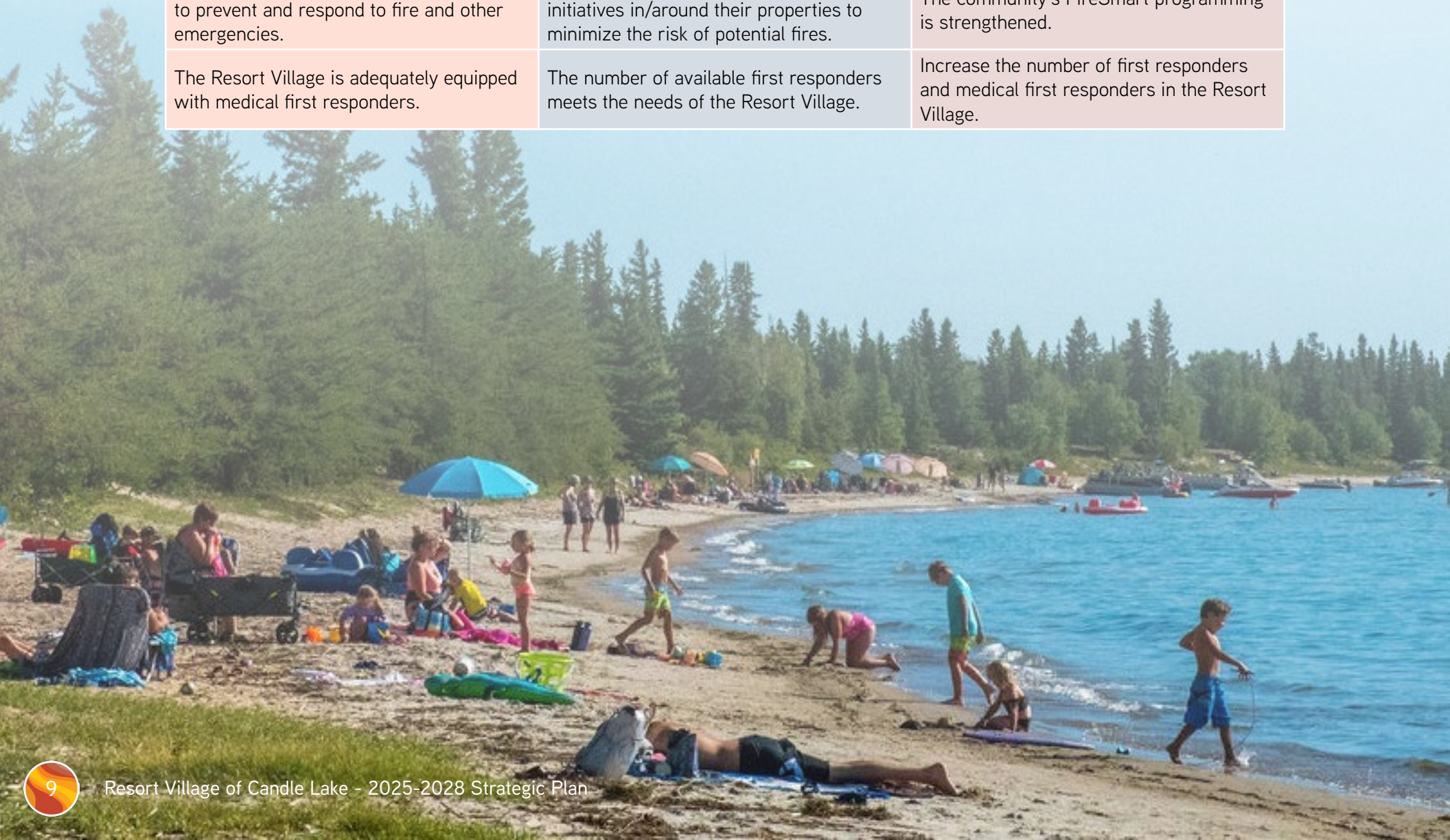
COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
The public is engaged in the activity of Council members and Administration.	Engagement tools are created and used by residents.	Council has public feedback and input which can be used to help make decisions.
The public is informed about governance in the community.	Residents feel they are adequately informed and know where to find information about services.	A proactive Communication Plan is in place. Council provides annual reporting on its activities.
Bylaws are effective and help create a safe and harmonious community.	Bylaws facilitate decision-making, are clear, and easily accessible by the public.	Bylaws are reviewed on an annual basis.
Decisions made by Council are based on policy and/or evidence-based information.	The public understands how and why Council makes decisions.	Policies are created as needed. Policies are reviewed on an annual basis. Council is provided with relevant information as needed.
Council members are informed and aware of all legislation and regulations pertaining to the municipality.	The Resort Village is in compliance with all legislation and regulations that pertain to the municipality.	Council is advised of changes to legislation and regulations and steps are taken to ensure the Resort Village remains in compliance.
Council has strong and productive relationships with provincial government representatives.	Government representatives are informed and support the Resort Village.	Communication with government representatives is regular and ongoing.

COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
Council has strong and productive relationships with neighbouring municipalities.	Council and neighbouring municipalities work together cooperatively and collaboratively.	Communication with neighbouring communities is regular and ongoing.
Council members are well prepared to carry out their duties.	Council members are informed and prepared for their roles.	Council is provided with the information they require and are advised on policies and procedures.
Staff members are prepared to perform their duties efficiently and effectively.	Staff are confident and feel empowered to perform their roles.	Staff members are informed and prepared for their roles.
	Staff have opportunities to develop.	Staff receive on-going training and professional development opportunities.
	Processes and procedures are in place so that staff can do their jobs efficiently.	Internal processes and procedures are modernized.
	Staff are informed about issues that impact their work and know where to look to find information they need to do their jobs well.	Strong internal communication processes and procedures are in place.
Council and staff have the space (facilities), and equipment they need to work effectively.	Council and staff are safe and comfortable in their work environment.	Physical space to conduct the work of Council and administration is increased and enhanced.
		Staff equipment is up-dated as required.

PUBLIC SAFETY & EMERGENCY PREPAREDNESS

COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
The Resort Village is a safe and secure community.	Residents feel safe and secure in the community, crime remains low and compliance increases.	Internal Community Safety Officers (CSO's) are accessible and visible in the community and the public is informed about the role CSO's play in the community.
		Safety and bylaw messaging is shared with the public.
	Public safety agencies and organizations are active in the community.	Public safety initiatives (external) are supported.
The Resort Village is a fire/emergency protected community.	The Resort Village maintains and continues to improve its fire protection status.	Continue to implement the Emergency Services Master Plan.
		The Fire Department receives financial and other support to increase capacity to perform its duties.
	The risk of fire (property and wildfire) is decreased.	Actions to reduce the risk of property fire and wildfire in the municipality and forested areas are identified and implemented.
	The Fire Department has sufficient volunteer fire fighters and first responders.	Volunteers receive training and are equipped to perform their roles.
	The Resort Village receives support from neighbouring municipalities when needed.	Negotiate and maintain mutual aid agreements with neighbouring municipalities.
	The Resort Village receives support (resources and services) from the Saskatchewan Public Safety Agency (SPSA).	The Resort Village is fully aware of SPSA expectations and measures are taken to obtain additional supports from the Agency.

COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
The Resort Village is prepared for emergencies/catastrophic events.	Council, staff and the community know what to do in the event of an emergency.	Develop and maintain an EMO plan.
Residents are aware of what they can do to prevent and respond to fire and other emergencies.	Residents are implementing FireSmart initiatives in/around their properties to minimize the risk of potential fires.	The community's FireSmart programming is strengthened.
The Resort Village is adequately equipped with medical first responders.	The number of available first responders meets the needs of the Resort Village.	Increase the number of first responders and medical first responders in the Resort Village.



INFRASTRUCTURE & ENVIRONMENT

COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
Methods of waste disposal are sufficient to meet the needs of the community well into the future.	Regulations and rules for landfill use are current and in place.	Our landfill operations are continuously reviewed and maintained.
	Residents are recycling more.	Regulations and compliance with respect to landfills are followed and met.
	The lagoon is adequate to meet future community needs.	We are reducing the amount of solid waste that goes into the landfill.
Residents have access to safe drinking water.	Drinking water sources in the Resort Village are expanded and meet the needs of residents.	The new lagoon construction is complete.
		The community grounds water system is maintained.
Resort Village assets are properly managed.	Asset management and replacement follow a planned process and procedures.	Residents have access to a public water source.
		An asset management plan is developed.
Resort Village roads are properly maintained.	There is adequate storage for Resort Village equipment.	Equipment, including all vehicles used for Resort Village operations, is properly maintained and stored.
		A road maintenance policy is developed.
The Resort Village maintains its natural beauty.	Roads are maintained according to a road maintenance policy.	The Resort Village is in compliance with all provincial and federal legislation related to the environment.
		Policies and bylaws related to green space and infrastructure are created including buffer zones between neighbourhoods, park spaces, draining, tree removal, etc.

COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
We are stewards of the environment.	The objectives of the environment pillar (Sustainability Plan) are implemented.	Buffer zones and wetlands are maintained as per legislation.
	The quality of our lake water is high.	Our relationship with the Water Security Agency is strong and we work well together.
	Residents understand the role they and the Resort Village play in environmental protection and why.	Communication regarding the importance of environmental protection increases.
Our shoreline is protected.	Residents understand and follow bylaws related to docks.	Bylaws related to docks are reviewed and enforced.
The risk of flooding in the community is decreased.	Residents understand the challenges associated with drainage.	Critical drainage issues are addressed where feasible.
		Drainage is addressed as part of new development planning.
		Communication regarding drainage is increased.

ECONOMY & DEVELOPMENT

COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
Residents can purchase/acquire all the goods and services they require in the Resort Village.	Business retention is maintained, and new businesses are operating in the community.	The number and type of products and services available in the community is increased.
	Businesses are centrally located in a highly visible area.	The Resort Village establishes a commercial “core.”
Current businesses are supported by the community.	Businesses are viable and remain in the community.	There is increased awareness of the products and services available locally.
	The Resort Village has a strong relationship with the Chamber of Commerce.	The Resort Village and the Chamber work together to promote and support local businesses.
Resort Village residents have the housing they need to remain in the community as they age; others are encouraged to move to the community due to the availability of housing options.	There are increased housing options in the community (housing for seniors, rental options, etc.)	The types of housing available in the community are expanded.
Population growth is managed responsibly.	The Resort Village benefits from growth (assessment).	Available land is utilized.
	The Zoning Bylaw provides clear information related to development and addresses potential issues related to growth.	The Zoning Bylaw is up to date.
	Investment in the Resort Village is encouraged.	Development guidelines are enhanced with standards.
	There are fewer non-permitted projects in the community.	Permitting processes are continuously improving.
Fair user fees/charges are in place.	User fees improve fairness.	Fees are designed to cover operating costs.

HEALTH & WELLNESS

COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
A healthy community.	More residents have opportunities and access to health care in the community.	There is full-time physician and/or nurse practitioner coverage and other health services available in the community.
	Health care practitioners have the space they need to operate.	Space to provide health care services is expanded.
	The community is involved in enhancing health and wellness opportunities in the community.	Health service initiatives are supported financially and logistically.
	More wellness initiatives are offered in the community.	The Social Prescribing Initiative and other initiatives create more wellness opportunities.

RECREATION & CULTURE

COUNCIL OBJECTIVES	SUCCESS INDICATORS	STRATEGIC GOALS
The Resort Village is a healthy, active community where people feel a sense of belonging and enjoy a high quality of life.	Residents of all ages have opportunities to participate in recreation and cultural programs in the community.	Recreation and cultural programs are supported financially and/or logistically and participation is encouraged.
	There is appropriate space for recreation and cultural programming (community hall renovations are complete).	Spaces are continually improved to accommodate recreation and cultural programming needs.
	The Resort Village works cohesively with volunteers.	There are adequate volunteers to support recreation and cultural programming.
		The Resort Village collaborates with volunteers to plan and implement recreational and cultural programming.
The community celebrates its history.	Residents have opportunities to learn about the history of the community.	The history of our community, and historic properties is shared and celebrated within the community.
The community is connected via trails.	Residents have more ways to get around the community in a safe manner.	The trail system is continually maintained, improved and promoted to the community.
	More people are using the trails.	
Municipal Reserve land is maintained and/or enhanced.	There is a better understanding of Reserve Municipal land in the community.	Municipal Reserve land is identified/inventoried and appropriate service levels are assigned to each section of land.
Community signage is improved.	Signage across the community has a consistent look.	Branding standards are created for use on signage (visual identity).
The Resort Village is a beautiful community.	Beautification initiatives are implemented.	Beautification initiatives are supported.



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