



*“Safe Active Community: Healthy Affordable
Lifestyle”*

2026–2030 Strategic Plan



Mayor's Message

On behalf of Council, it is with great pride and optimism that I share our Strategic Plan: a roadmap that reflects our community's voices, values, and vision. This plan is more than a document; it is a shared commitment to shaping a future for the Town of Smoky Lake where community members feel safe, supported, and inspired to thrive.

Our goals are clear:

Enhance Infrastructure and Service Level Delivery: Invest capital dollars in aging infrastructure to provide reliable services that meet today's needs and anticipate tomorrow's challenges.

Strengthen Community Well-Being: Foster a safe, inclusive, and welcoming environment where people of all ages and backgrounds can flourish.

Drive Sustainable Growth: Encourage responsible development that balances economic opportunity with environmental stewardship.

Celebrate Our Identity: Honour our heritage, embrace diversity, and promote the unique charm that makes Smoky Lake special.

This plan reflects our belief that progress is best achieved when we work together: residents, businesses, organizations, and local government, provincial and federal, each contributing to a stronger, more vibrant future.

I invite you to join us in turning these goals into action. Together, we will ensure our community remains a place we are proud to call home, today and for generations to come.

Thank you,

Mayor Marianne Prockiw-Zarusky

Mayor, Town of Smoky Lake



OUR VISION

*Safe Active Community:
Healthy Affordable Lifestyle*

OUR MISSION

To provide meaningful services, infrastructure, and responsible governance to support a safe, innovative, and financially strong community.

Strategic Priorities

Five priorities, confirmed by Council, September 2026

Built directly from the Town's approved Levels of Service: the Target and What We Provide figures on the following pages are carried forward from that document.

01



Infrastructure

02



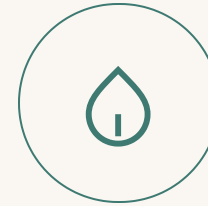
Growth

03



Community Wellbeing &
Recreation

04



Environment & Innovation

05



Tourism, Heritage & Events



STRATEGIC PRIORITY 01 / 05

Infrastructure

Keep the Town's roads, water, and core infrastructure on a funded, realistic schedule, backed by the capital plans already in place.

AREAS OF FOCUS

Water, Wastewater & Utilities

What We Provide — Water supply and distribution, wastewater collection and lagoon operation, stormwater drainage, natural gas service, and utility account billing.

Target — 10-year capital plans maintained for water, wastewater, and gas to meet Federal/Provincial rules; flooding limited to unoccupied areas; bills processed monthly.

Roads, Public Works & Community Standards

What We Provide — Maintenance of roads, back alleys, sidewalks, curbs and gutters, street lights, traffic signs/markings, street cleaning, pest control, and annual flower bed beautification.

Target — Snow removal per the Snow and Ice Removal Policy; streets cleaned twice yearly; sidewalks and back alleys maintained per policy; street lights kept safe; pest control as needed. Sidewalk snow removal is under Council review.

Capital Planning & Fleet

What We Provide — 10-year capital plans for roadways and recreation/parks facilities, plus a fleet program for Town vehicles and equipment.

Target — 10-year capital plans maintained for roadworks and recreation/park facilities; a 20-year fleet purchasing plan in place.

Asset Management

Status — The Municipal Asset Management Program goal from the 2022 plan is complete and now standard practice across departments.





STRATEGIC PRIORITY 02 / 05

Growth

Keep residential and business growth moving with less red tape, and use available funding programs to support housing.

AREAS OF FOCUS

Residential Growth

What We Provide — Reduced red tape to make it easier for developers to build residential properties.

Target — Sell at least one Town-owned lot per year for residential development.

Business Investment, Retention & Expansion

What We Provide — Promotion of business and investment opportunities to domestic and international markets, alongside programs supporting existing business growth and revitalization.

Target — One new business opens in Town per year, not tied to a lot sale. Connect with 15 businesses per year for retention and expansion.

Housing Accelerator Fund

What We Provide — Funding support for multi-family and low-income housing.

Target — Manage the Housing Accelerator Fund (HAF) grant provided by the Federal Government.

Land Use & Regional Planning

What We Provide — Review of Land Use Bylaw amendments and development permits, long-range land use planning including the Municipal Development Plan, and Intermunicipal Development Plans with neighbouring municipalities.

Target — Development permits approved or returned within 7 days; Bylaw amendments go to Council within 60 days. Land use plans reviewed every 4 years; intermunicipal agreements reviewed 6 months before expiry.



Community Wellbeing & Recreation

Keep the recreation, family, and seniors' services Smoky Lake residents rely on funded and staffed, while building the next ones responsibly.

AREAS OF FOCUS

Recreation & Parks

What We Provide — Parks, Spray Park, Skate Park, Pickleball Courts, walking trails, and the Dog Park (maintained by the Lions Club).

Target — Equipment and grounds maintained on a set schedule at each site.

Seniors & Aging Well

What We Provide — Community supports, social prescribing through the Link Worker, and accessible transportation.

Status — The Lions Club Action Bus continues to operate. The new accessible van will operate through FCSS beginning in 2027 as an additional service, not a replacement.

Target — Implement and evaluate the Healthy Aging Alberta-funded services through March 2028 and develop a sustainable model.

Children, Youth & Families

What We Provide — Prevention and early-intervention services through the Family Resource Network, including child development, family supports, and youth programming.

Target — Maintain responsive programming for children, youth, young adults and families through June 2028.

Library

Status — Town funds the Library Society; the library runs 1,200 hours per year under the Advisory Committee, per the Town's lease with the County.

Physician Recruitment

Status — Ongoing support to the Physician and Health Care Professionals Committee for physician recruitment and retention.





STRATEGIC PRIORITY 04 / 05

Environment & Innovation

Manage the Town's environmental service lines responsibly, including solar, EV charging, and solid waste.

AREAS OF FOCUS

Solar Panels & EV Charging

Target — Budgeted for 2027. Solar panels are under a maintenance agreement with Dandelion Renewables, who also own the Town's EV charging stations.

Solid Waste

What We Provide — Garbage collection (contracted, weekly pickup) and recycling collection (Extended Producer Responsibility program, no charge to residents), plus resident access to the regional landfill through the agreement with Smoky Lake County.



STRATEGIC PRIORITY 05 / 05

Tourism, Heritage & Events

Promote what makes Smoky Lake a destination, building on its pumpkin brand and heritage assets.

AREAS OF FOCUS

Wayfinding & Signage

What We Provide — Downtown wayfinding signage (branded with the Town's pumpkin identity), attractions, the CN Station, and MCC.

Target — Signage is maintained annually.

Museum & Heritage

What We Provide — Preserving the history of the area through the CN Station and Smoky Lake Museum.

Target — Continued operating partnership with the Regional Heritage Board and the Smoky Lake Museum Board.

Community Events & Organization Grants

What We Provide — Event administration support, plus funding for community organizations to hold events and fundraisers through the Grants to Organizations budget.

Target — Support at least 5 community events per year, including the Smoky Lake Pumpkin Weigh-off and Fair.

Partner Recreation Assets

Status — Various partner-operated recreational assets across the community support tourism.



ORGANIZATIONAL COMMITMENTS

How We Work

The commitments behind the priorities: how Council and Administration operate day to day to deliver on this plan.

Positive Culture

Establish a way to track staff satisfaction directly.

Collaborative Team

Council and Administration work from one aligned strategic plan and one set of service levels.

Efficient, Realistic Delivery

Service levels are delivered on time and within approved budgets, with targets set at what the Town can actually resource.

Pride in the Work

Staff retention and team-building are treated as ongoing investments, not one-off extras.



LOOKING AHEAD

Implementation & Reporting

HOW PROGRESS IS TRACKED

Reported to Council quarterly, in tandem with the quarterly financial reporting cycle.

HOW THIS PLAN IS REVIEWED

Reviewed annually alongside budget deliberations, so priorities and funding stay aligned.

FORMAL ADOPTION

Approved by regular Council on September 29, 2026, with all 5 councillors present, including the winner of the September 21 by-election.





*“Safe Active Community: Healthy Affordable
Lifestyle”*

Town of Smoky Lake

56 Wheatland Ave, Smoky Lake, Alberta T0A 3C0

Phone: (780) 656-3674 · Email: town@smokylake.ca

facebook.com/TownofSmokyLake