

2023 - 2027

Strategic Plan



*Authentically Rural,
Uniquely Lamont*

Message from Town Council

In April 2022, the Town of Lamont began working on a new Strategic Plan to guide the work of Council and Administration for 2023 – 2027. The Town accomplished many of its objectives and projects identified in its previous Strategic Plan (2019-2022) and celebrated several successes. However, the coronavirus pandemic and public health restrictions halted much of this work in its tracks and there is much that Council and Administration want to accomplish over the next 4 years.

This Strategic Plan provides Council, Administration, and Town of Lamont residents clear direction on the Mission and Vision of the Town and Strategic Priorities to guide Council's agenda and Administration's day-to-day work.

Strategic Priorities presented in this Plan are informed by public engagement findings and tested by Council and Administration to ensure that priorities align with the Town's Mission and Vision, and are realistic, fiscally prudent, and achievable within the Plan's four-year timeframe. **Town Council is proud to serve you and is excited to lead Lamont into the future.**



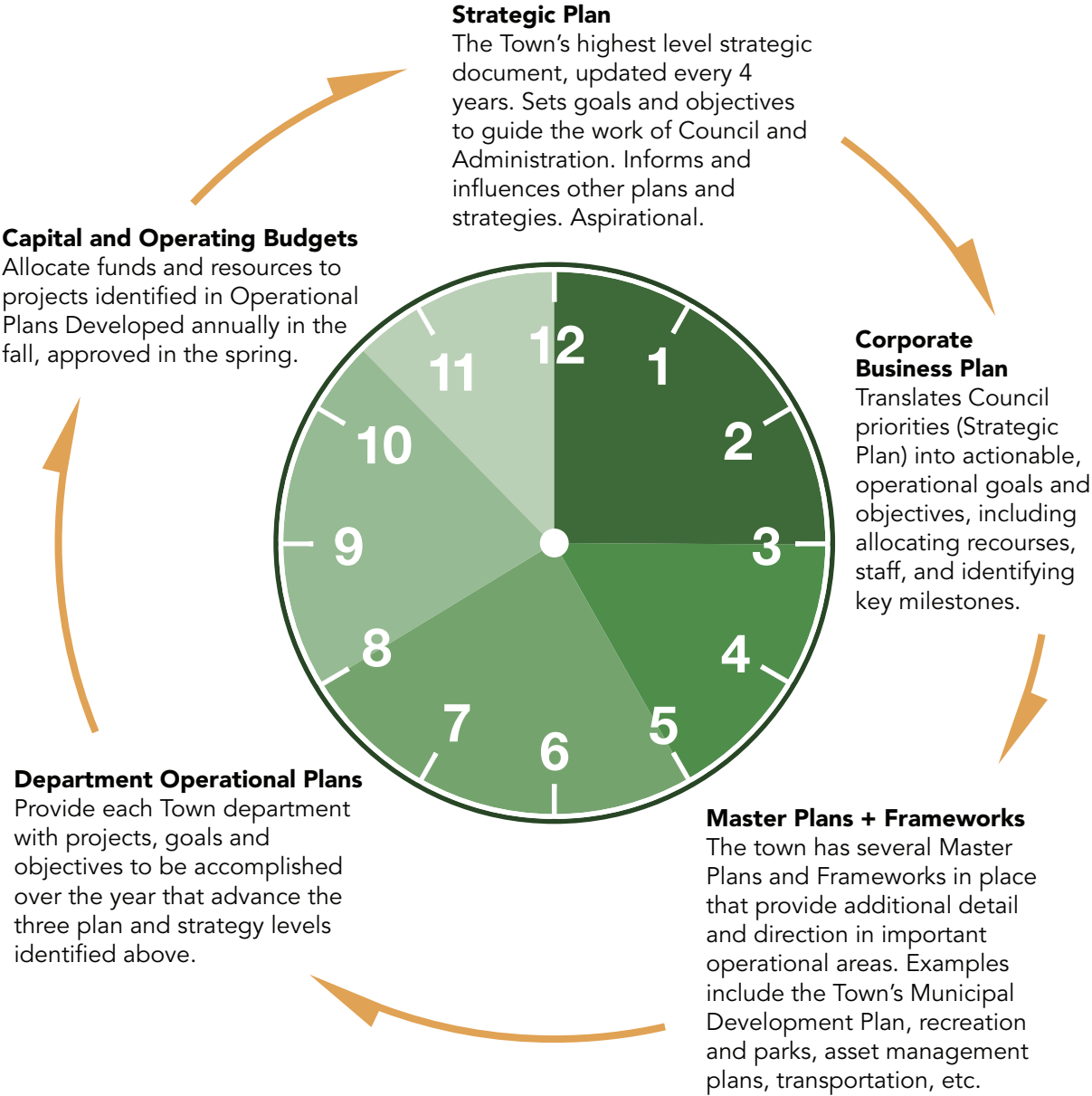
Town of Lamont Council,
2021 - 2025. Left to Right.
Back:
Councilor Perry Koroluk,
Councilor Dave Taylor,
Councilor Al Harvey,
Councilor Jody Foulds.
Front:
Councilor Linda Sieker,
Mayor Kirk Perrin,
Councilor Colleen Holowaychuk

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Introduction

Strategic Plans identify the activities that need to be achieved that go beyond the day-to-day operational duties of Administration. They are 'living documents' that should grow, change, and adapt over time. As a living document, it is important for Council and Administration to regularly review and update this Plan, and report back to residents on progress made towards achieving goals.



How Do Our Plans and Strategies Work Together?

The Town of Lamont has many different plans and strategies that help guide our work and express what our goals and priorities are in the short and long term. The graphic below illustrates how they fit together and our overall planning process. This Strategic Plan is at the top of the Town’s Plan and Strategy hierarchy and provides aspirational direction over a long-term period.

Plan or Strategy	Description	Timelines	Level of Detail
Strategic Plan	The Town’s highest level strategic document that establishes the mission, vision, values, and goals for Council and Administration for a 4 year period. Informs and influences all Town plans and strategies. Aspirational.	Long-term (4+ years), updated as needed or with the election of a new Council	Low, provides an aspirational and inspirational long-term vision for the Town.
Corporate Business Plan	Translates Council’s strategic priorities (i.e. Strategic Plan) into actionable, operational goals and objectives, allocating resources, staff, timelines, and milestones with a moderate level of detail.	Medium- to long-term (2-4+ years), updated annually	Moderate, identifies high-level projects to guide Department Operational Planning and may include timelines and high-level resources.
Master Plans + Frameworks	Provide additional or more specific levels of detail on key Town matters and operational areas, including land use planning, recreation and parks, transportation, asset management, etc. Works in conjunction with the Strategic Plan to provide additional direction at a moderate level of detail.	Medium- to long-term (2-4+ years), updated as needed	Moderate, identifies key projects or decision-making criteria in relation to its focus area, which make include timelines.

Plan or Strategy	Description	Timelines	Level of Detail
Department Operational Plans	Each Town Department is guided by an Operational Plan that identifies projects and goals to be accomplished each year that help to advance the plans and strategies detailed above.	Medium-term (2-3 years), updated annually	High, identifies projects each Town Department is to focus on each year and may identify some resources.
Capital and Operating Budgets	Allocates resources to projects identified in other plans and strategies. Developed each year in the fall and approved in the spring. Provides the tangible resources needed to advance Town goals and objectives.	Short-term developed annually	High, identifies projects and funds and other resources to be allocated each year.



Roles and Responsibilities

Everyone has an important role to play in working to achieve the goals set out in this Strategic Plan. By working together, each shared success and accomplishment will bring us closer to our Vision.

MAYOR AND COUNCIL

- Elected by Town of Lamont residents to represent them on Council
- Responsible for all aspects of governance of the Town by setting policy and priorities for programs, infrastructure investments, services, and for ensuring that appropriate resources are provided to achieve desired goals and outcomes
- Set and approve budgets, borrowing, and spending decisions
- Advocate for Town interests with other levels of government, including the Provincial and Federal governments, businesses, and Indigenous communities
- Provide oversight and direction to Administration
- Serve on various Boards and Committees to help inform decision making and policy development
- Review and approve Bylaws, Plans, and Strategies
- Monitor progress made on this Strategic Plan

ADMINISTRATION

- Responsible for the day-to-day operations of the Town through its various departments
 - These departments include Chief Administrative Officer, Operations and Infrastructure, Utilities and Taxes, Public Works, Parks and Recreation, Finance, and Municipal Enforcement
- Provide direct services to residents and works to ensure prudent use of Town resources
- Responsible for maintaining administrative systems and processes that keep the Town operating
- Implement strategies and take action to achieve goals and objectives presented in this Plan
- Regularly update Council on progress made on the Strategic Plan
- Communicate with residents on progress and solicit feedback and input

RESIDENTS

- Elect Mayor and Council every four years
- Serve on various Boards and Committees to inform and guide decision-making
- Provide feedback and input to Council and Administration on how services and policies can be improved, including this Strategic Plan
- Participate in engagement activities and suggest better and more appropriate ways for residents to engage in governance

BUSINESSES

- Provide feedback and input to Council and Administration on how services and policies can be improved, including this Strategic Plan
- Deliver programs, services, products, and employment opportunity for residents of the Town and region



Plan Foundations

The best plans are built on solid foundations.

Vision (where we want to be)

The Town of Lamont is a growing, authentic, and ambitious rural community that is forward-thinking and inclusive.

Mission (how we work together)

By working collaboratively, the Town strives to provide the quality infrastructure, services, and progressive governance needed to support a prosperous, vibrant, and safe community.

Guiding Principles (what is important to us)

Flexibility and Adaptiveness – we pride ourselves on our ability to adapt to changing circumstances to provide our residents with the highest quality of life and service standards.

Collaboration – by working together we can get more done. We work closely with other municipalities and levels of government, non-profits and volunteer groups, and others to ensure we are all pulling in the same direction and sharing in our successes.

Transparency – what you see is what you get. We maintain an open-door policy and provide regular opportunities for engagement and communication with our ratepayers. We promise to keep you informed of all decisions and provide opportunities for you to shape our future.



Source: Town of Lamont Facebook Page

Respect – we treat others as we wish to be treated. Our decision-making is guided by a sense of shared respect between our residents, businesses, service providers, and other organizations.

Togetherness – we celebrate the diversity and history of our community and are committed to inclusion and reconciliation. We cherish the volunteers that help make our Town a great place to live and strive to provide support and encouragement whenever possible.

Growth – we understand the importance of growth and development to the future of our Town. Fostering economic development and attracting new residents to our community is fundamental to our long-term prosperity and vibrancy.



How to Read this Strategic Plan

Strategic Priorities presented on the following pages are organized into goals/objectives, potential actions, timelines, and indicators of success.

Strategic Priority: a high-level theme that goals are organized into

Goals: What Town Council and Administration hopes to achieve

Actions: What Town Council and Administration can potentially do to achieve the goal

Timelines: When Town Council and Administration hopes to achieve goals, with short- (within two years), medium- (two to four years), and long-term (more than four years) categories.

Indicators: What Town Council and Administration will monitor to understand progress made and what we will review to determine if/when we have accomplished our goals





A Note on COVID-19 Recovery: The Town of Lamont recognizes the significant impact that the COVID-19 pandemic has had on our residents and our operations as a Town. While we are firmly in a recovery and rebuilding phase, there is still much work to do, and it may be some time before we return to some sense of normal when it comes to Town revenues and expenses. This is a living document and will be regularly updated.

2023-2027 Strategic Priorities

Town of Lamont Council has selected six Strategic Priorities to guide our efforts over the next four years. Working closely with Town Administration, Council will closely monitor progress made and will keep our residents and businesses informed of key actions taken and outcomes achieved. Strategic priorities are listed below in alphabetical order.



Community
Connection +
Vibrancy



Environmental
Leadership



Fiscal Responsibility



Infrastructure



Organizational
Excellence



Safety + Wellbeing



Community Connection + Vibrancy

is about creating a strong sense of place in Lamont and maintaining a high quality of life for residents, positive experiences for visitors, and fostering community pride.

Goal: Promote community beautification and sense of place

Potential Actions	Timelines	Indicators
Work with Bylaw enforcement officers to address community concerns, including unsightly properties and animal control issues	Short	<ul style="list-style-type: none">• Community satisfaction survey results• Number of bylaw complaints received• Awards and other recognitions received
Explore and identify ways to encourage and celebrate residents that work to improve the curb appeal of their properties	Medium	
Participate in Communities in Bloom initiative	Medium	
Explore community interest in and feasibility of creating community gardens	Medium	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years

Goal: Support, recognize and celebrate our residents and community organizations

Potential Actions	Timelines	Indicators
Annually recognize community residents by implementing a 'Uniquely Lamont' initiative that highlights community accomplishments, heritage, and strengthens community ties	Short	<ul style="list-style-type: none"> • Community satisfaction survey results • Number of special events held per year • Participant feedback collected after workshops • Number of participants attending community events and celebrations • Number of articles written featuring Town events and people
Work with local community organizations to build capacity by organizing workshops, programs, and other opportunities exploring best practices within the sector (e.g. finances, volunteer recruitment and retention)	Medium to Long	
Establish a Community Events Committee to support the organization, delivery, and sustainability of community events (e.g. Remembrance Day, Canada Day, Parade)	Medium	
Establish a Placemaking Grant Program to encourage residents and community groups to organize block parties, create public art, and purchase equipment	Medium	
Develop a Communications Strategy to enhance how we communicate and engage with residents, e.g. develop a Welcome to Lamont community package	Short	

Goal: Provide quality public spaces and opportunities for recreation

Potential Actions	Timelines	Indicators
Develop a Recreation Master Plan that inventories Town parks, trails, recreation facilities, and other public spaces, and identifies and prioritizes investment to maximize year-round utilization, maintenance standards and program delivery usage	Medium	<ul style="list-style-type: none"> • Community satisfaction survey results • Program diversity and participation numbers • Utilization of Town facilities and spaces
Explore feasibility of creating a Recreation and Community Events Programmer position to deliver programming at Town facilities and support event organization and execution	Medium	
Maximize lifecycles of recreational assets through regular maintenance and capital investments	Long	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years



Environmental Leadership

is about understanding and reducing impacts of municipal operations and our exposure to risk/disasters.

Goal: Reduce impacts and increase efficiency of municipal operations

Potential Actions	Timelines	Indicators
Replace / upgrade municipal equipment with energy efficient and/or cost saving alternatives where feasible	Medium to Long	<ul style="list-style-type: none"> • Emissions • Energy consumption • Water consumption • Wastewater generation • Number of grants applied for and success rate
Retrofit municipal facilities and assets to incorporate energy and water saving technologies, improve building performance, and reduce emissions	Long	
Identify and apply for all funding streams available to the Town to help it reduce environmental impacts	Long	
Incorporate low-impact vegetation (i.e. low maintenance and watering requirements, pollinator friendly, etc.) into Town landscaping and seasonal planting efforts	Short	
Develop a strategy for managing residential organic waste, exploring feasibility of municipal collection	Long	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years

Goal: Increase resiliency of municipal infrastructure to extreme and unpredictable weather events

Potential Actions	Timelines	Indicators
Evaluate core municipal infrastructure systems, including roads, water, electricity, gas, sewer, drainage, to identify potential vulnerabilities and develop mitigation strategies	Long	<ul style="list-style-type: none"> • Emissions • Energy consumption
Access funding programs provided by Provincial and Federal governments to support infrastructure adaptation projects (e.g. Municipal Climate Change and Action Centre, Federation of Canadian Municipalities, etc.)	Long	<ul style="list-style-type: none"> • Water consumption • Wastewater generation • Number of grants applied for and success rate

Goal: Promote environmentally friendly practices

Potential Actions	Timelines	Indicators
Identify and promote Provincial and Federal programs that assist residents and businesses to improve efficiencies (e.g. Canada Greener Homes Grant, Emissions Reduction Alberta)	Medium	<ul style="list-style-type: none"> • Emissions • Energy consumption • Water consumption
Continue to hold an annual Town wide cleanup event and expand promotional/educational materials to promote waste diversion and proper disposal of hazardous goods	Short	<ul style="list-style-type: none"> • Wastewater generation • Participation in Town wide cleanup event
Explore feasibility of creating a household hazardous waste drop off site in Town to collect goods for bulk transport to Eco Stations in the region	Long	<ul style="list-style-type: none"> • Volume of recycling collected • Volume of household hazardous waste collected

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years



Fiscal Responsibility

is about ensuring our long-term fiscal sustainability and that our financial decision-making is prudent and guided by municipal best practices.

Goal: Grow and diversify municipal revenue streams

Potential Actions	Timelines	Indicators
Develop an Economic Development Action Plan to foster economic growth, business expansion, entrepreneurship, and investment in Lamont	Short	<ul style="list-style-type: none"> • Corporate sponsorship revenues • Number and value of development permits issued • Revenues generated from municipal investments in land and properties • Year/year increase in municipal revenues
Pursue corporate sponsorships for municipal assets such as recreation facilities to generate additional revenues for operations and maintenance	Medium	
Identify municipal land and properties available for greenfield or infill development and develop servicing strategies to make them 'shovel ready' with a goal to grow to 2,500 residents within the next 10 years	Long	
Identify opportunities for the Town to purchase land and properties that enhance services for ratepayers, lead to new partnerships, support economic development, and/or bolster tourism	Medium to Long	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years

Goal: Prioritize affordability for our ratepayers and deliver good value for money

Potential Actions	Timelines	Indicators
Develop a long-term Tax Strategy that involves regularly reviewing regional mill rates to ensure competitiveness and communicates to residents and businesses how tax dollars are being used effectively to deliver services	Short	<ul style="list-style-type: none"> • Community satisfaction survey results • Number of properties in tax arrears • Cost savings achieved through contract renegotiations • Cost savings realized through joint purchasing agreements • Annual mill rate changes and competitiveness within the region • Number of affordable housing units available
Regularly monitor fiscal indicators and develop contingency strategies for periods of economic uncertainty and/or volatile inflationary pressures	Short	
Review contracts and agreements with service providers when up for renewal to find operational efficiencies and cost savings	Short	
Collaborate with regional municipalities to identify and leverage joint purchasing opportunities and savings	Medium	
Develop an Affordable Housing Strategy to diversify housing options within Lamont, including innovative housing forms like tiny homes	Long	

Goal: Demonstrate leadership in fiscal management and prioritization

Potential Actions	Timelines	Indicators
Build municipal reserves to support timely renewal of community infrastructure and services by dedicating a percentage of annual revenues towards these activities	Long	<ul style="list-style-type: none"> • Municipal reserve value • Percentage of revenues dedicated to reserves • Municipal borrowing costs • Municipal savings rates
Enhance Town budgeting processes by exploring results based budgeting methods and utilizing transparent, weighted evaluation criteria to understand the appropriateness of different financing strategies, including when borrowing is appropriate	Long	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years



Infrastructure

is about investing in critical infrastructure needed to maintain service levels and drive growth and investment, through both reinvesting in our existing infrastructure and developing new infrastructure where needed.

Goal: Enhance roadways and transportation connectivity

Potential Actions	Timelines	Indicators
Work with regional partners like the County to advocate for improvements to Highway 15, enhancing connectivity to the Industrial Heartland and improving access to Lamont	Long	<ul style="list-style-type: none">• Number of meetings held on Highway 15 improvements• Number of meetings held on rail development• Length of roads and alleys enhanced or upgraded
Work with local and regional businesses and railways to understand long-term potential of rail freight service in Lamont	Long	
Conduct a road and alley study that identifies priority projects and resurfacing options to improve durability and reduce maintenance requirements	Short	
Study parking options on Main Street to improve user access	Long	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years

Goal: Improve capacity and reliability of our water and wastewater systems

Potential Actions	Timelines	Indicators
Conduct a study of our sanitary system and work to improve performance and capacity by upgrading aged infrastructure and increasing capacity of our lagoons	Medium	<ul style="list-style-type: none"> • Number and length of disruptions to our water and wastewater systems • Number of water line valves upgraded • Overall capacity of systems to accommodate growth
Conduct a study of our water infrastructure and proactively upgrade the system by identifying project priorities and pursuing available funding opportunities	Long	
Annually modernize water line valves to minimize community impact and disruption caused by watermain breaks	Medium	

Goal: Continue to follow to best practices in asset management

Potential Actions	Timelines	Indicators
Regularly review and update condition assessments of municipal assets, including buildings and equipment and prioritize lifecycle maintenance and replacement of assets through operational and capital plans	Short, Medium, Long	<ul style="list-style-type: none"> • Condition of municipal assets • Amount of funding dedicated to operational and capital maintenance • Numbers of equipment repaired or replaced • Cost savings realized through infill development
Identify funding streams and opportunities to support innovative infrastructure renewal and development, including use of emerging technologies and materials	Medium	
Expand inventory of developable residential, commercial, and industrial lands by balancing greenfield development with infill and intensification to maximize efficient use of existing infrastructure	Medium	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years



Organizational Excellence

is about providing the best possible customer service to our residents and businesses, delivered by professionals working in a modern organization with up-to-date policies, plans, and bylaws.

Goal: Build our regional profile and increase awareness of Town programs and supports

Potential Actions	Timelines	Indicators
Update promotional material for our Municipal Property Tax Rebate Program and identify key communication channels to grow awareness of this innovative program	Short	<ul style="list-style-type: none">• Number of properties and developments leveraging the Municipal Property Tax Rebate Program• Number of conversations or leads generated through the Chamber of Commerce
Work with the Fort Saskatchewan & District Chamber of Commerce to increase awareness of Lamont within the region and promote development and investment opportunities	Short	
Pursue a seat on the Board of Directors of Community Futures Elk Island Region to increase Town awareness of regional developments and Town influence on regional decision-making	Short	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years

Goal: Update and modernize plans, policies, strategies, and bylaws

Potential Actions	Timelines	Indicators
Update our existing Municipal Development Plan or develop a new Plan to guide the Town's long-term growth, with an objective to reach a population of 2,500 within the next 10 years	Medium	<ul style="list-style-type: none"> • Community satisfaction survey results • Number of plans, policies, strategies, and bylaws developed or updated • Municipal Accountability Program audit results and recommendations
Develop a review schedule for Town plans, policies, and bylaws to ensure they are regularly updated and compliant with the Municipal Government Act	Short, Medium, Long	
Identify what Town services are most important to ratepayers through regular engagement and surveying and prioritize investment in these areas, including contracted services where feasible	Medium	

Goal: Be an employer of choice in the region and cultivate a culture of excellence

Potential Actions	Timelines	Indicators
Provide municipal staff with ongoing professional development and training opportunities to build service capacity and skill sets, helping to attract and retain talented individuals across the organization	Medium	<ul style="list-style-type: none"> • Staff recruitment and retention • Number of professional development opportunities pursued by staff and Council • Employee satisfaction surveys
Review and update Council orientation process to enhance Councilor onboarding, providing information on key dates, processes, and municipal assets through on-the-ground tours	Long	
Develop succession plans and protocols to ensure skills and knowledge of staff and Council are retained within the organization	Medium	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years



Safety + Wellbeing

is about ensuring a safe and healthy community for all, with high levels of wellbeing, inclusion, educational achievement, and access to supports and services that may be needed by our residents.

Goal: Enhance community sense of safety and the Town's emergency preparedness

Potential Actions	Timelines	Indicators
Engage with local RCMP officers and detachment and bylaw enforcement officers to identify opportunities to improve visibility of policing services within the community and enhance sense of community safety	Short	<ul style="list-style-type: none">• Incident response times• Number of RCMP hours devoted to Town policing• Crime statistics• Community satisfaction survey results• Number of community events attended by RCMP and/or Fire Services
Identify and plan for anticipated costs associated with policing and fire services, including shifting Provincial funding models for policing and the eventual replacement of the Fire Hall	Medium	
Develop and adopt an Emergency Management Plan that establishes a coordinated approach to emergency management and recovery, working closely with the Alberta Emergency Management Agency	Medium	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years

Goal: Support existing and build new relationships with organizations to foster inclusion, celebrate diversity, and advance reconciliation

Potential Actions	Timelines	Indicators
Demonstrate the importance of and commitment to reconciliation by acknowledging annual observances such as National Indigenous Peoples' Day and the National Day for Truth and Reconciliation	Short	<ul style="list-style-type: none"> • Number of participants in annual observances related to reconciliation • Number of new initiatives introduced that relate to inclusion, diversity, and helping our vulnerable populations • Community satisfaction survey results
Work with non-profits and other service organizations to identify strategies for enhancing inclusion and engagement with marginalized and/or vulnerable populations in our community	Medium	
Engage with youth, seniors, newcomers, those with diverse cultural backgrounds to identify new opportunities to come together and celebrate our diversity and history	Long	

Goal: Support our residents to lead healthy, fulfilling lives

Potential Actions	Timelines	Indicators
Work with Family & Community Support Services to promote awareness and utilization of programs and services available to our residents	Short	<ul style="list-style-type: none"> • Health and wellness indicators • Utilization of FCSS programs and services • Educational attainment levels • Accessibility and availability of a range of health services
Explore partnership opportunities with the School Board post-secondary institutions to increase educational opportunities available in Town and online to promote lifelong learning	Long	
Enhance relationships with health service providers to identify opportunities to improve health outcomes	Long	

Timelines: Short: 0-2 years | Medium: 2-4 years | Long: 4+ years

Conclusion

Council is committed to working collaboratively and productively with our residents, stakeholders, partners, and others to achieve our goals and monitor progress to ensure our success. Administration is proud to manage implementation of this Plan, including leading projects, programs, and other initiatives, which will be accomplished through our Corporate Business Plan, Departmental Operational Plans, and budgeting processes.



Source: Google Earth

