



DISTRICT

OF

LAKE LAND

No. 521

STRATEGIC PLAN

NOVEMBER 2013

REVISED NOVEMBER 27, 2015

District of Lakeland No. 521
STRATEGIC PLAN

Prepared for:

DISTRICT OF LAKELAND NO. 521

Prepared by:

CROSBY HANNA & ASSOCIATES

SASKATOON, SK

NOVEMBER 2013

REVISED NOVEMBER 27, 2015





TABLE OF CONTENTS

1	Introduction	1
1.1	Preamble.....	1
1.2	Background	1
1.2.1	Demographic Analysis.....	1
1.2.2	Council and Staff Consultation	3
2	SWOT Analysis	4
3	Community Vision.....	7
3.0.1	Vision Statement and Five Pillars	8
3.1	Communication	9
3.2	Partnerships.....	10
3.3	Balanced & Effective Services.....	11
3.4	Environmental Stewardship	12
3.5	Quality of Life.....	13
4	Conclusion & Value Words	14
	References	15



DISTRICT OF LAKELAND, SASKATCHEWAN

1 INTRODUCTION

1.1 PREAMBLE

The District of Lakeland encompasses a large area of attractive lakes and forest in central Saskatchewan, popular with seasonal visitors and permanent residents alike. In order to effectively plan for the future of the region, the District initiated a Strategic Planning program, culminating in this document – the ***District of Lakeland No. 521 Strategic Plan***.

Strategic Plans are based on a community vision and a set of ideals or goals developed by community members through a District of Lakeland Council and Staff workshop exercise. Strategic Plans contain initiatives, objectives, timelines, and responsibilities for each of the central ideals or goals.

1.2 BACKGROUND

Before beginning any strategic planning program, it is important to have an understanding of the current state of the region in question. In this subsection, basic demographic and other statistical information on the District of Lakeland will be presented. Important patterns and trends will be highlighted, and the implications that this information may have on the future of Lakeland will be noted.

1.2.1 Demographic Analysis

In order to plan effectively and strategically, the District must have a good sense of its past, present, and most importantly, its future – including its demographic makeup.

The Statistics Canada 2011 Census population in the District of Lakeland is 884. This is up from 664 (an increase of 33%) over the 2001 Census population. According to reports from the District of Lakeland, the 2006 Census data is incorrect, and grossly overestimates the total population. For that reason, the ten-year trend will be employed for the majority of this demographic analysis.

On the following page, the age distribution of Lakeland's total population has been exhibited for the years 2001 and 2011. In addition, the age generation known as the “baby-boom” (people born between the years 1946 and 1965 ^[1]) has been highlighted. The reason for this is because the baby-boom generation is by far the most numerous age group of people in Canada ^[1], and in 2013, they are well on their way to retirement.

This is reflected by the significant difference in the proportion of “baby-boomers” in the population between the District of Lakeland and the Census Division, the province, and the nation – and also within Lakeland itself, between 2001 and 2011.

41% of the District of Lakeland population were baby-boomers in 2011. Compare this to:

- 30% of Canadian population
- 27% of Saskatchewan population
- 27% of Census Division 15 population
- 26% of District of Lakeland population in 2001.

See the following page for breakdowns of age distribution.

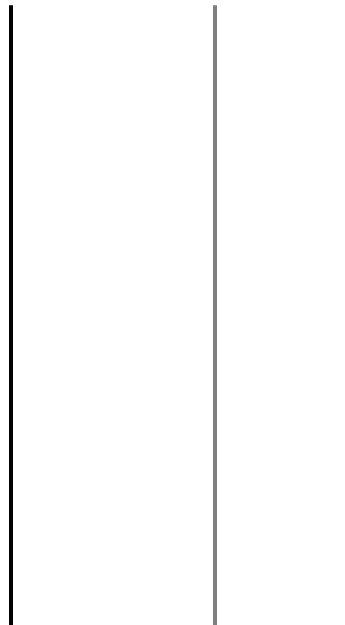
- 26% baby-boomers
- High prevalence of “retirement age”
- Even distribution of other age groups
- Baby-boomers at low end of retirement age

Using the past population trends of the District of Lakeland and a short list of assumptions, it is possible to create approximate population projections, including any impact of the baby-boom generation. The assumptions made in the interest of creating population projections are as follows:

- the attraction of moving out to Lakeland to retire will be constant in the near future;
- the population of the District of Lakeland will continue to grow – at least in the short term – due to a number of factors, not least of which are the retiring baby-boom generation and overall economic strength in Saskatchewan;

- 41% baby-boomers
- Higher prevalence of retirement age in general
- Otherwise still evenly distributed
- Baby-boomers have significant impact
- the age at which baby-boomers will move *away* from Lakeland post-retirement (for healthcare and other reasons) is assumed to be 75; and
- the popularity of the amenities at Lakeland will not dwindle in the future for any perceived reason other than the eventual departure of the baby-boomers.

The graph below depicts both historical and predicted population growth in the District of Lakeland, heavily influenced by the baby-boom generation.



There are also noticeable patterns of change in the District of Lakeland with regard to household makeup. While the total number of households has increased since 2001 (with population), the majority of households in Lakeland are still made up of couples without children, despite moderate relative growth in couples with children and one-person households. The odd spike and dip in one-person households and household couples with children, respectively, is likely related to the previously noted inaccuracy of 2006 StatsCan Census information for the District. Overall, however, this data may suggest that the proportion of younger families in Lakeland might be on the rise; though the clear majority remains couples without children at home.

Meanwhile, the proportion of married couples (the clearly dominant demographic in Lakeland) is also on the rise, while the proportion of people identifying as divorced is dropping significantly, sinking lower than the percentage of widowed persons in 2011. The proportion of married couples in Lakeland is a very strong majority, and there is good evidence to believe that it is continually increasing. The rate of widowed persons has held relatively constant, decreasing slightly from 2006. Also holding relatively constant is the percentage of single, or never married persons, making up 12%, and married but separated persons, at 1%.

StatsCan rounds population counts to the nearest 5; so with smaller population numbers, inaccuracies are inevitable.

1.2.2 Council and Staff Consultation

At a District of Lakeland Council and staff consultation workshop held in March of 2013, an exercise was conducted whereby members were given the opportunity to voice their values and beliefs regarding the current state of the District, its strengths, opportunities, weaknesses, and challenges, and their vision for the future of Lakeland.

The results of this workshop were collected and consolidated, and – combined with the information presented previously – will form the basis for the body of this Strategic Plan.

The workshop began with an analysis into the current state of the District – how community members felt the District was doing, how people perceive it, and some of its basic needs. The following list is an unfiltered synopsis of that first exercise.

Current State of the District:

- Diversified pricing in housing
- Difference between households with and without children
- Different sense of community between permanent and seasonal residents
- Seasonal population larger than permanent
- Many large boats (900 docked on Emma Lake in August 2013)
- Permanent residents look after seasonal places
- Split personality
 - Could come up with two different plans
 - Need to address both types of residents
 - Some commonality on water quality and future commercial
- What businesses do we want to encourage?

-
- (1) It must be noted here again that the 2006 Census information has been confirmed to be inaccurate at least in regard to its population count, and therefore its household and marital status information ought to be regarded with hesitation.
- (2) Note that the totals for each year in the two graphs shown may not add exactly to 100%; this may be due to the existence of other data categories not represented in the graph (such as population below the age of 15, in the case of marital status), or to statistical error on the part of Statistics Canada. Note also that

- Continued cooperation/coordination with the Village of Christopher Lake and RM of Paddockwood and Resort Village of Candle Lake
 - Regional plan is in place (DPC)
- Continues to support Waskesiu Wilderness Committee

Looking at the above list, some common themes/issues can be ascertained and summarized as follows:

- **Difference between seasonal and permanent population**
 - Seasonal population is larger
 - Strategic Plan should address both of their needs
- **Cooperation with Village of Christopher Lake and RM of Paddockwood**
 - Creating a commercial “downtown” hub for the District
 - Regional-scale coordination/planning
- **Business**
 - Attracting more businesses and helping them to thrive

The above issues were the most clearly articulated at the workshop. Issues raised that do not fit into these three categories will not be

ignored, and will also be included in the framework of this Strategic Plan.

It is prudent for the intent of this Plan to highlight the interconnectivity between the above issues. For example, the issue of attracting business ties into the need for creating a commercial “downtown” for the District. However, this issue must also be considered in light of the fluctuating population which increases and decreases on a seasonal basis; in other words, there are fewer residents in the winter season, and they might be less willing to travel long distances for commercial services.

These are just a few examples of the interconnectivity of these and other issues regarding the current state of the District brought to light by Lakeland community stakeholders. The notion of interconnected, broad-ranging issues must be kept in mind throughout the strategic planning process.

2 SWOT ANALYSIS

SWOT analysis – **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats – is used in strategic planning to assess the internal (strengths and weaknesses) and external (opportunities and threats) elements that a given community can use, avoid, and plan for.





At the consultation workshop in March 2013, a SWOT exercise was undertaken following the analysis of the current state of the District detailed in subsection 1.2.2.

SWOT analyses can be exhibited on a quadrant-based grid system, as the graphic below demonstrates.

This basic structure will be employed to analyze the strengths, weaknesses, opportunities, and threats faced by the District of Lakeland. The information gleaned as a result of this exercise will help to strategically plan for the future of the District, by enhancing and seizing any strengths and opportunities, and mitigating and avoiding any weaknesses and threats.

See the diagram on the following page for the District of Lakeland

Strategic Plan comprehensive SWOT analysis.

SWOT	Elements that HELP the District	Elements that HINDER the District
Internal elements	 STRENGTHS	 WEAKNESSES
External elements	 OPPORTUNITIES	 THREATS

SW OT	HELP	HINDER
INTERNAL	<ul style="list-style-type: none"> • Tax base • Best lake country in Saskatchewan • Strong administration • Can focus on residential development → services • Family history • Capability to adapt (increased services) to meet demands → more responsive • Control mechanics of lake levels • Good Official Community Plan/Zoning Bylaw → current • Gathering place within minutes of District • Great golf and other recreational opportunities • Proximity to Village → adds to services • First responders throughout District • Good infrastructure → gas, lagoons, landfills • Council/District open to partnerships • Youth camps → exposure to nature and District • Active environmental advisory committee → plan and education • Lake water quality monitoring program • Pristine protected areas of shoreline and forest • EMO Committee and Emergency Response Plan 	<ul style="list-style-type: none"> • Don't have authority to control certain items • Communication with ratepayers <ul style="list-style-type: none"> ◦ Many ratepayers come from all over Canada ◦ Number of tools needed • Expansive area <ul style="list-style-type: none"> ◦ i.e. garbage and snow removal in north • Limited accommodation <ul style="list-style-type: none"> ◦ Some nuisance problems associated with rental properties (i.e. noise, parking, parties, littering) • Parking • Congestion of people and dwellings in areas <ul style="list-style-type: none"> ◦ Drainage • Need population base to provide volunteers <ul style="list-style-type: none"> ◦ Council committees ◦ Fire department ◦ Recreation
	<ul style="list-style-type: none"> • Beautification of public spaces <ul style="list-style-type: none"> ◦ Reforestation may be most acceptable to residents • Increase tourism and conventions <ul style="list-style-type: none"> ◦ Four season ◦ Passive recreation • Could partner more with municipal, provincial, federal and other government organizations • Forest management including fire and water and budworm • Better communication • Define level of enforcement regulation clearly • Opportunity to market area as retirement destination for permanent residents • Reclaim public spaces and enhance natural character of these areas • Community docks within lakefront areas • Encourage individual dock owners to develop shared docks • Balance between nature and humans 	<ul style="list-style-type: none"> • Spruce budworm and mountain pine beetle infestation • Crime • Provincial park expansion <ul style="list-style-type: none"> • Quads and hunting • Could push quads and hunting into other rural municipalities • Forest Management Agreements • Any threat to nature/environment • Education tax • Outside users putting pressure on lake and services • Some people don't want rules and restrictions at different lakes • Perception of inequitable service levels in different areas of District



3 COMMUNITY VISION

3.0.1 Vision Statement and Five Pillars

The vision statement for the District of Lakeland follows below. Within it, it contains the five pillars representing the five core values of the District.

The District of Lakeland will maintain and enhance our District position as leaders in developing a unique natural recreation area in Saskatchewan through:

- *open and active communication with residents and stakeholders;*
- *Partnerships with other governments, agencies, and communities;*
- *Balanced and effective services provided by staff and Council for seasonal, permanent, and visiting populations in all parts of the District;*
- *Environmental stewardship based on best practices, knowledge, and ability to respond; and,*
- *initiatives that enhance quality of life for its residents.*

3.1 COMMUNICATION

Strategic Initiative	Objectives	Timeline	Responsibility
<ul style="list-style-type: none"> Timely, consistent, responsive, proactive, and two-way Plan, strategy and budget for this Redesigned website Newsletters, annual information meeting, Vacationland News, PSAs, PA Now, Facebook, Twitter Public meetings / open houses Feedback on communication 	<ol style="list-style-type: none"> Redesign website to be more dynamic, user-friendly, and to allow feedback. Maintain an inherent value of effective and two-way communication with residents, visitors, and the public. Create a communication schedule by which to abide. Utilize a range of communication media, both traditional and modern, while keeping a consistent “image” throughout. Provide accessible feedback channels and implement an organizational reception system. Strive to be the “first voice” of communication on all District news and issues (i.e. ahead of word-of-mouth and outside news sources). Plan and budget for all communication objectives accordingly. 	<ul style="list-style-type: none"> Maintain regular, scheduled communication as part of plan (i.e. newsletter, periodic newspaper updates, website and social media updates, etc) 	<ul style="list-style-type: none"> District of Lakeland administration to delegate communication tasks in-house, allowing for appropriate staff time commitment. Some communication tasks may be outsourced to third parties or consultants. Consider partnerships with newspapers and other media organizations.

3.2 PARTNERSHIPS

Strategic Initiative	Objectives	Timeline	Responsibility
<ul style="list-style-type: none"> Extending and sharing resources and through partnerships, other government agencies, communities, and services Regional Planning: <ul style="list-style-type: none"> sharing and understanding joint responsibilities, common direction, infrastructure, share expertise, leveraging grants and funding, information exchange, enforcement Emergency Management Organization Local stakeholders group and established condo association and cottages <ul style="list-style-type: none"> meet once or twice a year for information exchange Prince Albert National Park and Great Blue Heron Provincial Park 	<ol style="list-style-type: none"> Pursue partnerships and resource-sharing schemes with other communities and agencies. Continue to support and meet regularly with local stakeholders groups. Maintain working relationships with Prince Albert National Park. Waskesiu Wilderness Region and parks 	<ul style="list-style-type: none"> Ongoing support and consultation with partners and stakeholder groups 	<ul style="list-style-type: none"> Council-appointed representatives

3.3 BALANCED & EFFECTIVE SERVICES

Strategic Initiative	Objectives	Timeline	Responsibility
<ul style="list-style-type: none"> Where do tax dollars go? <ul style="list-style-type: none"> Illustrate which services receive what resources (dollars) Develop public parking areas Develop public parks and green spaces Signage <ul style="list-style-type: none"> identify where public spaces are 	<ol style="list-style-type: none"> Plan for distribution of tax dollars between District services appropriately and strategically. Maintain transparency in administrative operations including spending and service provision. Understand servicing capacity of infrastructure. Explore and investigate pay-for-use public parking and boat launch areas. Develop family-friendly and accessible parks, benches, playgrounds, and green spaces. Consider providing amenities and services geared toward both ratepayers of the District as well as seasonal and temporary visitors to Lakeland. Provide more signage indicating public spaces, etc. 	<ul style="list-style-type: none"> Complete signage program in 2016 subject to Ministry of Highways approval. Asset and infrastructure analysis – 2016 Develop plan for Hynes Park – 2016 Finalize parking plan – 2016 Overall parks and open space development plan – 2016 Implementation of parking plan – 2016 and beyond Continue development of public parks and green spaces – 2016 and beyond 	<ul style="list-style-type: none"> District Administration Third party or parties

3.4 ENVIRONMENTAL STEWARDSHIP

Strategic Initiative	Objectives	Timeline	Responsibility
<ul style="list-style-type: none"> Develop an environmental management plan <ul style="list-style-type: none"> invasive species (communication) fire prevention and associated losses 	<ol style="list-style-type: none"> Practice environmental stewardship based on best practices, knowledge, and ability to respond. Support Environmental Advisory Committee. Control development to protect environment and lakeshore. Through an environmental management plan, work toward a solution regarding invasive species, and fire prevention. Conduct ongoing water quality testing on all four lakes. Continue inspection of septic tanks/ hot tubs, etc. 	<ul style="list-style-type: none"> Continuing work plan for Environmental Advisory Committee Student working with Environmental Advisory Committee – 2014–2019 Water quality testing four times on all four lakes – ongoing 	<ul style="list-style-type: none"> District Council

3.5 QUALITY OF LIFE

Strategic Initiative	Objectives	Timeline	Responsibility
<ul style="list-style-type: none"> Maintain existing service levels <ul style="list-style-type: none"> recreation director <ul style="list-style-type: none"> kids program library Support the creation of community organizations and cottage owners associations in the community Enhance community safety: <ul style="list-style-type: none"> Enforcement and Protective Services Support Citizens on Patrol Emergency Management Organization Plan Community Emergency Alert System (CodeRed) Support the programming of festivals and events <ul style="list-style-type: none"> western days and farmers' market enhanced winter festival art tour snowmobile club bonspiel lake night 	<ol style="list-style-type: none"> Maintain existing service levels. Continue to contract a recreation director. Continue to support library and other community services. Enhance community safety. Bring seasonal and permanent residents and visitors together. Develop volunteer base. Support the school in Christopher Lake. Increase number of events. 	<ul style="list-style-type: none"> Ongoing recreation direction 	<ul style="list-style-type: none"> District Council and Administration

4 CONCLUSION & VALUES

This **District of Lakeland Strategic Plan** serves to outline the background and demographics of the community, the internalities and externalities that impact the District as a whole, and the community vision and five pillars upon which future strategic direction in the District will be based.

This document will guide and direct future decision making in the District in the interest of its residents, its visitors, its natural environment, and its future generations. The Strategic Plan concludes with a summary of values that represent the District of Lakeland's ideals, objectives, and beliefs.

transparent **honest**
responsive **proactive**

EFFECTIVE **partnerships**
natural environment
strategic decision-making
CONSISTENCY

value statements



- communication that is timely, transparent, responsive, and clear
- **elected officials who actively participate in the strategic governance of the District**
- **efficient and effective staff who are encouraged to continue their professional development and use their initiative to build a productive workplace**
- **respect for and stewardship of our natural environment in consultation and partnerships with other government agencies and communities**
- **prudent stewardship of the District's financial and human resources**

REFERENCES

[1] Statistics Canada, "Census in Brief: Generations in Canada, Age and sex, 2011 Census," Statistics Canada, 2011.

Cover image credit: Rick McCharles, <<http://www.flickr.com/photos/rickmccharles/188365038/in/photostream/>>

Other image credits: Al Christensen; Cheryl Bauer-Hyde