

DISTRICT OF LAKELAND NO.521

# Strategic Plan

2026-2029









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### **2026-2029 Strategic Plan**

Created: September 19, 2025  
Reviewed with Council: October 22, 2025  
Additional changes made: October 28, 2025  
Reviewed and Adjusted by: Reeve & Administrator

*Photos submitted by local photographers as part of the 2025 Lakeland Photo Contest.  
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# Land Acknowledgement

*We respectfully recognize that we are situated on Treaty 6 Territory, the ancestral and present-day lands of the Cree, Saulteaux, Dakota, Dene, Lakota, and Nakota peoples, as well as the homeland of the Métis Nation.*

*We honour this land and the generations of Indigenous peoples who have cared for it since time immemorial.*

*This acknowledgement affirms the enduring relationships between Indigenous peoples and these lands, and reflects our shared responsibility and ongoing commitment to truth, reconciliation, and meaningful partnership.*



# Introduction

*The District of Lakeland 2026-2029 Strategic Plan demonstrates our commitment to leading, managing and delivering our core municipal services to our full time and seasonal property owners. This plan emphasizes the environment as foundational to our quality of life and aims to adapt to the evolving needs of our residents. It will guide our decision-making and where we will focus our resources.*

## The Process

To develop this plan, the District engaged with year-round and seasonal property owners using a public survey to obtain input on several municipal issues including infrastructure, property usage, and more. Residents were also asked to provide suggestions on the ways the District can improve. The most mentioned topics included lake health and the environment, roadways and infrastructure, safety and security, recreation and communication and outreach. An environmental scan (SWOT Analysis) was also conducted, involving a review and analysis of internal and external factors that may impact the District and how municipal services are delivered.

We also engaged with the members of our Environmental Advisory Committee and CPL Recreation Committee who will play a role in helping to implement the plan to find out what is working well and where we can be doing better. District of Lakeland managers and staff were also asked to provide feedback on what they need to do their jobs well.

Through a series of strategic planning meetings with the Reeve, Council members and leaders in Administration, we created a new vision and mission for our District and identified the values we will collectively adhere to in leading and managing our municipality.

## The Framework

The Plan includes four strategic priorities that form the foundation of our work. Within each priority are goals and strategies to achieve them. We also developed success indicators which we will use to measure our work.

Guided by this plan, we will develop annual work plans, and each year, we will report back to our residents on what we have achieved. We will also review the strategic plan each year to ensure it is most effectively and efficiently meeting our collective needs.

# Message

## From The Reeve And Councillors

### *Introducing Our New Municipal Strategic Plan*

Council is pleased to share our new Municipal Strategic Plan, a roadmap that will guide our decisions and priorities over the next several years.

This plan reflects the collective vision of our residents, staff, and community partners who share a deep commitment to preserving Lakeland's natural beauty while ensuring a vibrant, sustainable future for generations to come. Through thoughtful consultation and collaboration, we have identified key priorities that focus on good governance, environmental stewardship, community well-being, and quality municipal services.

**As your Council, we are committed to turning this plan into action. It will serve as the foundation for our budgeting, planning, and policy decisions, ensuring that every step we take aligns with our long-term vision for the municipality.**

We want to thank everyone who contributed their time, ideas, and feedback during the development of this plan. Your voices helped shape a vision that truly represents the spirit of Lakeland – a place of natural beauty, strong community connections, and shared responsibility for the future.

Together, we look forward to implementing this plan and continuing to make the District of Lakeland a great place to live, work, and enjoy.

Sincerely,

Reeve **Treena McAlpine**

Councillor **Don Shkopich**

Councillor **Cheryl MacMillan**

Councillor **John Stauffer**

Councillor **Mary Sawchuk**

Councillor **Stu McDowell**

**District of Lakeland No. 521**



“

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“

*Together, we look forward to implementing this plan and continuing to make the District of Lakeland a great place to live, work, and enjoy.*



# **Our Vision, Mission & Values**

## **Our Vision**

A vibrant place where natural beauty, spirit, and responsible stewardship of our community provide a high quality of life for all residents now and for generations to come.

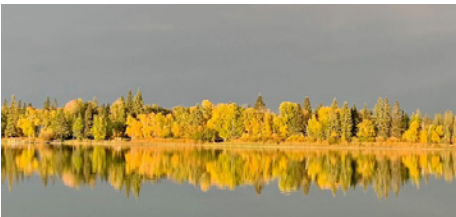
## **Our Mission**

Our mission is to lead our community with integrity and vision while safeguarding the natural environment.



## Values

*We are dedicated to serving our residents in accordance with the following core values:*



### INTEGRITY

We consistently work to foster public trust, build strong relationships, and contribute to a stable and cohesive society. We are accountable, transparent in our decision-making, and act responsibly in all aspects of municipal governance.



### INNOVATION

We identify opportunities, take initiative, and make necessary changes to achieve desired outcomes. We are responsive to the needs of our residents.



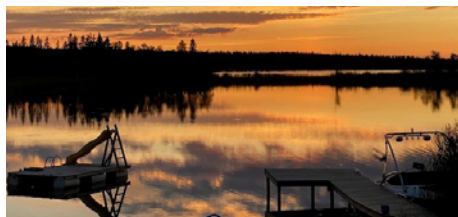
### ENVIRONMENTAL STEWARDSHIP

We value the natural environment in which we live and consistently show respect for our land, air, and water to ensure their sustainability for years to come.



### COMMUNICATION

We engage with our residents to understand their wants and needs and share information openly so that we can all work together effectively for the good of our community.



### COLLABORATION

We are approachable and seek opportunities to work together with our residents, and with our Committees, volunteers and others who contribute to our quality of life.

# Strategic Priorities

*The District of Lakeland has identified four key priorities as being most important to achieving our vision. These priorities provide a roadmap for decision-making and act as a guide for resource allocation to ensure a high quality of life for our residents.*

## **COUNCIL WILL WORK WITH ADMINISTRATION TO ENSURE:**

### **Good Governance & Engagement**

- » Manage the affairs of the municipality responsibly and ethically and in the best interests of all residents.
- » Manage the District according to The Saskatchewan Municipalities Act and use strong internal processes and procedures to deliver services, set local policies, and manage resources, while being accountable to District residents.
- » Provide the public with opportunities to engage and provide easy access to information in a timely manner.

### **Emergency Preparedness & Public Safety**

- » Reduce risk to the public and ensure a coordinated response to emergencies.
- » Support policing and crime prevention initiatives.
- » Educate residents on the bylaws that are in place and enforce bylaws when required.

### **Infrastructure and Development**

- » Ensure critical municipal infrastructure, like roads, waste systems, and facilities for municipal operation and recreation are properly maintained.
- » Help residents navigate local and provincial building, development and construction standards and permits so they can achieve their desired goals.

### **Environmental Sustainability**

- » Ensure comprehensive plans are in place to ensure our environment is protected.
- » Consider the environment in all decisions made within the municipality.



# Goals, Strategies & Success Indicators



# Governance & Engagement



**GOAL:** Lead and manage the District in the most fiscally responsible manner, utilizing best practices to ensure resources are being used wisely.

STRATEGIES	SUCCESS INDICATORS
Utilize robust budget planning that provides opportunities for public review.	Residents indicate high satisfaction with the budget planning and approval process and have opportunities to access budget information.
Ensure policies and bylaws are in place to regulate activities, provide services, and ensure the safety and welfare of residents within the District.	All District bylaws are up-to-date and available for the public to access.  Residents have opportunities to engage in discussions about bylaw changes.
Ensure Council and Administration have the knowledge and training they need to govern the municipality and provide services effectively and efficiently.	Council and Administration participate in training as required.  Council and Administration feel confident they have the skills they need to do their jobs effectively.
Ensure tools and technology are in place to perform work tasks effectively and efficiently.	Council and Administration feel tools and technology are in place to work effectively and efficiently.
Investigate opportunities for additional grant funding.	The District is successful in obtaining grant funding to support municipal projects.





**GOAL:** Engage with the community on issues that matter to them.

STRATEGIES	SUCCESS INDICATORS
Engage with the community on an on-going basis about issues that matter to them.	<p>Residents are provided with opportunities to engage with Council and Administration on topics that matter the most to them.</p> <p>Reports on engagement activities are created and shared with residents.</p> <p>Council and Administration have confidence that they are making informed decisions based on the needs and wants of residents.</p>



**GOAL:** Consistently communicate information to residents so they are informed about municipal affairs.

STRATEGIES	SUCCESS INDICATORS
Inform residents about District services and programs in a proactive manner and provide residents with opportunities to provide feedback.	Residents have access to a variety of regular and consistent communication tools they can use to stay updated on municipal programs, services, operations, and decisions.

# Emergency Preparedness & Public Safety



**GOAL:** Strengthen the District’s ability to respond to an emergency or threat to residents and/or property.

STRATEGIES	SUCCESS INDICATORS
Ensure detailed plans are in place to respond to an emergency or threat to the District.	Council, Administration and the public understand their role in responding to an emergency and feel prepared to respond if required.
Coordinate with neighbouring communities to ensure a region-wide response to emergencies or threats to the region is in place.	The District and neighbouring communities understand their role in responding to an emergency and feel prepared to respond if required.



**GOAL:** Reduce the risk of wildfire impacting property within the District area.

STRATEGIES	SUCCESS INDICATORS
Provide education and identify opportunities to reduce potential fuel sources within the community.	Residents are conducting FireSmart activities at their properties.







**GOAL: Strengthen bylaw enforcement within the District.**

STRATEGIES	SUCCESS INDICATORS
Implement the new Municipal Enforcement Program (MEP).	Residents' awareness and understanding of bylaws has increased and bylaws are being enforced when required.
Create a new MEP Committee to assist the CAO in managing the new MEP Program.	The MEP is operating effectively and efficiently, and residents are satisfied with the Program.



**GOAL: Maintain low levels of criminal activity within the District of Lakeland.**

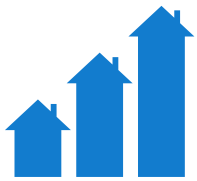
STRATEGIES	SUCCESS INDICATORS
Continue to work with RCMP and the Saskatchewan Marshal Service which provide policing services in the District.	Policing patrol is visible in the community.
Encourage on-going growth and development of the local Citizens on Patrol Program (COPPs) and Crime Watch and provide support as required.	<p>A member of Council is engaged with the local COPPs and Crime Watch groups to ensure Council is aware of support they may require.</p> <p>Residents are aware of the COPPs and Crime Watch programs and are provided with regular information about what they can do to protect their property from crime.</p>

# Infrastructure & Development



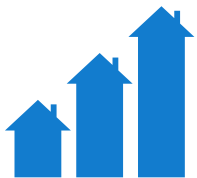
**GOAL:** Roadways and infrastructure are managed effectively and efficiently.

STRATEGIES	SUCCESS INDICATORS
Develop and/or formalize roadway and infrastructure maintenance programs.	<p>Each year, the highest priority roadways are repaired, and all roadways are being adequately maintained.</p> <p>An annual Gravel and Dust Control Plan is implemented; residents are satisfied with the results.</p> <p>Residents are satisfied with the quality of the District's Snow Removal Program.</p> <p>Ditches in the District are clear of debris and garbage that can impact draining systems.</p> <p>Ditch repairs are completed, managing run-off into our lakes.</p>
Enhance relationships with partners in road and highway maintenance, contractors, etc.	<p>The Department of Highways is supporting roadway improvement projects within the District.</p>
Maintain and replace capital equipment as needed in accordance with the District capital budget.	<p>District equipment and infrastructure are acquired, maintained and/or replaced according to a planned schedule.</p>
Review all District facilities to determine if they are being used effectively and efficiently.	<p>Facilities are being managed according to the needs of the municipality.</p>
Ensure waste-water management is sustainable and economically viable in the long-term.	<p>Issues with the lagoon are identified early and addressed in a timely manner.</p>



**GOAL: Solid waste is being managed effectively and efficiently.**

STRATEGIES	SUCCESS INDICATORS
Complete the decommissioning of the landfill at McPhee Lake.	The McPhee Lake Landfill has been successfully decommissioned.
Strengthen relationships with solid waste contractors.	Solid waste contractors are working in partnership with the District.
Ensure the District is recycling responsibly.	Residents are using garbage disposal bins and recycling receptacles properly.



**GOAL: Permitting, building and development processes are clear and easy to understand.**

STRATEGIES	SUCCESS INDICATORS
Ensure the building and development permitting process is clear and easy to understand.	There is satisfaction with the permitting process.
Strengthen relationships with contractors and building inspectors.	Contractors and building inspectors are working in partnership with the District.





**GOAL:** Enhance recreation opportunities within the District.

STRATEGIES	SUCCESS INDICATORS
Investigate options for new and/or improved recreation infrastructure in the District.	Residents have access to new recreational amenities located on District land.
Strengthen working relationship with CPL Committee.	Council is aware and up to date on the work of the CPL Committee.



# Sustainable Environment



**GOAL: Strengthen environmental stewardship to enhance lake water quality.**

STRATEGIES	SUCCESS INDICATORS
Ensure the Environmental Plan and Stewardship Bylaw is current.	The Environmental Plan is current, and the Stewardship Bylaw is current and effective in addressing water quality issues.
Engage with residents on water quality issues and encourage them to do their part in protecting the quality of our lakes.	Residents are aware of and are doing their part to ensure the protection of lake water. Residents are satisfied that the District is managing water quality as best as it can.
Create a Storm Water Management Plan.	Run-off from stormwater is being managed properly.
Work with the Environmental Advisory Committee (EAC) to harness their knowledge in helping to achieve Council's goals.	The EAC is providing valuable advice that is beneficial to the District.



**GOAL: Strengthen environmental protection within the District.**

STRATEGIES	SUCCESS INDICATORS
Collaborate with other municipalities to investigate the creation of a regional strategy to strengthen environmental protection.	New ways to protect the environment are being identified and implemented in the region.





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