



Municipal Sustainability Plan

Addressing and Working towards the Economic, Societal, Cultural, Environmental and Governmental sustainability of The Town of Swan Hills, Alberta



Our Community.

Our Plan.

Our Future.

25th August 2010

Town of Swan Hills Municipal Sustainability Plan

MSP Partners
Vision and Value Statements

MSP Partners

Government of Alberta
Municipal Affairs



Citizens of Swan Hills



Mayor's Message

"Our Community, Our Plan, Our Future" encompasses the guiding principles of the Swan Hills Advisory Committee. I am very excited that the residents and business community of Swan Hills have provided the blue print to guide current and future Town Council's decision making. Over the past 12 months this committee has worked hard to develop this plan that uses the vision and value statements developed by them and embraced by Town Council in early 2009.

This document sets out our future, and is the result of our residents getting involved in their community's future opportunities. They have outlined, within the 5 pillars of sustainability, where THEY want the Town of Swan Hills to move forward to. They have spoken and will be heard. Current and future councils now have a guide for decision making. A guide that will grow and evolve in the years to come. Thank you members of the Swan Hills Advisory Committee for your hard work. I have a strongly held belief that successful Municipal Government involves the people they govern. Residents must be heard but, they have a responsibility to make the effort to be involved in the governance of their community. That involvement can be as simple as voting and attending council meetings to taking part in community beautification or town clean up or sitting on municipal committees.



I encourage every resident, business and organization to read this plan, embrace this plan and work towards our common goal of a stronger, sustainable Swan Hills. I believe, do you?

Pamela Marriott,
Town of Swan Hills Mayor
Swan Hills, Alberta

Swan Hills Advisory Committee

This Swan Hills Sustainability Plan would not have been possible without the efforts, time, ideas and contribution of the Sustainability Advisory Committee

Permanent Members

- Margaret Pederson (Chairperson, Columnist - The Grizzly Gazette)
- Joanne Savoie (Ex-Chairperson, June 2009 – June 2010)
- Rita Krawiec (Chamber of Commerce Chairperson)
- Amanda Seal (Town of Swan Hills Administration)
- Daryn Watson (Councilor – Town of Swan Hills)
- Charlotte Grandy (citizen of Swan Hills)
- Sheri Watson (citizen of Swan Hills)
- Pattie Barron (citizen of Swan Hills)
- Frank Grandy (citizen of Swan Hills)



Acknowledgements

In addition to the contribution of those listed above, this report would not be possible without the contribution of:

- Pamela Freckleton (Christian Youth Group)
- Pamela Marriot (Mayor – Town of Swan Hills)
- Mireille Marquis (Director - Family and Community Support Services)
- Ashton Watson (Youth Under 18 – Town of Swan Hills)
- Donna Oryschuk (Foreman – Public Works, Town of Swan Hills)
- Trent Wagner (Fire Chief – Town of Swan Hills)
- Joan Kuntz (Swan Hills' Economic Development Committee)
- Brian Swansburg (Director – Public Works – Town of Swan Hills)
- Doug Keough (Councilor – Town of Swan Hills)
- Joyce Comeau (Sustainable Resources Development Alberta)
- Kai So (MSP coordinator – Grand Alberta Economic Region)
- MSP Coordinators (AUMA MSP project coordinators throughout Alberta)



Vision Statement

The Town of Swan Hills...

- Is a clean, safe, peaceful and proud community nestled in the geographical heart of Alberta.
- Is a family oriented community that provides an economically and environmentally-sound lifestyle choice for its citizens and visitors
- Offers vast surrounding beauty and unmatched all year-round outdoor recreational activities
- Takes pride in its sustainable, diverse and vibrant local economy
- Values and supports an emerging arts, cultural and recreational environment

Town of Swan Hills
Resolution #2009-01
Report Annex B and K



Value Statement

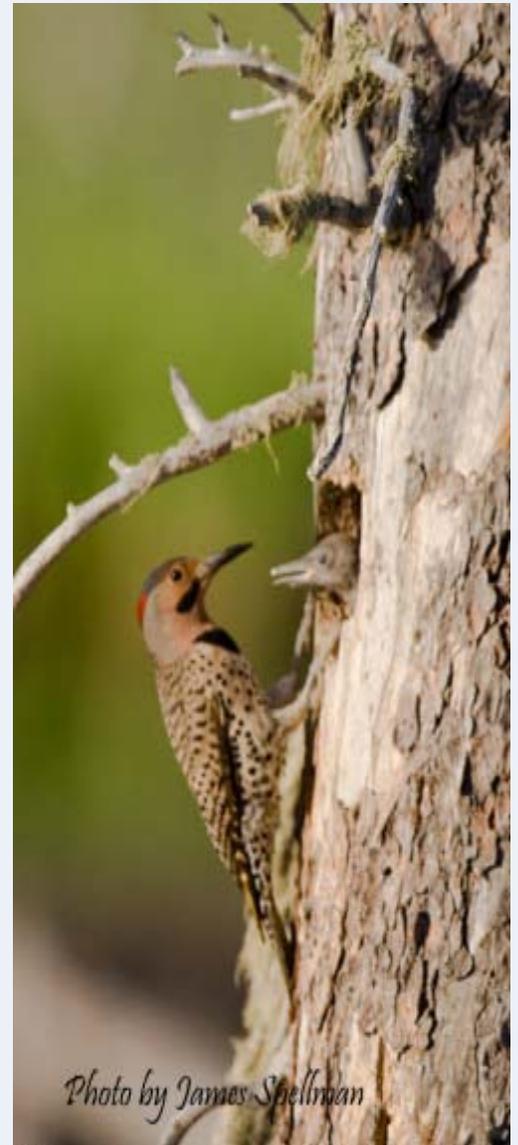
The Town of Swan Hills is a community that conducts its activities in a friendly, accountable, transparent manner that respects our environment and all peoples.

The Town of Swan Hills strives for a safer, friendlier, and family centered community built upon the values of sustainability, in conjunction with accountable and transparent government.

The Town of Swan Hills offers a friendly place to live emphasizing: family values, respect, honesty and integrity.

The community of Swan Hills will demonstrate leadership in the community through an honest, ethical, transparent, accountable and environmentally-friendly manner.

Town of Swan Hills
Resolution #2009-02
Report Annex B and K



List of Acronyms and Abbreviations

Herein is the complete list of acronyms and abbreviations used in this document

3Rs	Reduce, Reuse, Recycle
AIP	Aging in Place
AHS	Alberta Health Services
ATV	All Terrain Vehicle
AUMA	Alberta Urban Municipalities Association
AWWOA	Alberta Water and Wastewater Operators Association
CAG	Citizens Advisory Committee
CC	Carbon capture
CHC	Community Health Committee
CMC	Community Matters Committee
EDC	Economic Development Committee
EDO	Economic Development Officer
FCSS	Family and Community Support Services
GCR	Greater Capital Region
HCW	Home Care Workers
ICSP	Integrated Community Sustainability Plan
MD	Municipal District



MDP	Municipal Development Plan
MPC	Municipal Planning Commission
MSP	Municipal Sustainability Plan
PAWS	Alberta Health Services' Mental Health program
RADF	Rural Alberta Development Fund
RCMP	Royal Canadian Mounted Police
Rec. dir.	Recreational Director
REDA	Regional Economic Development Association
SAC	Sustainability Advisory Committee
SAG	Sustainability Advisory Group
SHTC	Swan Hills Treatment Center
TOSH	Town of Swan Hills
Town admin	Town administration
Town council	The council of the Town of Swan Hills
UN	United Nations
WMP	Waste Management Plan
YES	Youth Empowerment Society



EXECUTIVE SUMMARY

“Our community. Our Plan. Our Future”

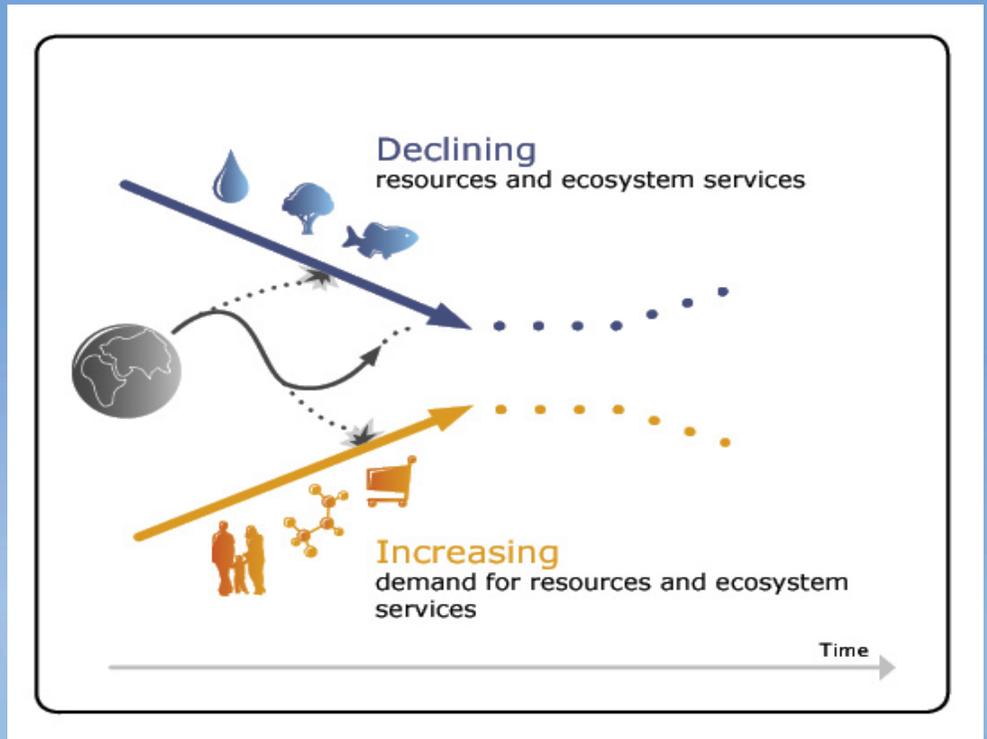
Sustainability is a term thrown around without any solid understanding or clear actions outlined that support it. With respect to Alberta municipalities, the term had lost meaning and lacked any solid grounding for action. The lack of available resources, downloading of services to lower level governments and growing demands of citizen populations placed on Alberta municipalities have lead the municipalities in Alberta to take action. As Alberta municipalities step into the future, they understand the need to be better prepared for the challenges and opportunities ahead. Indeed the future of Alberta municipalities hinges on overcoming these challenges and capitalizing on the opportunities.



EXECUTIVE SUMMARY

“Our community. Our Plan. Our Future”

The resource funnel to the right is adopted from The Natural Step framework and illustrates the macro sustainability picture by declining life sustaining resources, increasing societal demands and the ever decreasing margin for sustainability. Keeping this model in mind, Alberta communities have to navigate the increasing challenges of Sustainability



EXECUTIVE SUMMARY

“Our community. Our Plan. Our Future”

Out of the bleak picture painted by the model, comes “Municipal Sustainability Planning”, a province wide initiative of the Alberta Urban Municipalities Association in partnership with The Natural Step. It is created to ensure the long term prosperity of Alberta municipalities and ultimately its citizens through proactive planning. AUMA’s Municipal Sustainability Planning Initiative strives to arm rural communities like Swan Hills with the skills and knowledge they need to develop effective municipal sustainability plans. These plans are designed to be locally sensitive, and, created to maximize available resources and blueprint actions that should be taken to move the community in its desired direction.

Swan Hill’s “Our community. Our Plan. Our Future” is one such Sustainability plan. It is a comprehensive strategy created in the Town of Swan Hills to make it a more robust and responsive Town. In February, a Municipal Sustainability Coordinator was hired and began the process of collecting background research and preparing work plans to complete the Town of Swan Hills’ Municipal Sustainability Plan. To reach the end goal of a plan with specific actions and targets, the coordinator followed the AUMA’s process outlined on the following page. The success of this plan is dependent on the ongoing monitoring and evaluation of the key strategy areas by the Sustainability Advisory Group and on the commitment by council to implement and work towards the recommendations and actions of this plan.



EXECUTIVE SUMMARY

“Our community. Our Plan. Our Future”

The plan includes community input of over 135 high school students, 105 citizens at large including seniors and young adults. In order for Swan Hills to prosper sustainably in the future, a comprehensive review of all dimensions of sustainability was undertaken. These dimensions are adopted from the AUMA’s Comprehensive Guide for Municipal Sustainability Planning published in June of 2006. The guide serves as a tool for municipalities across Alberta to help streamline the sustainability planning process. It is a one stop source of tools, best practices and guidance and was consulted throughout the process. As per the guide, there are five core dimensions that must be assessed in order for a municipality to be sustainable. The image below illustrates the core dimensions of the MSP.



EXECUTIVE SUMMARY

“Our community. Our Plan. Our Future”

Combining the five dimensions, sustainability planning offers an empirical look into the community’s strengths, weaknesses, opportunities and vulnerabilities. The sustainability planning process also provides an opportunity to realign goals, priorities and a chance to update the vision and core values of a municipality. AUMA and TNS help municipalities in Alberta address global issues through local action by providing a framework for such plans. A brief overview of the phases in the Sustainability Planning process is outlined on the next page.

This plan was prepared and put together in whole by the Municipal Sustainability Coordinator in consult with the Sustainability Advisory Committee of Swan Hills at the request of the Town council. This document is the final product of public input sessions, background research, workshops, informal and ad-hoc meetings with community members of Swan Hills and lastly, input from Town council and the Sustainability Advisory Committee set up specifically to overlook the planning process.



Brief Background

In May 2005, the Government of Alberta signed a historic agreement with the Government of Canada, titled: New Deal for Cities and Communities (also referred to as the New Deal), and later changed to Gas Tax Agreement. Under the agreement,



the federal government committed itself to sending a portion of the federal gas tax to municipal governments in the Province of Alberta. Since then, the program, now called 'Federal Gas Tax Transfer', was designated a permanent program until March 31st 2015. As part of this funding, Alberta municipal governments were expected and required to complete an Integrated Community Sustainability Plan (herein referred to as ICSP) during the timeframe of the aforementioned agreement. The deadline for the completion of these plans was not finalized at the time of agreement. A Municipal Sustainability Plan is a much more comprehensive ICSP that goes beyond the barebones requirement of the ICSP.

Alberta Urban Municipalities Association's Role

It should be duly noted that the AUMA has always encouraged long term municipal sustainability as the foundation of any successful municipality. AUMA has developed a strong and comprehensive resource guide for municipalities to assist them with the Municipal Sustainability Planning process. This guide is available at: www.msp.auma.ca. Consequently, AUMA, MSP resource guides, and administrators use the term MSP (Municipal Sustainability Planning/Plan) to talk about Integrated Community Sustainability Planning/Plans (ICSP). AUMA encourages the development of MSPs because long-term planning is the right thing to do to ensure that municipalities in Alberta are sustainable into the future. AUMA believes that municipalities should invest resources in developing sustainability plans for that reason, and not because it is a requirement of a grant program.

With the generous financial assistance of Rural Alberta's Development Fund, and in partnership with Alberta Agriculture and Rural Development, Alberta Environment and Alberta Municipal Affairs, AUMA was able to hire Municipal Sustainability Coordinators in eleven communities across Alberta to assist municipalities and regions prepare their community specific ICSPs. AUMA is pleased to work with its partner municipalities as we define our collective futures!



The Natural Step

What is Natural Step?



The Natural Step (TNS) is a non-profit organization founded in Sweden in 1989 by scientist Karl-Henrik Robèrt. Following from their role in the development of a municipal sustainability planning guidebook in 2005, The Natural Step Canada (TNSC) had been assisting Alberta Urban Municipalities Association (AUMA) with its initiative to pilot the planning process in five initial communities in Alberta. Since then, the MSP process has grown and TNSC has played a supporting role throughout the process. The Natural Step has pioneered the 'backcasting' approach to effectively advance society towards sustainability and further developed, through a consensus process, a systematic principle-based definition of sustainability. The Natural Step Framework has taken people beyond the arguments of Sustainability and channeled the focus on what community members agree upon, already have and tries to make that more efficient, effective and build on it. The TNS framework builds on a basic understanding of what makes life possible, how our biosphere functions and how we are part of the earth's natural systems. Rather than get lost in abstract definitions and causes, it builds on a platform of basic science. The Natural Step has helped thousands of corporations and communities, educational facilities and governments develop blueprints toward sustainability. The Natural Step now has offices in 11 countries and has been actively involved in Canada and the province of Alberta.



Basic Natural Step Science

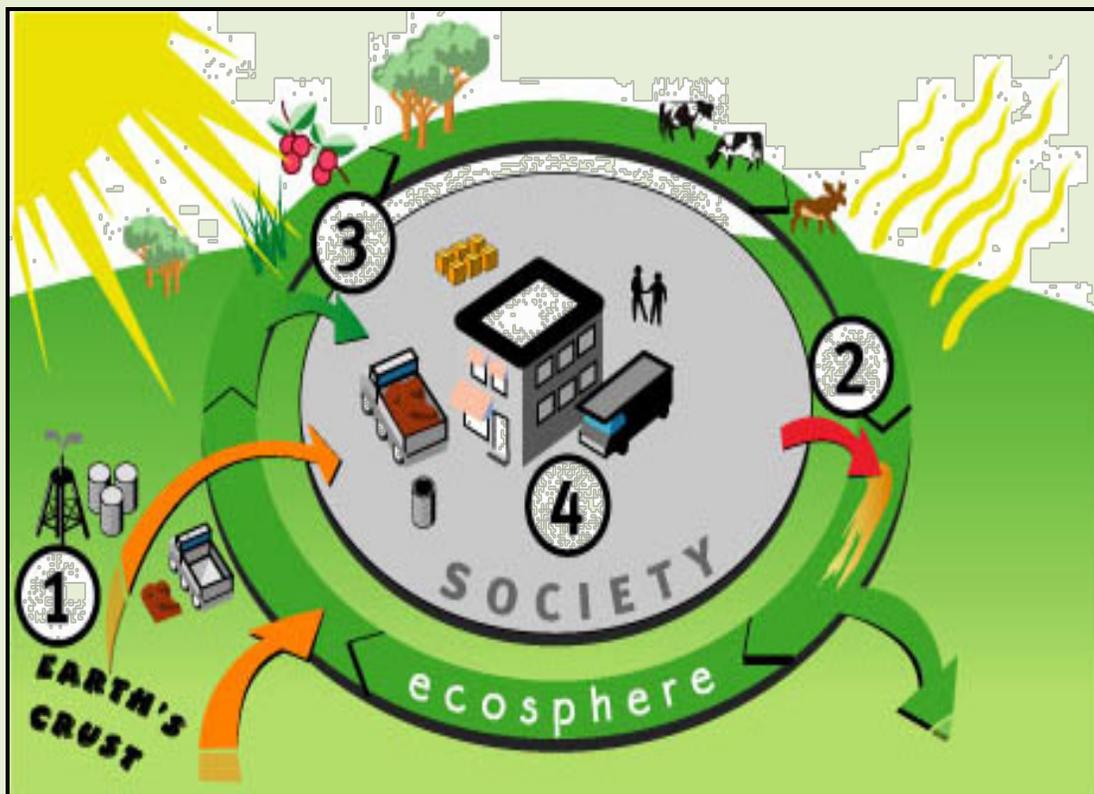
Sustainability is an elusive term and has many definitions. However, in the context of this MSP, "Sustainability is development that meets present needs without compromising the ability of future generations to meet their own needs" The UN sponsored Brundland Commission Report (Oxford University Press, 1987). As part of Sustainability training and education, one must understand System conditions of sustainability and promote them at all times. The Natural Step Framework's definition of sustainability includes four system conditions that lead to a sustainable community. These conditions must be met to have a sustainable society. In order to do this, a sustainable community works systematically towards:

1. Reducing concentrations of substances extracted from the Earth's crust;
2. Reducing concentrations of substances produced by society;
3. Reducing degradation by physical means and, in that society,
4. People are not subject to conditions that systematically undermine their capacity to meet their needs.

The Town of Swan Hills officially adopted the principles of Sustainability in resolution #2009-01 on April 19th 2009 showing its commitment to the MSP process and Sustainability values.



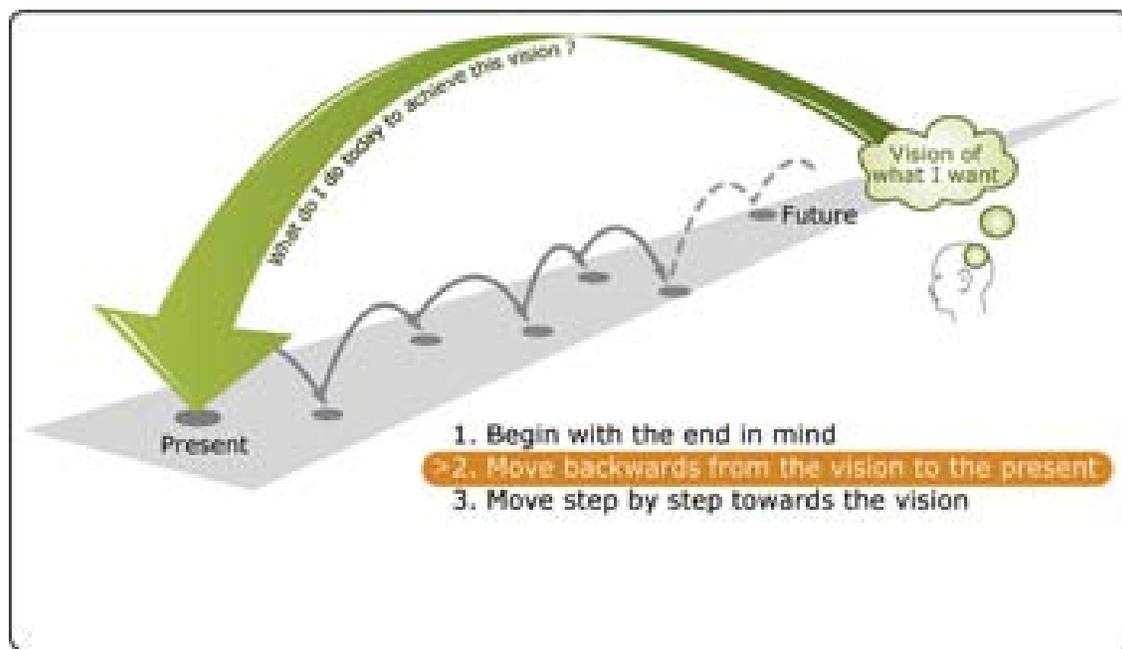
The image below illustrates the TNS Sustainability conditions graphically.



Visual Depiction of System Conditions
Source: The Natural Step, 2009

Backcasting: What and Why?

Backcasting is a proactive process of looking to the future and starting from a vision of community success. Once successfully established, looking back at the current reality to identify the most strategic steps to achieve this identified success is possible. The process is straight forward and has been applied to businesses, governments and industries worldwide. Below is an image visually depicting the back casting process. In a community setting, backcasting is increasingly used in urban planning and resource management and therefore serves as a fundamental principle in Swan Hills' MSP.



Visual Depiction of Backcasting
Source: The Natural Step, 2009

Alberta and Swan Hills

Alberta

Alberta communities are facing many challenges. On one hand, communities like Swan Hills are confronting challenges of depopulation, lack of stable employment opportunities, lack of cultural and educational opportunities for young people. In contrast, larger communities of Calgary and Edmonton are facing the challenge of dramatic growth that can lead to ever-increasing costs to build and maintain infrastructure and to a decreasing sense of connection among fellow citizens. Challenges are not new to Albertans. Since the first settlers that traveled west, Albertans have always had a pioneering spirit and a positive attitude. As Alberta celebrated its 100th birthday in 2005, Albertans had the opportunity to reflect with pride on the unprecedented change of the past century and on the great province that Alberta has now become.

This type of reflection also causes pause to consider the future and ask “what the future will bring us?”. It is up to us as Albertans to capture opportunities and map out our own future. Municipal Sustainability Planning is one way of charting an economic, cultural, environmental, social and governmental course of success for our communities.



Swan Hills, a snap shot:

The Town of Swan Hills was selected as one of the eleven rural communities across Alberta to receive funding and assistance to complete a Municipal Sustainability Plan. The plan in Swan Hills is spearheaded by a local MSP Project coordinator with funding and support from AUMA and its partners. The Town of Swan Hills originated in the late 1950s as a service centre for oil and gas exploration and development. It is central to extensive oil and gas deposits, notably the Swan Hills, Swan Hills South and Judy Creek fields. Some economic diversification has taken place in Swan Hills in the shape of a hazardous waste treatment facility near the community that employs 73 citizens of Swan Hills. Despite the small base of businesses and stores in the central business district of town, the oil and gas industry remains a driving force of the Town's economy.



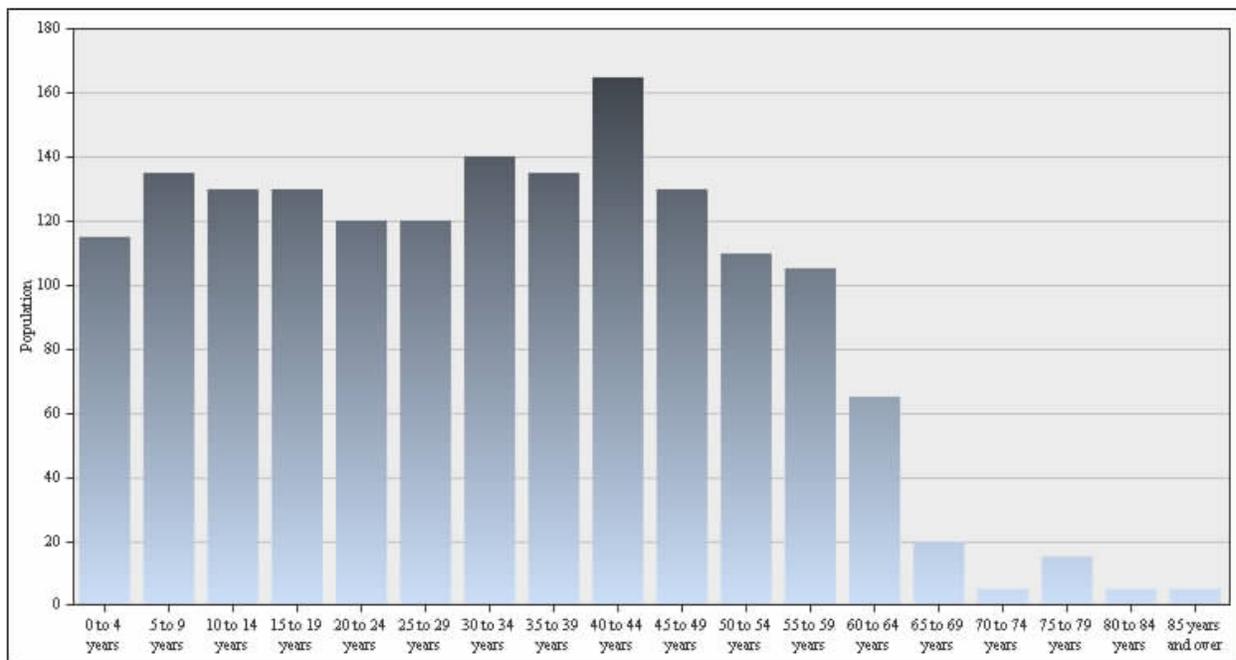
Population trends:

The Town is home to approximately 1,800 people and has been declining since the peak of 2,497 in 1981. Swan Hills came into being shortly after discovery of the Swan Hills Oil fields in 1957 by Home Oil. Swan Hills went from a population of 0 (zero) to 643 when it held its first federal census in 1961. The community grew rapidly in the following decades with a growth rate of 24% or 150 persons per annum. The Town's population has always been in sync with the activity in the surrounding oil and gas fields and the boom-bust cycle of population in town has continued from its very inception. Rapid growth throughout the 60s and 70s was met with periods of population reductions and 'leveling' off. From 1981 to 1986, the town experienced a decrease of 3.8%, which was followed by 2.3% decrease over the 1986-1991 period. According to Statistics Canada, a steep decrease of 13.5% or 318 persons (leaving behind 2,030) was reported over the period of 1991-1996, with the overall population of Alberta increasing at 5.9% to 2,696,826 persons. Most recently, over the period of 2001-2006, a decrease of 9% was reported with the Province of Alberta seeing a whopping 10.6% increase in population.

In 2006, the median age of a Swan Hillians was 25.6 years old, which has now risen to 32.6 and is expected to increase gradually. The population of Swan Hills is maturing and this has planning implications due to the fact that people tend to marry, settle and start new families in their late 20s. An increasingly mature population mix also leads to a general increase in income as there is a positive direct



correlation between increasing age and higher incomes. The demand for capital commodities such as single family dwellings, second vehicles, and other goods and services reflective of the age group's lifestyles also tends to increase with a maturing population. The graph on the following page depicts the breakdown by age category as of 2006. According to the 2006 federal census data, 21.27% of the population in Swan Hills is over the age of 50, with 6.7% over the age of 60. This when seen through the lens of Sustainability means a population cohort that will significantly increase over the next decade. The male to female ratios of Swan Hills are in sync with the Province with the exception of age category 40-44, in which there are 105 males for 65 females.



Statistics Canada: Swan Hills, Alberta – Community Profile 2006
Source: Statistics Canada, 2009



According to the 1986 General Municipal Plan drafted by the now-abolished Yellowhead Regional Planning Commission, the relatively low proportion of persons over the age of 55 in 1986 did not present a need to supply a large number of facilities or services for an elderly population. The report further elaborated for such services to be made available in ten to fifteen years (i.e. 1996-2001). These services will be in dire need within the next five years as the population trend will demand senior friendly facilities.

In 1986, there was a large proportion of population that fell under the 0-14 age categories. This had planning implications for schools, recreation and traffic. The decline in the proportionate numbers of children aged 15-19, when compared to the number of persons aged 0-14, was due to the lack of a high school. Since the availability of high school in Swan Hills (Pembina Hills Regional Division No.7) in 1996, students in grades 9 to 12 no longer have to commute (3 hour return trip) to Barrhead High school to fulfill their educational needs. Due to the high school, parents have a higher propensity to live in Swan Hills instead of considering relocation for future educational advancements of their children.

A high percentage of persons residing in Swan Hills at any given time, do so for short periods of time due to the Town's size and economic makeup. The transient nature of oil field workers makes it difficult to plan for the community as there are population pressures due to swings in population due to in/outflow of short term workers in the community. It should be noted that there is a significant portion of the population that is not transient and has stayed in Swan Hills for over ten years. In 1986, 44% of residents had remained in Swan Hills for more than five years, whereas 24% had stayed in Swan Hills for over ten years. This trend has continued into the 21st century, with the Swan Hills household Survey (2002)



showing 54% of residents who have lived in the community for 10+ years and 73% who have lived in the community for over five years. Swan Hills therefore has a sizeable long term resident population that over time points to a decrease in short term residents and an increase in long term residents. A significant percentage of labour force in Swan Hills travels to the Town from elsewhere and this contributes to low levels of attachment and commitment felt by them to Swan Hills. Nonetheless, they should be treated as an important element in Swan Hills' economy due to their contribution to the local economy and potential of being future residents and rate payers.



Strengths, Weaknesses, Opportunities and Threats Analysis

Strengths - I	Weaknesses - I
<ul style="list-style-type: none"> • Hard working • Friendly • Surrounding Oil and Gas fields • Pro growth attitude • Comparatively young population • Hospital availability • Plethora of local facilities • Excellent outdoor recreational opportunities 	<ul style="list-style-type: none"> • Lack of economic diversity • High population turnover • Lack of railway access • Remote location • Small population base • Negative perception of Waste treatment plant • Aging infrastructure • activity • Vulnerable to macroeconomic swings

Strengths - II	Weaknesses – II
<ul style="list-style-type: none"> • Alberta's only special waste treatment plant • Low cost of housing • Family and Community Services • Availability of high school and college • Small town values • Aesthetically pleasing Natural environment 	<ul style="list-style-type: none"> • Employee retention for businesses • Provincial logging in the area • Rising operating costs • Lack of training opportunities for Town staff • Lack of commercial and retail • Perception of high mill rates (taxes) • Lack of some services (optical, chiropractor, psychologist, etc)



Opportunities - I	Threats - I
<ul style="list-style-type: none"> • Capitalizing on surrounding Natural landscape • Striving to retain residents who have chosen Swan Hills as their domicile • Capitalizing on the aging population of Swan Hills by providing services desired by them • Ample availability of land to expand • Providing a 'get away' for urban dwellers (<300 km from Edmonton) • Destination point for new comers in the Oil, Gas and Forestry service industries • Eco tourism opportunities 	<ul style="list-style-type: none"> • Smaller community = gossip • Heavy involvement of a handful of volunteers • Aggressive logging damaging environmental appeal of the region • Closure of recreational facilities due to low use • Loss of high school as population ages

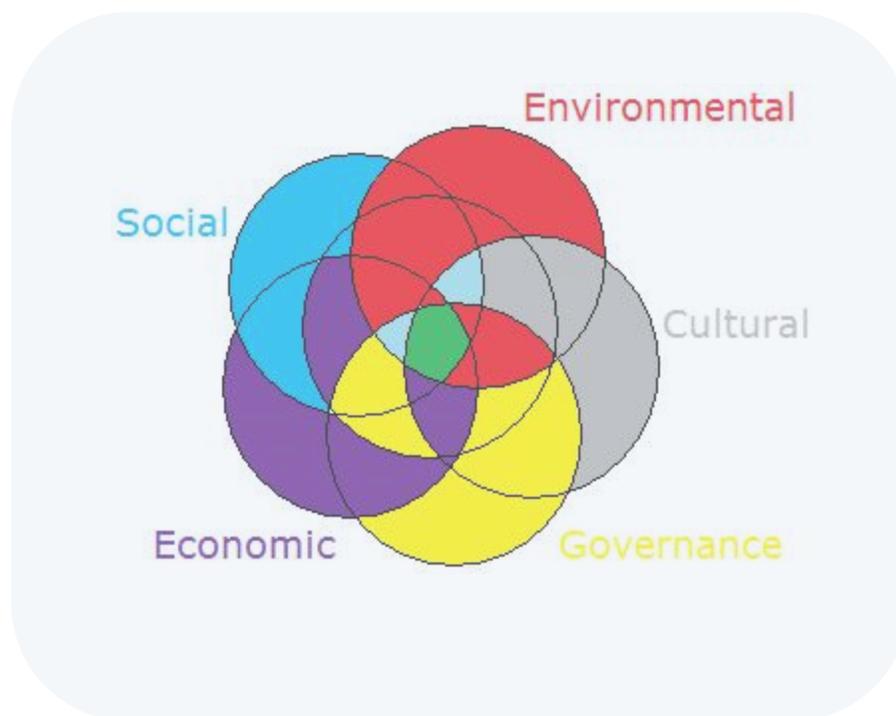


Opportunities – II	Threats – II
<ul style="list-style-type: none"> • Capitalizing on availability of education ranging from kindergarten to college level • Attracting younger families with low cost of living, availability of education and tailored services from Family and Community Services • Using the abundance of recreational facilities available in the area to attract annual events • Possible economic spill over from Carbon capture and Sequestering firms in the area 	<ul style="list-style-type: none"> • Loss of senior population if ignored • White court and Barrhead's expansion leading to businesses relocating • Discontent due to lack of infrastructure renewal • Sudden Loss of hospital staff • Sudden loss of fire volunteers

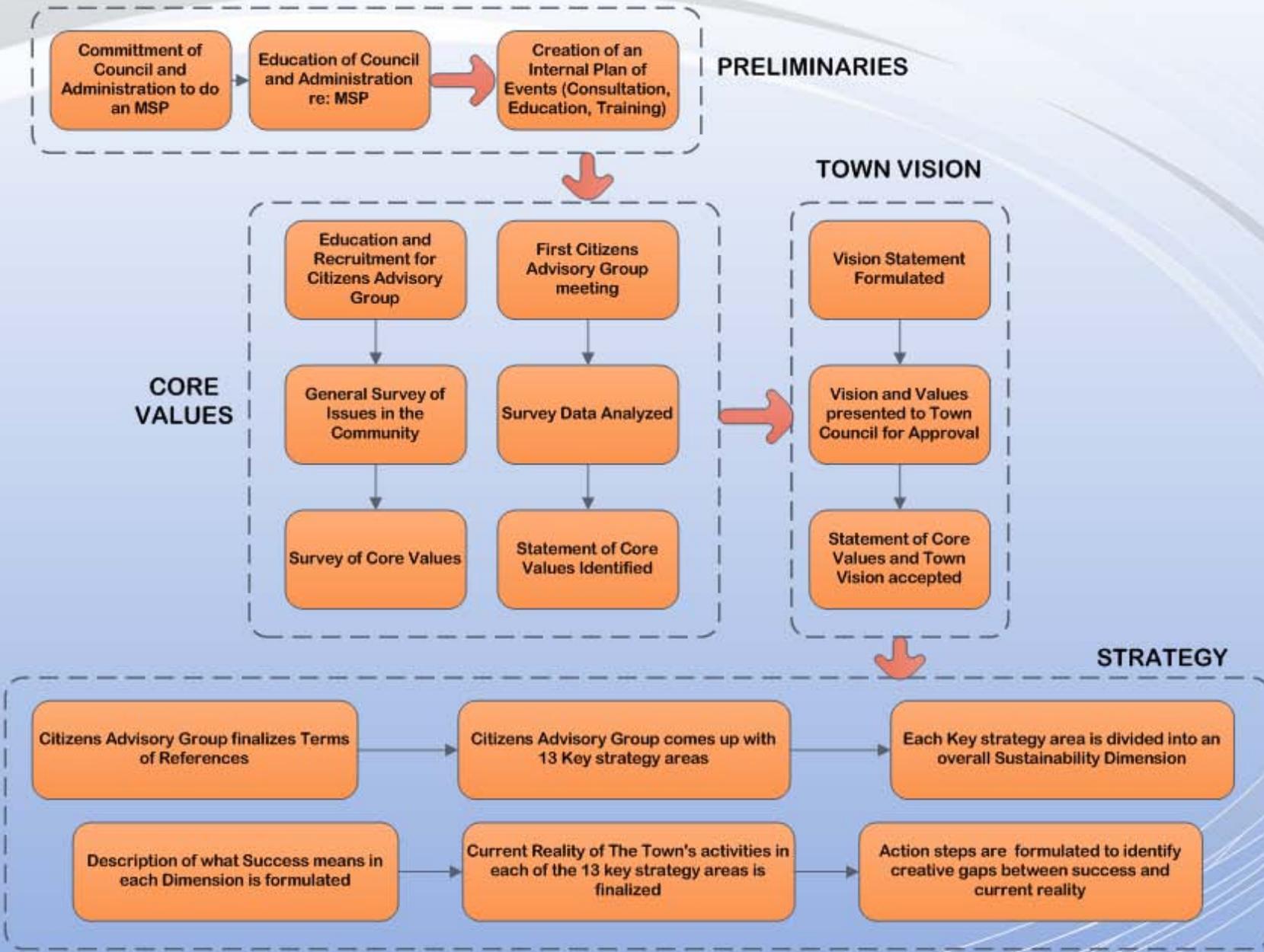
Swan Hills MSP Process

Our Community. Our Plan. Our Future.

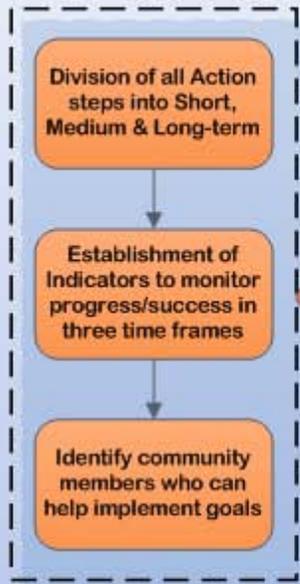
Swan Hills was selected as a rural community to undergo the MSP process and acquired its MSP project coordinator in February 2009. Swan Hills' MSP process was undertaken closely following the process outlined in the Alberta Urban Municipalities' [MSP Resource Guidebook](#). The flow chart on the following two pages outlines the steps undertaken.



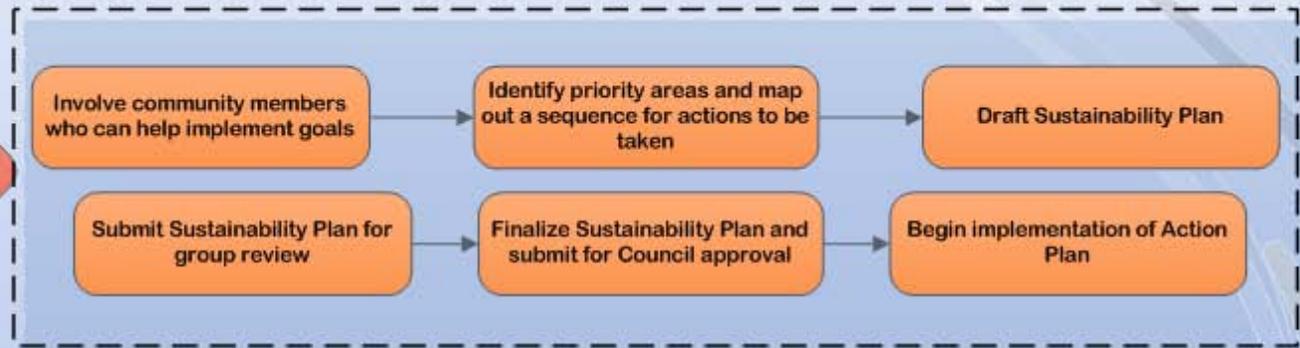
Swan Hills – Municipal Sustainability Planning Process



PLANNING

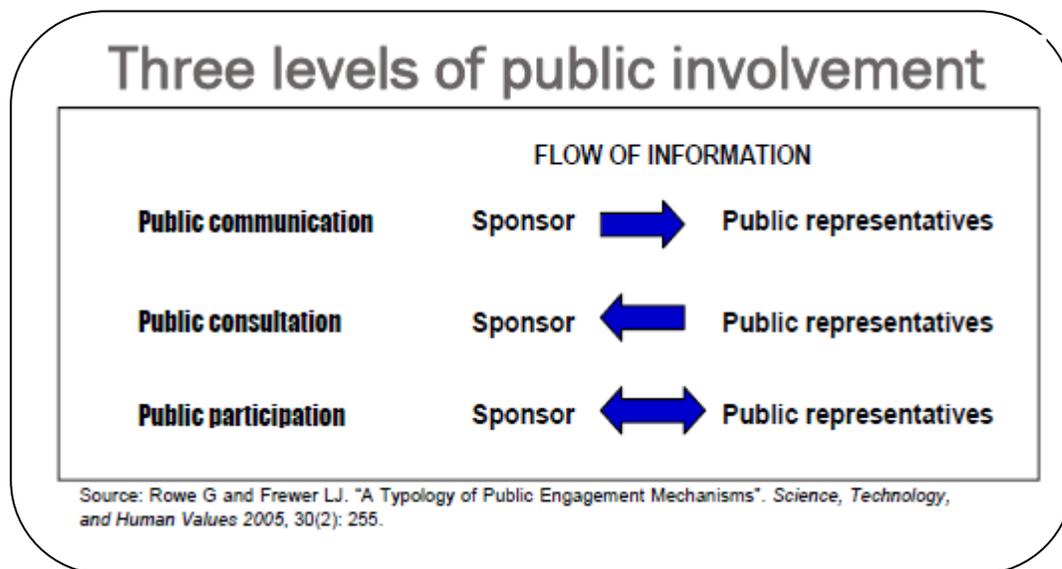


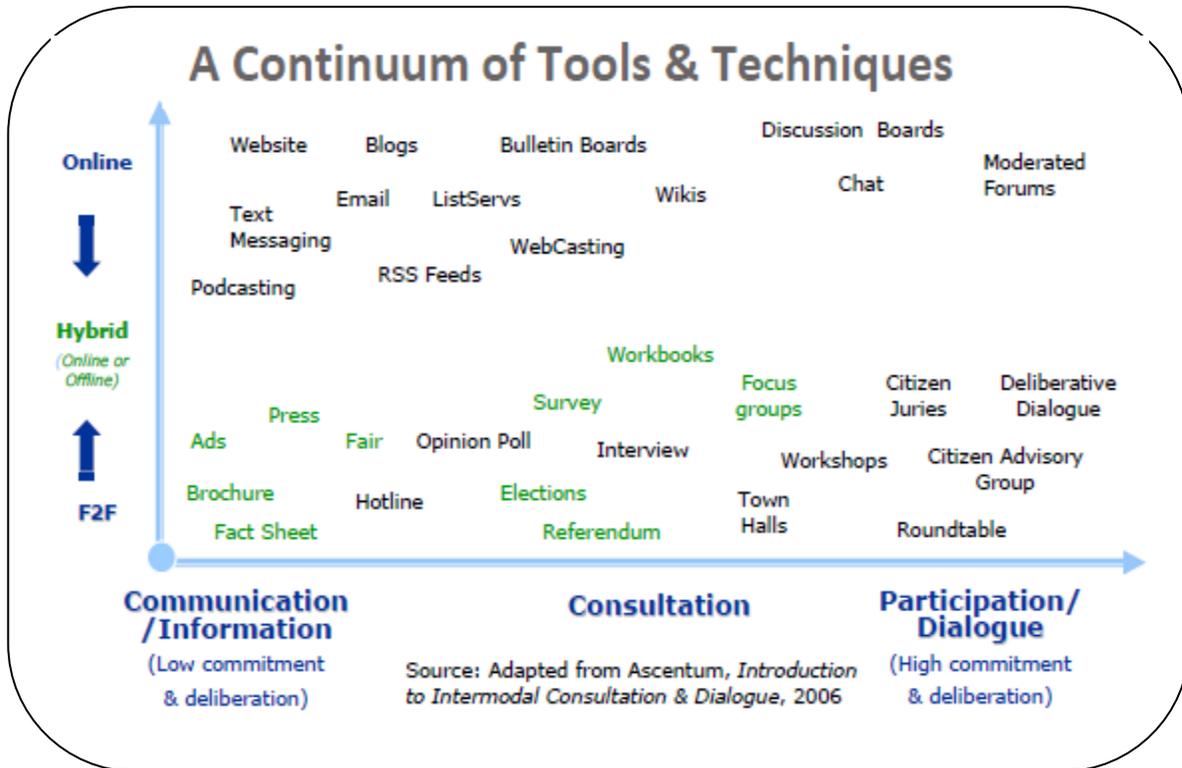
SUSTAINABILITY PLAN



Public Consultation

The Municipality of Swan Hills and Alberta Urban Municipalities Association are both committed to supporting a community-owned and community-driven planning process to guide the development and implementation of the ICSPs/MSPs. To ensure Swan Hills MSP is a citizen driven initiative, a number of varying public consultation methods were employed. There are three main levels of public involvement in Qualitative research. All three research methods were used in Swan Hills to ensure adequate public participation.





A myriad of approaches is apparent in the model above. The tools are listed on a scale ranging from face to face and online, as well as communication/information to participation/dialogue. These tools and techniques are used to provide a neutral and safe space for public to have a voice. They encourage and support people to learn facts, work through difficult issues and make tough choices. Experiential learning from each other and an understanding of diverse views issues helps bring focus on finding common ground while acknowledging differences. The purpose of the public consultation is to mobilize commitment to community action and to encourage input into policy decisions.

Canada Post Mail out

Following the model outlined earlier, a package to residents of Swan Hills was distributed to inform residents of the MSP planning process. 350 mail boxes received information through the Canada Post office on how they can get involved in the MSP process, why it is important and what it is all about. The package also contained information about what the Sustainability Advisory Committee is and how it will work towards a better and brighter future for Swan Hills' citizens. Please see annex T for a complete look at what was sent out



Face to Face (F2F) Presentations

Besides the informative/communicative Canada Post mail out, the MSP project coordinator in Swan Hills conducted a series of face-to-face presentations to various social, administrative and quasi-government groups. These included the interagency committee meetings, library board, parent-teacher conferences, local church groups and town departments. Outside of the local area, Swan Hills MSP project was represented and presented at the provincial and regional levels at AUMA conferences and GROWTH Alberta (regional economic development association)

General Values Survey



As part of the Value statement consultation, 76 surveys were completed ranking common community values on a scale of 1-10. The values were presented to the Sustainability Advisory group for consultations and approval. The statement of values coming out of this process was approved by council via a resolution. Please see annex g and j for a breakdown of values.

Public Surveys

In order to involve the citizens of Swan Hills directly, three surveys were conducted: Youth, Seniors and General Public. The Youth survey was conducted through the Swan Hills High school, while the Seniors survey was distributed at the monthly 50+ graying and staying group meeting. General Public surveys were distributed at the town office to anyone interested in filling them out. There were a total of 130 youth, 19 seniors and 17 general public surveys completed. Please see annex f for a detailed breakdown of the data the surveys managed to collect

The Grizzly Gazette

The Town of Swan Hills has a weekly newspaper distributed on Tuesdays. The MSP project updates were presented and discussed through the newspaper on a fairly regular basis. The newspaper also serves as a venue to promote sustainability initiatives for the community.



Sustainability Advisory Committee

Swan Hills Sustainability Advisory Committee (herein referred to as CAG, Citizens Advisory Committee; SAG, Sustainability Advisory Committee) of twelve community representatives was formed to oversee the Municipal Sustainability Plan. The group contributed action steps, priorities and targets for each identified key strategy area. The public consultation process following this model entrusts citizens rather than legislators, experts or bureaucrats to come up with ways to make their own communities sustainable. The mandate of the Swan Hills Sustainable Advisory Committee is to provide a snap shot of Swan Hills and come up with specific implementation steps to be taken to address identified issues within the community in all five Sustainability dimensions (economy, government, society, culture, and environment).

RIGHT: Discussion during a Town of Swan Hills Sustainability Advisory Committee meeting



Sustainability Advisory Committee (Contd.)

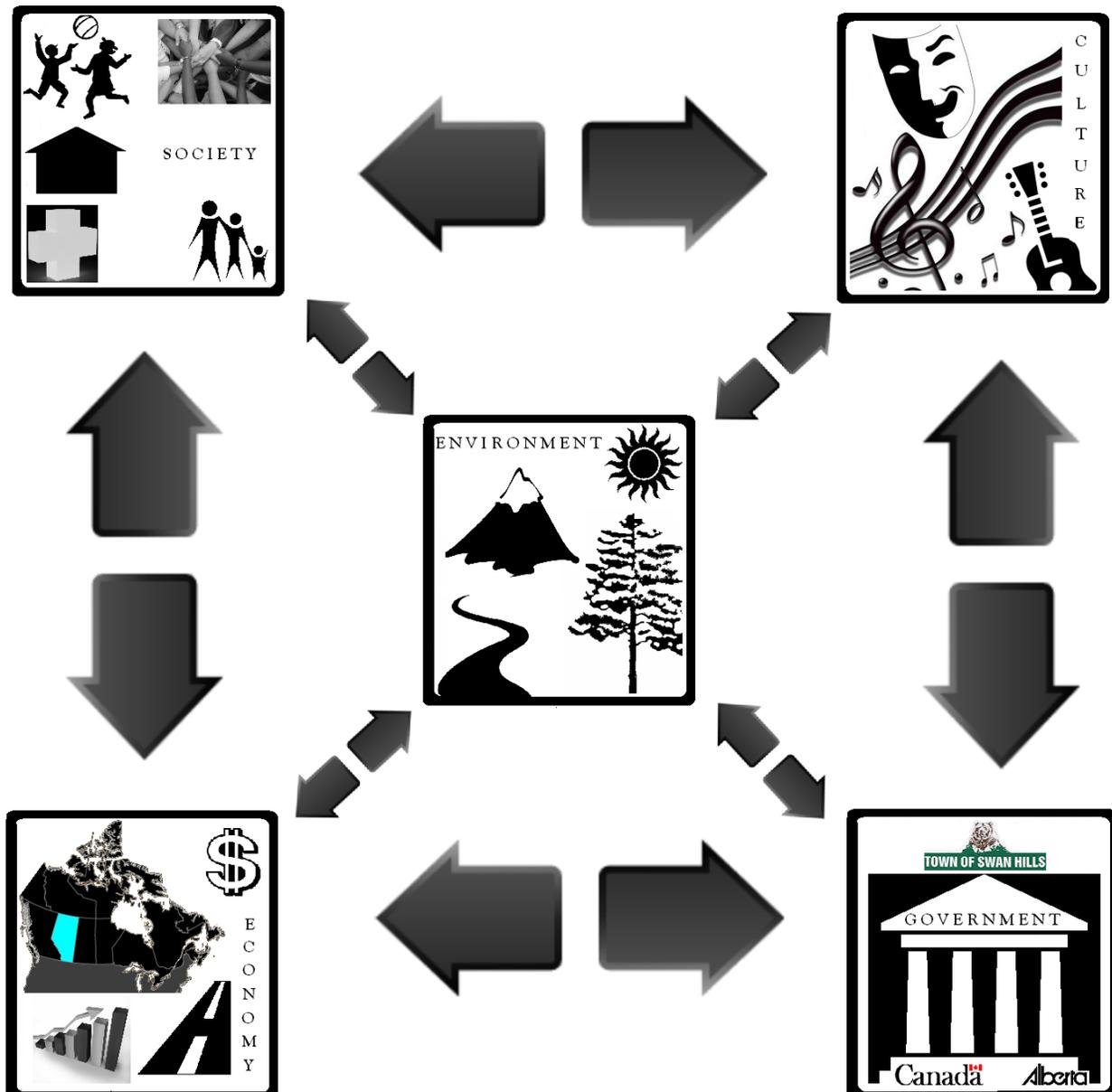
The SAG Terms of Reference (see Annex C for the full terms) were agreed upon by all inaugural members and further stipulated that members be chosen from a random sample of citizens with a vested interest in Swan Hills. Members are not nominated, but filled out an application form for initial appointment to the SAG committee. Furthermore, SAG members do not have any obligation to represent the views of other groups they may belong to, rather, they are free agents able to learn about and decide which sustainability dimensions and implementation steps would best suit their own community. Although the SAG was expected to independently identify its own key strategy areas, current reality, descriptions of success and implementation steps, the MSP project coordinator was there to ensure the group stayed on track and followed the process outlined in the AUMA's Municipal Sustainability Resource Guide. There were a total of ten SAG meetings, with attendance varying from a high of 15 to a low of 4. The Sustainability Advisory Committee has been the steering committee and face of the MSP project in Swan Hills.





Above: Town of Swan Hills Mayor speaking and clarifying a question at the August SAG meeting

The Integrated Approach Swan Hills as an interdependent system



Strategy Area #1:

Respect, Safety & Security



Overarching Goal:

A safe and secure community through involvement of different institutions in our community and respect for all



RESPECT, SAFETY AND SECURITY

Description of Success

Swan Hills is a community whose residents care, engage and interact with each other to support a common sense of community. Our residents are committed to eliminate bullying, harassment and bad spirited behavior from the community. From home to school, work to private life, we work towards ensuring a safe, secure and respectable community for all peoples of Town. Ensuring we have vandalism and theft free community through effective enforcement by the RCMP, Rural Crime Watch and Neighborhood watches is a primary concern of the citizens of Swan Hills.

Current Reality

Swan Hills is a small community of caring citizens, however apathetic behavior on the part of some residents allows for instances of bullying and harassment to occur. Although Swan Hills has committed and involved parents in the community, more are required to take an active role in the community to ensure a secure, respectful and safe place to live and play. The transient nature of work for people in Town makes it harder for them to establish strong community bonds, which is something the community is working towards building.



Current Reality contd.

Swan Hills does not have many residents who appear to care for the natural environment in which the Town is nestled in. Taking the community's natural beauty for granted and not providing adequate care of the grounds is leading to systematic deterioration of the Town. Despite the aforementioned shortfalls, Swan Hills is still a community where most residents care for each other and contribute to the friendly feel of the Town.

Action Step	Goal	Indicators of Success	Potential Leads
Recruit parents through one on one talks to revive the block parent program	Re-activate the block parent program in Swan Hills	A flourishing network of 1 block parent/block	RCMP Community Matters Committee

Strategy Area #2: Health & Well-Being



Overarching Goal:

A healthy and active lifestyle with all the amenities and professional services readily available for Swan Hillians



HEALTH AND WELLBEING

Description of Success

Swan Hills' citizens are healthy, well, safe and live a rewarding lifestyle. We are responsive and responsible for the wellbeing of all individuals and our community as a whole. There is a zero tolerance drug policy and youth under 18 is encouraged to get at least 90 minutes of physical activity a day. Our community is supportive of our excellent doctors and health professionals and promotes their full integration into our society. Supporting a vibrant base of health professionals and a hospital that is active is of utmost importance to the long term health and wellbeing of the Town of Swan Hills.

Current Reality

Swan Hills has a minor drug problem like much of rural Alberta due to a combination of high income, isolation and ready availability. The drug of concern for adults is crack cocaine, whereas for youth, marijuana - a gateway drug leading to harder drugs. Our town is in sync with the provincial increases in drug use and with the addition of a new RCMP officer, we hope to curb some of the problems.

To its credit, Swan Hills has a great Ambulance and Fire department which is run by volunteers. This team combined with a qualified doctor and a fully operational hospital serves as a good base for medical services. That being said, the lack of other paramedical and health professionals, such as: registered



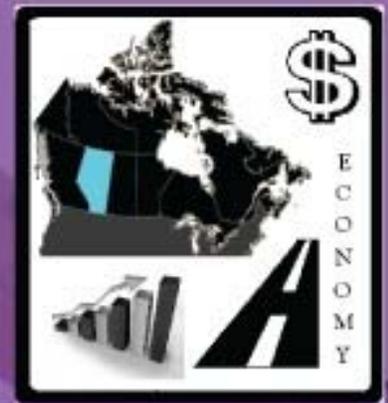
Current Reality contd.

nurses, home support services and continuing care staff, chiropractors, optometrist, dentists and physiotherapists, is evident. Citizens of Swan Hills need to head out of Town as far away as Edmonton for specialized medical attention. Swan Hills lacks adequate sidewalks and this fact alone greatly reduces the walk ability of the Town. This coupled with an excessive reliance on satellite television and vehicles promotes an unhealthy and less active lifestyle than the ideal desired.

Action Step	Goal	Indicators of Success	Potential Leads
<p>Design a town revitalization plan that looks at:</p> <ul style="list-style-type: none"> a) Integrating trails, increased and proper signage, public art, and beautification initiatives b) The possibility of a by-law requiring clean up of industrial areas that are visible from highways. c) The feasibility of the municipality to establish by-laws regarding land use and infrastructure standards that are aligned with the goal of Town beautification d) Invest in installing lights and signs on crosswalks and parks. It should be done by local contractors and the possibilities of grants through federal and provincial governments should be fully investigated 	<p>Have a well connected and appealing town center</p> <p>To make Swan Hills an attractive place for tourists and investors</p> <p>Installation of lights and signs on crosswalks and parks in Swan Hills to combat petty crime</p>	<p>Increased town appeal through the household survey</p>	<p>Public Works Department</p> <p>Town administration</p> <p>Town Council</p>
<p>Investigate qualifications, we as a community require to provide employment for Home Care Workers (HCW) or home nurses</p>	<p>Home care workers and Registered Nurses for seniors in our community</p>	<p>A final recommendation and verdict on the most feasible option for Swan Hills.</p>	<p>FCSS</p> <p>Community Health Committee</p> <p>Community Matters Committee</p>
<p>Look into partnerships and economic feasibility of a facility to be used as a fitness training center that is available for youths and adults providing cardio & strength training equipment, aerobics, and yoga.</p>	<p>A fitness facility for students to be healthy and active</p>	<p>Memberships purchased</p>	<p>Swan Hills School</p> <p>Town Administration</p> <p>Recreational Director</p>

<p>Encourage local population to utilize the services provided by the hospital and further look into the possibility of academic funding for medical professionals who would commit to providing services in Swan Hills to ensure the continued existence of the Swan Hills Hospital and its support staff.</p>	<p>Provide incentives and ensure a physiotherapist, dentist and other health professionals reside in Swan Hills.</p>	<p>Retention of medical professionals and increase in the number of visits to the local Hospital</p>	<p>Town citizens and Community Health Committee</p>
<p>Fund and maintain the position of Recreational Director through partnerships of resources to implement activities for children, youths, families, and adults.</p>	<p>Ensure youth recreational activities Have a recreational director to continue managing, planning and coordinating recreation and leisure activities for all in the community</p>	<p>Retention of employment Number of activities and participants (percentage of citizens benefiting from rec director)</p>	<p>Town administration, council and Community Matters Committee</p>

Strategy Area #3: Aging in Place & Senior Housing



Overarching Goal:

Comfortable and flexible community that is senior-friendly and meets the aging in place needs of the senior population



AGING IN PLACE AND SENIOR HOUSING

Description of Success

Swan Hills has a quality seniors in-home support program that offers a long term health care facility with a minimum of two full time doctors. In addition to this, a network of quality, affordable seniors housing is made available to all qualifying seniors to ensure the aging in place needs of elderly citizens are met. The Town of Swan Hills shows its continued commitment to Seniors by supporting an Adult Program Coordinator to ensure a healthy and active seniors population. With such attractive services for the 65+ demographic, Swan Hills offers a cheaper and much more personal venue than Barrhead.



Current Reality

Senior's long term health care facilities are the destination of choice for most 65+ adults looking to maintain their health and independence. Having medical assistance readily available along with affordable housing is a very attractive combination for the age group. Swan Hills has a very active and involved 50+ population which is one of the fastest growing population niches in our community and Canada. The small town feel, a senior's lodge and a program coordinator dedicated to ensuring an active lifestyle for seniors in our community are reasons why this particular age group wants to age in place in Swan Hills. The systematic removal of seniors from our town due to lack of adequate and senior friendly facilities is a horrifying reality. The town faces unique challenges ahead to address parking, housing, walk ability, and supplies required by our aging population base. The first wave of baby boomer's generation reaches 65 in 2012 and the median age in Canada has gone up from 27.2 to 38.8 in the last fifty years. This median age will cap out at 46.8 with 26% of the Canadian population over the age of 65 in the next 40 years. It is impossible to ignore quarter of the Canadian population, even if the numbers of seniors in Swan Hills is lower than the national average. Visitors of Swan Hills along with residents will require basic services that are senior friendly and proactive steps need to be taken now to address the growing deficit of such services in Swan Hills

Action Step	Goal	Indicators of Success	Potential Leads
<p>Continue to communicate the need for annexation of lands into Town boundary. Investigate tax incentives and available lots for industrial, residential and commercial development. Furthermore, measures should be taken to allow for aging in place which requires special consideration to be given to Seniors due to their unique needs.</p>	<p>To attract and retain developers of long term seniors friendly facilities as a serious need is identified within the community</p> <p>Availability of land to Swan Hills for development</p>	<p>Increase in annexation of land into Town boundary</p> <p>A vibrant seniors community that is integrated well with the rest of Swan Hills</p> <p>Realization of infill lots</p>	<p>Economic Development Committee</p> <p>Town citizens</p> <p>Community Matters Committee</p>
<p>Have one member of the Community Matters Committee join the Economic Development Committee and work towards a feasibility study on the possible extension and repairs of sidewalks to increase walk ability and handicap accessibility</p>	<p>Economic Development Committee - Sidewalks feasibility study for walk ability</p>	<p>Completion of a study with recommendations to council</p>	<p>Town Council</p>
<p>Provide barrier free access around Swan Hills for those individuals with mobility difficulties.</p> <p>Accessibility for elderly and disabled persons living in Swan Hills</p> <p>Building sidewalks on at least one side of all streets. (RCMP building, Kowalski drive, Both sides between Pan Am street, Main Street)</p> <p>Promote compact development that supports mixed use and walk ability</p>	<p>To have Swan Hills ready for citizens to age in place and to ensure no group is marginalized to access basic services</p>	<p>Ramps, wider sidewalks, and designated parking spots as starting points of accommodation</p> <p>Availability of sidewalks, ramps and parking</p> <p>Building of sidewalks on at least one side of each street in town</p>	<p>Public Works</p> <p>Local businesses</p>
<p>Publish, advertise and be an ambassador of Swan Hills to request developers to consider Swan Hills as a place for a long term independent living facility</p>	<p>Support developers in building a Long (10-20 years) term Independent living facilities</p>	<p>Articles and advertisements in provincial newspaper identifying the need for such a facility in Swan Hills</p>	<p>Town administration</p> <p>Economic Development Committee</p> <p>Economic Dev. Officer</p>

Strategy Area #4:

Local Government



Overarching Goal

The Municipality of the Town of Swan Hills follows a Town statement of Core Values and conducts itself in an ethical, transparent and proactive manner



LOCAL GOVERNMENT

Description of Success

Swan Hill's community and town council work together towards the united Town Vision. The Town of Swan Hills' administration, council and people plan effectively with community involvement at the core of all decisions to ensure an open and effective government. The effective use of public notices and published budgets help increase accountability, understanding and transparency among all groups. Swan Hills works with its Municipal District and neighboring municipal partners to ensure that its citizens and Town achieve its Vision and conducts itself using the Core Values outlined in the Sustainability Plan.

Current Reality

Swan Hills currently has numerous local government issues as many other communities in the province. A lack of transparency, accountability and public voice has led to an apathetic, if not pessimistic attitude of the town's people. Common concerns regarding the Town administration are ineffective management of the town's resources, conflict of interest issues, poor management of outsourced



Current Reality Contd.

contracts, no existent long term planning and a severe lack of proactive actions and disclosures. It has repeatedly come up in meetings and informal chats that the Town does very little in educating and informing the citizens about meetings, mill rates, changes in policy and bylaws and other pertinent matters that may be of interest to the Town's people. Steps have been taken to ensure a municipal newsletter gets published quarterly to inform the public of Town matters.

The enforcement of Town by-laws is a key issue. Without adequate enforcement the existence of policy documents, by-laws and resolutions is obsolete. Lack of enforcement also leads to a feeling and culture of legal immunity by the citizens of Swan Hills with respect to parking, animal control, land use restrictions and other non-R.C.M.P by-law violations. Currently there is only one by-law enforcement officer with very limited weekly hours.

In the past, the town has benefited from the services of a recreational director. The director was able to organize community programs and events which would revive town pride and social cohesion. A lack of a full time recreational director has made town events a thing of the past. The Municipality of The Town of Swan Hills has had a less than ideal relationship with the Municipal District of Big Lakes in the past and now is working towards building a healthier relationship with intermunicipal cooperation at its core.

Action Step	Goal	Indicators of Success	Potential Leads
Ensure that a "Sit down with the Mayor" article will be printed on a monthly basis along with a quarterly Municipal Newsletter that is sent out to all households	To update the Swan Hills public about what is going on with the local town government	Publication of a regular article	The Gazette Town Mayor
<p>A communications plan that prepares all new councilors, administration officers and department heads how to conduct business and to ensure a smooth transition.</p> <p>Ensure that all new councilors upon election go to the recommended AUMA training sessions for new councilors</p>	Ensure smooth transitions due to employment and political change. This also familiarizes incoming staff and councilors of where relevant information can be found.	Ensure a section "internal information session" in the communication plan.	Town administration
Require audited statements from groups receiving Town funding to ensure the funds were spent on the task the funding was requested for	Ensure accountability of funds	Regular yearly receipt of audits from funded groups and appearance at council.	Town Council
Fund and maintain the position of Recreational Director through partnerships of resources to implement activities for children, youths, families, and adults.	<p>Ensure youth recreational activities</p> <p>Have a recreational director to continue managing, planning and coordinating recreation and leisure activities for all in the community</p>	<p>Retention of employment</p> <p>Number of activities and participants (percentage of citizens benefiting from rec director)</p>	Town administration, council and Community Matters Committee

Strategy Area #5: Affordable Housing

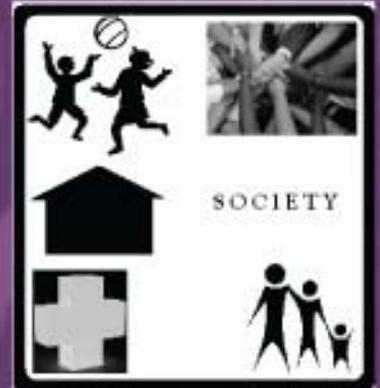
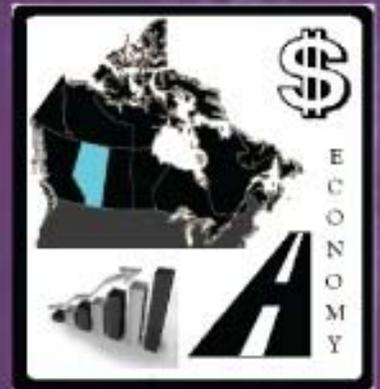
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GRIZZLY TRAIL →

Overarching Goal

A place where a full-spectrum of affordable housing is readily available for all income and age groups





AFFORDABLE HOUSING

Description of Success

Swan Hills has innovative strategies to facilitate the construction of affordable housing for its citizens. The community offers services ranging from recreation, shopping, education and government services to enable all income and age groups to experience a fulfilling and affordable lifestyle. The community is actively looking to work with partners to provide a full spectrum of housing (prices, types, time frames, amenities) allowing for a diverse population base to meet its housing needs while contributing to the local economy

Current Reality

Affordable housing has become a serious issue in many Alberta communities. The Town of Swan Hills has recently experienced tax hikes in property taxes, based on the higher property assessment values. The mill rates applied to properties have been lowered slightly in 2009, however this does not ensure that the dollar value of the tax owed to the municipality will decrease. The mill rates are largely in sync with the provincial ranges, and the increase in property assessment values has driven the dollar amount of taxes into higher brackets. This has been a serious concern as many residents do not feel that the municipal property taxes are in sync with the services offered by the Town. A lot of heated debates and



Current Reality contd.

hostility has been fostered in the recent years by the citizens of Swan Hills due to the lack of adequate notice of tax hikes. Town administration has taken measures in 2009 to ensure that a Municipal newsletter is circulated to update rate payers about developments in town and early mitigation of perceived misconceptions and potential problems that may arise. Swan Hills has subsidized government housing through the Government of Alberta's Social Housing program for eight dwellings managed by Swan Hills Housing Board. Lac St. Anne foundation provides rent subsidies for those who qualify based on financial need. Due to the transient nature of the populace, the demand for social housing varies depending on the state of the economy, weather and time of year. In the future, the town could benefit from having two or three more units available for those in need of such housing.

Action Step	Goal	Indicators of Success	Potential Leads
Investigate the possibility of additional units for affordable and accessible housing through contact with the Swan Hills Housing Board. The process can be started by reviewing the utility of 103 Assiniboine Drive	To have additional units of subsidized housing based on identified need	Completion of a housing plan and construction of units	Swan Hills Housing Board Town administration Municipal Planning Commission Econ. Development Officer

Strategy Area #6: Waste Management



Overarching Goal

To reuse, reduce and recycle all waste and continuously strive to divert waste away from town landfill



WASTE MANAGEMENT

Description of Success

SwanHillians recycle more than they did ten years ago and rely less on the town's landfills. The community awareness is high and composting and recycling is the norm due to readily available recycle bins and programs. Increasing awareness and encouraging natural resource conservation through effective policies and monitoring is the best way to ensure that we operate within our ecological limits while meeting present day needs. The use of landfill is considered as a last resort for material waste, while storm and waste water is returned to nature for bio-assimilation after appropriate treatment.

Current Reality

Swan Hills has a voluntary recycling program that offers recycling at the bottle depot location run by the Town of Swan Hills and Northern Care. The lack of environmental awareness, conservation and a sense of community stewardship lead to low recycling rates, which consequently lead to limited hours of service at the bottle depot. There is also a private beverage container recycling business in the community that provides Swan Hillians with the opportunity to recycle. There is currently no curb side recycling program and composting is not the norm.



Current Reality contd.

The Town of Swan Hills currently does not have by-laws to ensure its citizens sort their garbage to encourage recycling in the community. Some citizens feel that there is a lack of public garbage cans which also leads to the problem of littering. The Town currently has by-laws in place that allow the by-law officer(s) to issue tickets for littering, however without adequate enforcement the existence of these by-laws is futile. Currently there is only one by-law enforcement officer with very limited weekly hours leading to littering and garbage problems in the community. Swan Hills has two landfill sites, with one currently in use and the other one decommissioned almost a decade ago. The second landfill has three cells, with the last cell commissioned in Fall 2007 with an expected lifespan of 5-10 years. At the time of the writing of this plan, the landfill is being filled up faster than what it was originally designed for and therefore another holding cell will be required in less than a year. The lack of resources (time, staff, adequate equipment and monetary funds) along with excessive plastic bags and garbage being generated by the Town has led to the arousal of this problem.

Swan Hills Treatment Centre is the only facility of its kind in Canada and one of a handful in the world. It has played a principal role in ridding the province of hazardous waste such as PCBs and dioxins and continues to offer free services once a year for spring clean up in Swan Hills. The Centre also serves as a valuable employer providing jobs for over 100 Swan Hillians.

Action Step	Goal	Indicators of Success	Potential Leads
<p>Develop a comprehensive communications strategy to help Swan Hillians understand the impacts of the wastes they produce and the alternatives available (Waste Management Plan). This plan should explore the effects of</p> <ul style="list-style-type: none"> a) Implementation of a bag limit for curb side pickup b) Look into economic feasibility of TOSH reusable bags to begin the culture of recycling c) Implementation of a strong and effective recycling program d) A possible 3cent return on use of reusable bags at all retail businesses in Town. e) Creating an accessible composting facility throughout Swan Hills f) Promoting energy and water conservation through tips on energy and water reduction at the household level through the municipal newsletter and bills. g) Partner with the Swan Hills high school in promoting conservation and waste reduction initiatives 	<p>Decrease garbage going to landfill and increase recycling</p> <p>Reduction in waste and increase in conservation</p> <p>To increase awareness and benefits of recycling</p> <p>To encourage reusable bags</p> <p>Push Swan Hills towards a smaller ecological footprint</p> <p>Minimize and eliminate the stigma of Swan Hills' image as a dumping ground for hazardous waste</p> <p>Promote co-operation and town wide educational initiatives</p>	<p>Reduction in landfill use</p> <p>Increase in life span of landfill cells</p> <p>Visible reduction in plastic bag ending up in the landfill and cooperation with businesses</p> <p>Inclusion of energy and water conservation tips in newsletter, water bills and town paper</p> <p>Number of successful initiatives launched in Swan Hills</p>	<p>Super A</p> <p>Town administration</p> <p>Town council</p> <p>Public Works</p> <p>Clean up committee</p>
<p>Continue to promote and encourage Swan Hillians to partake in minimizing their eco foot print and partaking in global events (i.e Earth Day)</p>	<p>Increase awareness of global conservation initiatives (UN date: March 20th)</p>	<p>Reductions in eco foot print (electricity, water usage) each year</p>	<p>Residents</p> <p>Clean up Committee</p>

<p>Develop and implement a strategy for business based environmental management to encourage all local businesses, particularly hotels and restaurants to adopt recognized environmental management systems</p> <p>Recognition of Green business practices</p>	<p>Community leadership and reduction in waste generated by businesses of Swan Hills</p>	<p>Awards and recognition for local businesses practicing the 3Rs.</p>	<p>Clean up Committee</p> <p>Local businesses</p> <p>Community Matters Committee</p>
<p>Training to eliminate all instances of poor management and maintenance at the landfill.</p> <p>Purchase adequate equipment for the landfill starting with the purchase of a cardboard bailer and light crusher</p>	<p>Better manage landfill to ensure Alberta Environment standards are met</p> <p>Reduce waste and space required to house cardboard and fluorescent lights</p>	<p>Increase in life span of landfill cells</p> <p>Reduction in percentage of cardboard and fluorescent lights in landfill cells.</p>	<p>Public Works</p> <p>Town council</p> <p>Town administration</p>

Strategy Area #7: Nature and Aesthetics



Overarching Goal

To have an aesthetically pleasing town that is inviting, clean and speaks volumes about town pride in our community



NATURE AND AESTHETICS

Description of Success

Swan Hills is an approachable and welcoming town for businesses, residents and visitors alike. Recreation areas and Town parks are designed and managed to be visually appealing. Natural, developed and recreation areas protect as much of the natural environment within and around them as possible. Our community, where possible, restores ecosystem integrity and biodiversity. Sensitive natural areas are protected and trail systems are maintained so that no further degradation of the landscape takes place. The Town enforces strict policies on vicious dogs, defecation removal, and animal behaviour for the safety of all citizens. Due to the Town's community oriented mindset, community members and visitors act as stewards of the natural environment and work hand in hand with the by-law enforcement officer(s) to ensure effective enforcement of these laws.



Current Reality

Swan Hills is nestled in the beautiful boreal forest region of rural Alberta. It is just south east of the Goose Mountain Ecological Reserve and boasts 16 rare plant species of Alberta. The Town of Swan Hills has many biking, ATV, snowmobile and walking trails all around the community that intrinsically link the people of Swan Hills with their surrounding environment. Some of the trails surrounding Swan Hills extend to the communities of Fox Creek and Whitecourt to form the 'Golden Triangle' poised to be the destination of choice for ATV and snowmobile riders. Unfortunately, the not so desirable side effects of having an excellent trail system are evident. The illegal littering and waste disposal on trails is leading to degradation of the natural environment along with interference with the sustainable use of the vast Alberta forests. The littering problem is not limited to trails and isolated regions, but in the built town environment as well. Littering is rampant in the community due to a lack of awareness and care for the Town.



Current Reality Contd.

The area surrounding Swan Hills is ecologically rich and visually appealing and this needs to be continued in town. In addition to the littering, Swan Hills has an unusually high occurrence of non-compliance with by-law #98-02, which calls for the removal of animal defecation from property. Despite the existence of by-laws, there is no serious attention paid to these issues in the community. A lack of town resources combined with high employment turnover rate leads to the Town being unable to retain a full time by-law enforcement officer or an animal control officer leading to a lax attitude towards littering and removal of animal excrement. The above sighted reasons lead to a poor town feel and leads to Swan Hills not being the final destination and simply a venue en route to another community. The town council in co-operation with the citizens of Swan Hills needs to come up with an innovative strategy to encourage residents and business owners to keep their property well maintained.

Industrial areas are the first parts of Swan Hills that visitors observe when entering along Highway 33. Side yards and untidy storage areas of industrial lots offer a negative visual of the community. Recreational areas in the community are abundant with a myriad of parks available for community members to utilize.

Action Step	Goal	Indicator of Success	Potential Lead
<p>Design a town revitalization plan that looks at:</p> <ul style="list-style-type: none"> a) Integrating trails, increased and proper signage, public art, and beautification initiatives b) The possibility of a by-law requiring clean up of industrial areas that are visible from highways. c) The feasibility of the municipality to establish by-laws regarding land use and infrastructure standards that are aligned with the goal of Town beautification d) Invest in installing lights and signs on crosswalks and parks. It should be done by local contractors and the possibilities of grants through federal and provincial governments should be fully investigated 	<p>Have a well connected and appealing town center</p> <p>To make Swan Hills an attractive place for tourists and investors</p> <p>Installation of lights and signs on crosswalks and parks in Swan Hills to combat petty crime</p>	<p>Increased town appeal through the household survey</p>	<p>Public Works Department</p> <p>Town administration</p> <p>Town Council</p>
<p>Adequate maintenance of existing walking trails to ensure walk ability in the summer months and cross country skiing in the winter</p> <p>Placement of signage throughout Swan Hills to display walking trails</p>	<p>To ensure full use of community trails year round</p> <p>Adequate signage for existing walking trails to mark them for greater usage</p>	<p>Citizens survey of satisfaction</p> <p>Existence of signs around community</p>	<p>Public Works</p> <p>Town administration</p> <p>Town Council</p>
<p>Ensure ongoing replantation of diseased and damaged trees</p>	<p>Help with the wind and noise in the community.</p>	<p>A by-law requiring replanting of all trees that are cut down</p>	<p>Town council</p> <p>Town administration</p> <p>Public Works</p>

Strategy Area #8: Economic Development, Diversification and Tourism



Overarching Goal

Diversified economic base that incorporates oil and gas service industries, tourism, waste treatment plant and outdoor recreation



ECONOMIC DEVELOPMENT, DIVERSIFICATION AND TOURISM

Description of Success

Swan Hills' economy provides diverse opportunities for locals to achieve competitive return on invested capital. The businesses of Swan Hills are locally-owned and operated with effective partnerships with municipal government and other businesses in Town. The local businesses are an actively involved group that achieve social, cultural and environmental goals by working with the community. Swan Hills capitalizes on tourism by effectively marketing its ecological reserves, outdoor recreation activities and tours of the waste treatment plant. The combination of oil, gas and forestry services along with a healthy tourism base makes the economy of the community resilient and adaptable. Coupled with a buy-local culture, the economy of Swan Hills is sustainable by being less susceptible to external market swings.



Current Reality

Swan Hills is largely a service town fulfilling the needs of the forestry, oil and gas industries with a hazardous waste treatment plant offering some economic diversification. Swan Hills is extremely vulnerable to the macroeconomic cycles of Alberta and Canada. Wages are largely dependent on the aforementioned industries, which are directly affected by international prices and macroeconomic policies of multinational corporations and governments. The upcoming Carbon capture and sequestering industry, strongly supported and backed by the Government of Alberta presents a potential for more energy-based employment for the citizens. In 2008, Swan Hills Synfuels announced construction to begin on in-situ coal gasification with carbon capture and storage facility outside of Swan Hills. Swan Hills has the opportunity to become a center for innovation and energy if it plans and chooses to nurture its surrounding natural resources and work cooperatively with all levels of government to ensure future investment and prosperity in its surrounding area.



Current Reality Contd.

Swan Hills has a great potential to capitalize on its central location in Alberta, the nearby ecological reserve and the surrounding boreal forest. In 2004, a 'Ride the Grizzly' business plan was created by an external consultant to help diversify the employment base and bolster the town's profile in Alberta. The plan makes it economically feasible to operate trail systems in and around Swan Hills to attract outdoor enthusiasts from the surrounding areas and Greater Capital region of Edmonton. In June 2009, the Town of Swan Hills applied for a federal grant to help make this plan a reality, the outcome of which is undetermined as of March 2010. In addition to the plan, Swan Hills can in the future further employ its entrepreneurial spirit and capitalize on the nearby ecological reserve and its 'center of Alberta' trail. Few of the major hindrances to the industry taking off is poor marketing and lack of services available for tourists, such as bed and breakfasts and family friendly hotels for overnight stays. The Town of Swan Hills does not currently have a buy-local policy to support and boost the local economy. Such a policy will go a long way to help our local economy in slow and booming times.

Action Step	Goal	Indicators of Success	Potential Leads
Removal of Game Advisory for Swan Hills area (5km fish and wildlife ban) by working with the Province of Alberta and publicizing the positive economic benefits of the Waste Treatment Plant	Increase in tourism (hunting and fishing) in the region Reduce negative press about Swan Hills	Game advisory is removed from game regulations Better perception of Swan Hills	Town administration, council, Economic Development Committee and Earthtech/AECOM
Explore business, investment, and tourism opportunities for the Goose Mountain Ecological Reserve and further market and push the Swan Hills Business plan "Ride the Grizzly" as a community of choice for outdoor recreational activities	Develop and promote Goose Mountain Ecological Reserve as an attraction for tourism and to diversify the economy of Swan Hills	Goose Mountain is established as a tourism attraction	Town Council and administration Economic Development Committee
Investigation of wind and alternative energy production in Swan Hills area	The Town is able to acquire 100% of its energy from renewable sources	The energy needs are met by renewable energy sources in the area	Town Council and Administration
Encourage the development of retail and other commercial businesses in Town that offer affordable choices and variety in the community	To have a vibrant retail market that serves the needs of residents, businesses and visitors at an affordable price	Presence of retailers	Town Council Economic Development Officer
Support and promote a shop local campaign spearheaded by the Municipality and local businesses	Develop the local economy by engaging the community directly	Attain a minimum 10% increase in local sales based on campaign	Town administration Local businesses
Promote and encourage the continuation of Motocross in Swan Hills every summer	Community involvement	Successful event with good community participation	Swan Hills Dirt Riders executive board Econ. Development Officer

Strategy Area #9: Land Use Planning



Overarching Goal

Proactive local growth through compatible land use planning capitalizing on the surrounding natural environment, small size and geographically central location in the province



LAND USE PLANNING AND DEVELOPMENT

Description of Success

Swan Hills has a good mix of compatible lands available to its residents and businesses. Residential, commercial, industrial, natural and retail lands that complement each other and work in harmony are readily available to accommodate future growth or decline. Swan Hills maintains a delicate balance between healthy ecosystems, open spaces and its natural environment. Capitalizing on its small size, it offers walk ability and easy mobility to citizens of all ages. All new developments in town are scrutinized through the Sustainability lens by comparing the pro's and con's as per Town of Swan Hill's resolution #2009-01.

Current Reality

The municipality is also working towards a more effective municipal land use policy through a Municipal Planning Commission and in January 2010 was seeking citizens to sit on its committee. Through this commission, the Town hopes to be proactive in positioning itself for sustainable planned growth. There is also a thirteen (13) acre parcel of land located in the center of Town that used to serve as a trailer park which was later sold in 2007. This large lot is zoned as ""urban services"" and was going to serve as the grounds for a proposed seniors lodge. Due to external factors, the investment fell through and the land is currently vacant. It is a valuable parcel of land due to its proximity to the town core and access to



Current Reality contd.

PanAm Street. The Town should work as best as it can towards developing this land before any other land is opened up for development.

Swan Hills overwhelmingly appeals to older adults as the original survey conducted in April 2009 by Alberta Urban Municipalities Association's municipal sustainability planner demonstrated. A survey with 136 respondents conducted at the Swan Hills School undoubtedly shows a lack of attachment to the community for the age group 12-18. The need for a bigger city, job opportunities and nothing to do in town were some of the main reasons for wanting to move after graduation. The adult survey mentioned 'small town feel' and friendliness as the main reasons for calling Swan Hills home. It should be noted that the land use planning implications of this are great, as urban planning by-laws and policy should always be geared to encourage friendliness and a small town feel. Use of effective open community spaces and by-laws to ban non-inclusive and non-complimentary land uses is encouraged to get the desired effect to retain the tax base that chooses to live here.

Action Step	Goal	Indicators of Success	Potential Leads
<p>Continue to communicate the need for annexation of lands into Town boundary. Investigate tax incentives and available lots for industrial, residential and commercial development. Furthermore, measures should be taken to allow for aging in place which requires special consideration to be given to Seniors due to their unique needs.</p>	<p>To attract and retain developers of long term seniors friendly facilities as a serious need is identified within the community</p> <p>Availability of land to Swan Hills for development</p>	<p>Increase in annexation of land into Town boundary</p> <p>A vibrant seniors community that is integrated well with the rest of Swan Hills</p> <p>Realization of infill lots</p>	<p>Economic Development Committee</p> <p>Town citizens</p> <p>Community Matters Committee</p>
<p>Have one member of the Community Matters Committee join the Economic Development Committee and work towards a feasibility study on the possible extension and repairs of sidewalks to increase walk ability and handicap accessibility</p>	<p>Economic Development Committee - Sidewalks feasibility study for walk ability</p>	<p>Completion of a study with recommendations to council</p>	<p>Town Council</p>
<p>Create and maintain a municipal development plan</p>	<p>Ongoing evaluation and monitoring of community wide development plans</p>	<p>Update and review conducted with the publication of a new MDP</p>	<p>Municipal Planning Commission</p>
<p>Town of Swan Hills will better inform businesses and residents on land-use planning and development issues</p>	<p>Businesses and residents are better informed on land-use planning and development</p>	<p>Land-use planning notices are regularly communicated to Town businesses and residents in easy-to- understand</p>	<p>Town administration</p> <p>Town council</p>

Strategy Area #10: Human Resources



Overarching Goal

Have a trained, aware and available workforce through succession planning, youth employment and cross training opportunities



HUMAN RESOURCES

Description of Success

Swan Hills is a community that emphasizes learning and education. Diverse and affordable lifelong learning opportunities exist to meet the community's needs to ensure successful succession. A learning culture is nurtured and promoted locally and regionally through diverse formal and informal opportunities for training. Town departments and community organizations take courses to update their skills, share their learning experiences and develop cross training to ensure a well rounded and effective delivery of services. Trust and collaboration is fostered through effective community engagement, which inevitably helps the local community and economy.

Swan Hills is a community with a large proportion of migratory workers identifying strongly with their community of origin. This population segment intends to go back after a predetermined timeframe hindering on economic returns. This presents unique challenges for sustainable and stable employment in the community for businesses and the municipality. Swan Hills boasts two academic institutes: Swan Hills school and Northern Lakes College. The school caters to all grades and offers flexible and tailored programs to students with needs, while the satellite Northern Lakes College offers a diverse education



to help citizens re-educate themselves and increase their earning potential. The two academic institutions' presence in the community offers stability to the students and parents alike.

The external macro economic swings in Alberta and Canada's economy have a devastating effect on our community. Further adding stress to the local population is the easy availability of high paying jobs in the oil and gas sector during economic booms. These cycles together polarize all employment from other sectors in the community, making it impossible to retain employees in the municipal and retail sectors. There is a lack of training opportunities available for town staff as retention of skilled employees is made harder due to the traditionally lower rates of pay in the municipal sector. Employment stability in the municipal sector is not a strong enough reason for employees with skills to stay behind during times of economic boom. The situation is made worse by the lack of training opportunities available for municipal employees due to high employee turnover, limited funding and administration's understandable hesitation to invest in transient employees. These training and succession issues are hard to address, but the development of a creative and effective Human Resources policy would be a good starting step.

Action Step	Goal	Indicators of Success	Potential Leads
<p>A communications plan that prepares all new councilors, administration officers and department heads how to conduct business and to ensure a smooth transition.</p> <p>Ensure that all new councilors upon election go to the recommended AUMA training sessions for new councilors</p>	<p>Ensure smooth transitions due to employment and political change. This also familiarizes incoming staff and councilors of where relevant information can be found.</p>	<p>Ensure a section “internal information session” in the communication plan.</p>	<p>Town council Town administration</p>
<p>Finalize and prepare procedure manuals for each department in Public Works to ease in transition of new employees</p>	<p>Ensure internal procedures are written in a step by step logical formulation for new workers</p>	<p>Completion and printing of procedures policy manual</p>	<p>Public Works</p>
<p>Fund and maintain the position of Recreational Director through partnerships of resources to implement activities for children, youths, families, and adults.</p>	<p>Ensure youth recreational activities</p> <p>Have a recreational director to continue managing, planning and coordinating recreation and leisure activities for all in the community</p>	<p>Retention of employment</p> <p>Number of activities and participants (percentage of citizens benefiting from rec director)</p>	<p>Town administration Town council Community Matters Committee</p>
<p>Cross training within town departments, town administration, fire department on an annual basis</p>	<p>Maintain essential services in case of service interruptions (absences, etc)</p> <p>To ensure and address knowledge gaps, and preparedness for emergency situations</p>	<p>Response to emergency and Comfort level within departments in maintenance of services</p>	<p>Fire Department Public Works Town Council Town administration</p>

Strategy Area #11: Youth Programs



Overarching Goal

Have an engaged, active and healthy youth that takes pride in our community through active involvement.



YOUTH PROGRAMS

Description of Success

Swan Hills boasts education for all age groups by supporting a high quality education system ranging from early childhood studies, high school to higher education through the Northern Lakes College. Offering baseball diamonds, dirt bike and hiking trails, and a year round youth facility, the Town supports the active involvement of its youth. Provincial programs offered through Family, Community and Social Services (FCSS) and Alberta Health Services (AHS) offer tailored and individual services to youth in need. Swan Hills ensures that the youth demographic feels heard and connected through a sense of pride and belonging. Access, both physical and economic is not a barrier to enjoyment and use of recreational, leisurely and public spaces. Swan Hills firmly believes that an active youth organization is an integral part of an empowered and involved community.



Current Reality

The town currently has a Youth Empowerment Society (YES) that provides some programs for the youth of Swan Hills. The youth center being operated by the YES group is not fully utilized by all youth as some parents do not feel comfortable with their children utilizing the limited services available. Simply put, it is viewed as unfit for 'nice' kids due to lack of mentoring programs. In contrast, the widely successful PAWS program at the school offers a variety of activities for youth. Unfortunately, the program has unstable funding and there is no way of guaranteeing the continual existence of the program in Swan Hills. Despite being successful and being viewed as a positive force in the community it is likely to end by December 2010.

For physical activity, there is a fitness room available at the Swan Hills school, which is administered by the PAWS program. The room is located within the confines of a small classroom and is fully utilized by students. It is open six hours a week and is available to students only. There is active youth participation in the fire department and the library is utilized by those who are interested in its services. With the exception of the skate park and the aforementioned avenues, there is a serious deficit in arts and cultural programs for youth in the community. Those with resources at their disposal are able to utilize the dirt bike trail, hockey rink and the surrounding natural landscape for outdoor activities.

Action Step	Goal	Indicators of Success	Potential Leads
Creation of a permanent outdoor skate park in its existing location	Youth engagement	Creation of a skate park	Community Matters Committee
Integrate the Swan Hills Youth Club into a boys and girls club of Canada	Become a reputable center for youth in Swan Hills	Recognized as Boys and Girls Club of Canada	Parents of Youth Youth Empowerment Society Community Matters Committee
Fund and maintain the position of Recreational Director through partnerships of resources to implement activities for children, youths, families, and adults.	Ensure youth recreational activities Have a recreational director to continue managing, planning and coordinating recreation and leisure activities for all in the community	Retention of employment Number of activities and participants (percentage of citizens benefiting from rec director)	Town administration Town council Community Matters Committee
Continue to actively support and influence the school district to retain a high school in Swan Hills	Ensure Swan Hills has a high school	Retention of high school	Town administration, Swan Hills School, Parent-Teacher Committee, Town council and Community Matters Committee
On-going support for programs and organizations that focus on youth and senior interaction to promote social cohesion and understanding	Increase participation between youth and the elderly through shared learning opportunities	Number of events and meetings that bring the two groups together	Town council, FCSS, Community Matters Committee and 50+ Graying and Staying
Adoption and use of the 40 developmental assets as a guideline in the planning and delivery of youth programs (http://www.search-institute.org/content/what-are-developmental-assets) Setup a youth advisory council and involve youth in future planning of community to have youth take ownership of projects (e.g skateboard park)	The basic building blocks of positive development, the 40 positive experiences and qualities help children grow up to become caring, responsible adults. Have a formal avenue for youth to be involved outside of the education system	Reduction of referrals to Child & Youth Services Number of persons enrolled	FCSS Swan Hills School

Strategy Area #12: Community Engagement, Development and Events



Overarching Goal
Foster community cohesion through a
shared understanding of heritage, cul-
ture and town pride



COMMUNITY ENGAGEMENT, DEVELOPMENT AND EVENTS

Description of Success

SwanHillians are passionate, creative, energetic and involved in their community. Town facilities and services are designed to meet multiple uses while being affordable and responsive to the changing needs of the various demographics. A culture of appreciation and support is fostered through acknowledgement and recognition of people doing exceptional work for the betterment of our community. Furthermore, having a community director to engage all community members, Swan Hills is able to conduct an annual parade to celebrate town pride and connect the diverse members of its population in celebrating its heritage, culture and people.

Swan Hills offers affordable opportunities for recreation, leisure and encourages its citizens to be involved with arts and culture. With its abundant natural environment, the citizens of Swan Hills stay in the community for their recreation and offer a friendly, beautifully nestled community for visitors to enjoy.



Current Reality

Swan Hills currently does not have a recreational director due to lack of financial resources. A lack of public interest and community involvement through volunteerism has led to the demise of the annual Town celebration, Keyano Days which had been running for 26 years since its inception in 1981. The lack of this community celebration has led to a loss of identity and town pride.

Swan Hills, due to its small size and transient population lacks an arts and culture center. It makes up for this lack by having a seasonal airport, golf course, a curling rink and a fully functioning hockey arena. Due to the varying interests of the Town's citizens, there are 3 baseball diamonds a staffed swimming pool, a dirt bike trail and hiking trails all within walking distance in Town. A lack of volunteers to run events is a major issue in Swan Hills as it is in most communities. Another issue raised through community consultation has been the excessive competitiveness of some groups, which discourages others in the community from joining and fully utilizing the community's various facilities. This leads to niche and underutilized facilities in Swan Hills.



Current Reality Contd.

Swan Hills has not been successfully able to capitalize on its natural and geographic advantage. The town is located on the highest altitude east of the Rockies and is the closest to the center of Alberta. Both these potential marketing avenues have not been fully developed. To its credit, Swan Hills Snowgoers association has been working and developed over 100 kilometers of trails around town. The association is one of the founding members of the Alberta Snowmobile Association and has recently received more funding through them to continue to develop trails in the area. Recently, the Chamber of Commerce in Swan Hills received funding for a state of the art community park. The park was fully built and operational as of August 2009 and has been well received.

Action Step	Goal	Indicators of Success	Potential Leads
Revive Keyano days and winter festival on a smaller scale in the summer and winter months through partnerships within the community	Bring back pride and social cohesion in Swan Hills	Successful event with good community participation	Residents of Swan Hills Chamber of Commerce
The municipality and the Community Matters Committee will work with local partners to look into programs for integration of new comers, including seasonal workers into the community.	Better social cohesion and integration of Swan Hillians	Existence of such a program	Community Matters Committee
Support and promote a shop local campaign spearheaded by the Municipality and local businesses	Develop the local economy by engaging the community directly	Attain a minimum 10% increase in local sales based on campaign	Town administration Local businesses
Promote and encourage the continuation of Motocross in Swan Hills every summer	Increased community involvement	Successful event with good community participation	Swan Hills Dirt Riders executive board Econ. Develop. Officer
Continue to promote and encourage Swan Hillians to partake in minimizing their eco foot print and partaking in global events (i.e Earth Day)	Increase awareness of global conservation initiatives (UN date: March 20 th)	Reductions in eco foot print (electricity, water usage) each year	Residents Clean up Committee
Municipality will work towards strengthening partnerships with community groups and local schools to maximize facility sharing and optimize the use of existing facilities by having an online calendar that is also attached to water bills. This calendar will list all activities taking place in the community	Market, promote and maximize utility of town facilities by promoting campgrounds, curling rink, skating rink, swimming pool, skate board, parks, baseball and softball diamonds. Minimize overlap of community events	Shared and full use of all town facilities	Town administration
On-going support for programs and organizations that focus on youth and senior interaction to promote social cohesion and understanding	Increase participation between youth and the elderly through shared learning opportunities	Number of events and meetings that bring the two groups together	Town council FCSS Community Matters Committee 50+ Graying and Staying

Strategy Area #13:

Essential Services and Infrastructure



Overarching Goal

Departments that takes into account popula-
tion trends, conservation and maintenance of
the Town's infrastructure and equipment in an
economically feasible and transparent manner

ESSENTIAL SERVICES AND INFRASTRUCTURE

Description of Success

Swan Hills has a responsible and effective public works department that works with the community to offer effective maintenance of the Town's infrastructure and grounds. In order to accomplish its mandate, the department operates itself by conserving energy, water and implementing new technologies and creativity. The public works department is responsible and effective due to its ability to attract, retain and cross train qualified and accredited personnel throughout its organizational structure.

The director of the department is involved and presents the short and long term budgets, updates and internal issues to council and citizens at public council meetings. These regular meetings serve as a forum to raise issues, get answers and ensure accountability and open communication within Swan Hills.

Swan Hills has a fully operational fire department that provides excellent service to Swan Hills and promotes community awareness of safety issues. Furthermore, the department maintains a fleet of vehicles year round and ensures its staff's and facilities compliance with provincial and federal regulations.

Current Reality

The town of Swan Hills has a volunteer fire department with fifteen active members and a total of five vehicles for emergencies. Vehicles include two fire trucks, 1 rescue vehicle and two ambulances. The Fire department provides support to Swan Hills and draws its water from the Freeman lake. The water treatment plant located at the junction of highway 32 and 33 and its treatment capacity has always been underutilized and is sufficient for a population of 5,000. Raw water intake and treated water transmission lines are also underutilized. Swan Hills has two water reservoirs with a combined capacity of approximately 3.25 million liters. Swan Hills has a lagoon type sewage system that consists of aerobic and anaerobic ponds. This water treatment system is also underutilized as it is designed for upwards of 6,000 people.

Action Step	Goal	Indicators of Success	Potential Leads
<p>Need Capital Plan for Emergency Management to:</p> <ul style="list-style-type: none"> a) Ensure planning is in place for Fire Hall addition and construction in order to provide adequate space for Swan Hills Fire Department's equipment b) Fire truck replaced in 20 years c) Ambulance replaced at the end of lifespan d) Upgrade fire fighting gear to maintain compliance with National Fire Fighter Protection Association standards 	<p>Long term financial and capital planning of Fire Hall</p> <p>Provide adequate fire hall equipment and storage</p> <p>Maintenance/upgrades to equipment</p>	<p>Completion of an Capital plan for emergency management.</p> <p>A bank account with regular deposits set aside for Fire Hall additions</p> <p>Construction of fire hall addition</p> <p>New ambulance purchased competitively</p>	<p>Fire Department</p> <p>Town council</p> <p>Town administration</p>
<p>Purchase plow truck for public works department</p>	<p>Cleaner streets free from ice and debris and reduction in time spent to complete town snow removal</p>	<p>Purchase of a new plow truck</p>	<p>Public Works</p> <p>Town council</p>
<p>Purchase of wood chipper (tub grinder) and further provide wood chipping services in Swan Hills</p>	<p>Decrease money spent on contractors at the landfill and Increase funds for public works operations</p>	<p>Decrease in budget allocation on contractor costs and generation of income</p>	<p>Public Works</p> <p>Town council</p>
<p>Finalize and prepare procedure manuals for each department in Public Works to ease in transition of new employees</p>	<p>Ensure internal procedures are written in a step by step logical formulation for new workers</p>	<p>Completion and printing of procedures policy manual</p>	<p>Public Works</p>
<p>Continue to actively support and influence the school district to retain a high school in Swan Hills</p>	<p>Ensure Swan Hills has a high school</p>	<p>Retention of high school</p>	<p>Town administration</p> <p>Swan Hills School</p> <p>Parent-Teacher Committee</p>

Swan Hills MSP Implementation

The Community Matters Committee

The implementation of the Swan Hills Municipal Sustainability Plan will be done through the newly formed Community Matters Committee. The Community Matters Committee consists of the members of the former Swan Hills Drug coalition (Royal Canadian Mounted Police, Swan Hills Public School, Alberta Health



Services and Family and Community Support Services) and the Sustainability Advisory Group (the citizen's advisory group responsible for the original municipal sustainability plan (May 2009-August 2010). The group has narrowed the list of action steps to sixteen (16) short term action steps, five (5) medium term action steps, six (6) long term action steps, and fifteen (15) ongoing action steps. The short term action steps refer to action steps to be completed within five years (by 2015), while medium and longterm refer to within ten (2020) and twenty years (2030) respectively.

Prioritized Action Steps

Due to the overarching umbrella nature of municipal sustainability plans, multiple action steps spanning multiple strategy areas and time frames exist. Due to this fact, it is critical to have one master list of action steps in order of priorities. All actions are assigned a number depending on the urgency of the action step in the short, medium and long term except steps deemed currently ongoing. This is not to say that the



action steps lower on the priority scale are not significant. On the following pages, the reader will find all action steps listed by time frames and the priority attached to them. It is recommended that starting with the list of short term actions, one action step be tackled during each monthly meeting of the Community Matters Committee.

Short Term Actions (0-5 years)

Priority	Action Step	Goal	Indicators of Success	Potential Leads
1	Creation of a permanent outdoor skate park in its existing location	Youth engagement	Creation of a skate park	Community Matters Committee
2	Training to eliminate all instances of poor management and maintenance at the landfill. Purchase adequate equipment for the landfill starting with the purchase of a cardboard bailer and light crusher	Better manage landfill to ensure Alberta Environment standards are met Reduce waste and space required to house cardboard and fluorescent lights	Increase in life span of landfill cells Reduction in percentage of cardboard and fluorescent lights in landfill cells.	Public Works Town council Town administration
3	Require audited statements from groups receiving Town funding to ensure the funds were spent on the task the funding was requested for	Ensure accountability of funds	Regular yearly receipt of audits from funded groups and appearance at council.	Town Council
4	Continue to communicate the need for annexation of lands into Town boundary. Investigate tax incentives and available lots for industrial, residential and commercial development. Furthermore, measures should be taken to allow for aging in place which requires special consideration to be given to Seniors due to their unique needs.	To attract and retain developers of long term seniors friendly facilities as a serious need is identified within the community Availability of land to Swan Hills for development	Increase in annexation of land into Town boundary A vibrant seniors community that is integrated well with the rest of Swan Hills Realization of infill lots	Economic Development Committee Town citizens Community Matters Committee
5	Design a town revitalization plan that looks at: a) Integrating trails, increased and proper signage, public art, and beautification	Have a well connected and appealing town center To make Swan Hills an attractive place for tourists	Increased town appeal through the household survey	Public Works Department

	<p>initiatives</p> <p>b) The possibility of a by-law requiring clean up of industrial areas that are visible from highways.</p> <p>c) The feasibility of the municipality to establish by-laws regarding land use and infrastructure standards that are aligned with the goal of Town beautification</p> <p>d) Invest in installing lights and signs on crosswalks and parks. It should be done by local contractors and the possibilities of grants through federal and provincial governments should be fully investigated</p>	<p>and investors</p> <p>Installation of lights and signs on crosswalks and parks in Swan Hills to combat petty crime</p>		<p>Town administration</p> <p>Town Council</p>
6	<p>Investigate the possibility of additional units for affordable and accessible housing through contact with the Swan Hills Housing Board. The process can be started by reviewing the utility of 103 Assiniboine Drive</p>	<p>To have additional units of subsidized housing based on identified need</p>	<p>Completion of a housing plan and construction of units</p>	<p>Swan Hills Housing Board, Town administration, Municipal Planning Commission, Econ. Development Officer</p>
7	<p>Revive Keyano days and winter festival on a smaller scale in the summer and winter months through partnerships within the community</p>	<p>Bring back pride and social cohesion in Swan Hills</p>	<p>Successful event with good community participation</p>	<p>Residents of Swan Hills</p> <p>Chamber of Commerce</p>
8	<p>Recruit parents through one on one talks to revive the block parent program</p>	<p>Re-activate the block parent program in Swan Hills</p>	<p>A flourishing network of 1 block parent/block</p>	<p>RCMP</p> <p>Community Matters Committee</p>

9	Integrate the Swan Hills Youth Club into a boys and girls club of Canada	Become a reputable center in Swan Hills	Recognized as Boys and Girls Club of Canada	Parents of Youth Youth Empowerment Society Community Matters Committee
10	Investigate qualifications, we as a community require to provide employment for Home Care Workers (HCW) or home nurses	Home care workers and Registered Nurses for seniors in our community	A final recommendation and verdict on the most feasible option for Swan Hills.	FCSS Community Health Committee Community Matters Committee
11	Adequate maintenance of existing walking trails to ensure walk ability in the summer months and cross country skiing in the winter Placement of signage throughout Swan Hills to display walking trails	To ensure full use of community trails year round Adequate signage for existing walking trails to mark them for greater usage	Citizens survey of satisfaction Existence of signs around community	Public Works Town administration Town Council
12	Adoption and use of the 40 developmental assets as a guideline in the planning and delivery of youth programs (http://www.search-institute.org/content/what-are-developmental-assets) Setup a youth advisory council and involve youth in future planning of community to have youth take ownership of projects (e.g skateboard park)	The basic building blocks of positive development, the 40 positive experiences and qualities help children grow up to become caring, responsible adults. Have a formal avenue for youth to be involved outside of the education system	Reduction of referrals to Child & Youth Services Number of persons enrolled	FCSS Swan Hills School
13	Have one member of the Community Matters Committee join the Economic Development Committee and work towards a feasibility study on the possible extension and repairs of sidewalks to	Economic Development Committee - Sidewalks feasibility study for walk ability	Completion of a study with recommendations to council	Town Council

	increase walk ability and handicap accessibility			
14	Purchase plow truck for public works department	Cleaner streets free from ice and debris and reduction in time spent to complete town snow removal	Purchase of a new plow truck	Public Works Town council
15	Look into partnerships and economic feasibility of a facility to be used as a fitness training center that is available for youths and adults providing cardio & strength training equipment, aerobics, and yoga.	A fitness facility for students to be healthy and active	Memberships purchased	Swan Hills School Town Administration Recreational Director
16	Removal of Game Advisory for Swan Hills area (5km fish and wildlife ban) by working with the Province of Alberta and publicizing the positive economic benefits of the Waste Treatment Plant	Increase in tourism (hunting and fishing) in the region Reduce negative press about Swan Hills	Game advisory is removed from game regulations Better perception of Swan Hills	Town administration, council, Economic Development Committee and Earthtech/AECOM

Medium Term Actions (5-10 years)

Priority	Action Step	Goal	Indicators of Success	Potential Leads
1	<p>Develop a comprehensive communications strategy to help Swan Hillians understand the impacts of the wastes they produce and the alternatives available (Waste Management Plan). This plan should explore the effects of</p> <ul style="list-style-type: none"> a) Implementation of a bag limit for curb side pickup b) Look into economic feasibility of TOSH reusable bags to begin the culture of recycling c) Implementation of a strong and effective recycling program d) A possible 3cent return on use of reusable bags at all retail businesses in Town. e) Creating an accessible composting facility throughout Swan Hills f) Promoting energy and water conservation through tips on energy and water reduction at the household level through the municipal newsletter and bills. g) Partner with the Swan Hills high school in promoting conservation and waste reduction initiatives h) Continuously promoting Swan Hills as an environmentally friendly community 	<p>Decrease garbage going to landfill and increase recycling</p> <p>Reduction in waste and increase in conservation</p> <p>To increase awareness and benefits of recycling</p> <p>To encourage reusable bags</p> <p>Push Swan Hills towards a smaller ecological footprint</p> <p>Minimize and eliminate the stigma of Swan Hills' image as a dumping ground for hazardous waste</p> <p>Promote co-operation and town wide educational initiatives</p>	<p>Reduction in landfill use</p> <p>Increase in life span of landfill cells</p> <p>Visible reduction in plastic bag ending up in the landfill and cooperation with businesses</p> <p>Inclusion of energy and water conservation tips in newsletter, water bills and town paper</p> <p>Number of successful initiatives launched in Swan Hills</p>	<p>Super A</p> <p>Town administration</p> <p>Town council</p> <p>Public Works</p> <p>Clean up committee</p>

2	<p>A communications plan that prepares all new councilors, administration officers and department heads how to conduct business and to ensure a smooth transition.</p> <p>Ensure that all new councilors upon election go to the recommended AUMA training sessions for new councilors</p>	<p>Ensure smooth transitions due to employment and political change. This also familiarizes incoming staff and councilors of where relevant information can be found.</p>	<p>Ensure a section "internal information session" in the communication plan.</p>	<p>Town administration</p> <p>Town council</p>
3	<p>Explore business, investment, and tourism opportunities for the Goose Mountain Ecological Reserve and further market and push the Swan Hills Business plan "Ride the Grizzly" as a community of choice for outdoor recreational activities</p>	<p>Develop and promote Goose Mountain Ecological Reserve as an attraction for tourism and to diversify the economy of Swan Hills</p>	<p>Goose Mountain is established as a tourism attraction</p>	<p>Town Council and administration</p> <p>Economic Development Committee</p>
4	<p>Ensure ongoing replantation of diseased and damaged trees</p>	<p>Help with the wind and noise in the community.</p>	<p>A by-law requiring replanting of all trees that are cut down</p>	<p>Town council</p> <p>Town administration</p> <p>Public Works</p>
5	<p>All municipal procurement takes into account gas mileage and economical and environmental efficiency</p>	<p>Cost reduction in petroleum/gas in budget</p>	<p>Substantial reduction of 20-30% in fuel costs</p>	<p>Public Works</p> <p>Town council</p>

Long Term Actions (10-20 years)

Priority	Action Step	Goal	Indicators of Success	Potential Leads
1	<p>Need Capital Plan for Emergency Management to:</p> <ul style="list-style-type: none"> a) Ensure planning is in place for Fire Hall addition and construction in order to provide adequate space for Swan Hills Fire Department's equipment b) Fire truck replaced in 20 years c) Ambulance replaced at the end of lifespan d) Upgrade fire fighting gear to maintain compliance with National Fire Fighter Protection Association standards 	<p>Long term financial and capital planning of Fire Hall</p> <p>Provide adequate fire hall equipment and storage</p> <p>Maintenance/upgrades to equipment</p>	<p>Completion of a Capital plan for emergency management.</p> <p>A bank account with regular deposits set aside for Fire Hall additions</p> <p>Construction of fire hall addition</p> <p>New ambulance purchased competitively</p>	<p>Fire Department</p> <p>Town council</p> <p>Town administration</p>
2	<p>Purchase of wood chipper (tub grinder) and further provide wood chipping services in Swan Hills</p>	<p>Decrease money spent on contractors at the landfill and Increase funds for public works operations</p>	<p>Decrease in budget allocation on contractor costs and generation of income</p>	<p>Public Works</p> <p>Town council</p>
3	<p>Provide barrier free access around Swan Hills for those individuals with mobility difficulties.</p> <p>Accessibility for elderly and disabled persons living in Swan Hills</p> <p>Building sidewalks on at least one side of all streets. (RCMP building, Kowalski drive, Both sides between Pan Am street, Main Street)</p> <p>Promote compact development that supports mixed use and walk ability</p>	<p>To have Swan Hills ready for citizens to age in place and to ensure no group is marginalized to access basic services</p>	<p>Ramps, wider sidewalks, and designated parking spots as starting points of accommodation</p> <p>Availability of sidewalks, ramps and parking</p> <p>Building of sidewalks</p>	<p>Public Works</p> <p>Local businesses</p>

			on at least one side of each street in town	
4	The municipality and the Community Matters Committee will work with local partners to look into programs for integration of new comers, including seasonal workers into the community.	Better social cohesion and integration of Swan Hillians	Existence of such a program	Community Matters Committee
5	Publish, advertise and be an ambassador of Swan Hills to request developers to consider Swan Hills as a place for a long term independent living facility	Support developers in building a Long (10-20 years) term Independent living facilities	Articles and advertisements in provincial newspaper identifying the need for such a facility in Swan Hills	Town administration, Economic Development Committee Economic Dev. Officer
6	Investigation of wind and alternative energy production in Swan Hills area	The Town is able to acquire 100% of its energy from renewable sources	The energy needs are met by renewable energy sources in the area	Town Council and Administration

Ongoing Actions

Action Step	Goal	Indicators of Success	Potential Leads
Encourage the development of retail and other commercial businesses in Town that offer affordable choices and variety in the community	To have a vibrant retail market that serves the needs of residents, businesses and visitors at an affordable price	Presence of retailers	Town Council Economic Development Officer
Create and maintain a municipal development plan	Ongoing evaluation and monitoring of community wide development plans	Update and review conducted with the publication of a new MDP	Municipal Planning Commission
Fund and maintain the position of Recreational Director through partnerships of resources to implement activities for children, youths, families, and adults.	Ensure youth recreational activities Have a recreational director to continue managing, planning and coordinating recreation and leisure activities for all in the community	Retention of employment Number of activities and participants (percentage of citizens benefiting from rec director)	Town administration, council and Community Matters Committee
Support and promote a shop local campaign spearheaded by the Municipality and local businesses	Develop the local economy by engaging the community directly	Attain a minimum 10% increase in local sales based on campaign	Town administration Local businesses
Finalize and prepare procedure manuals for each department in Public Works to ease in transition of new employees	Ensure internal procedures are written in a step by step logical formulation for new workers	Completion and printing of procedures policy manual	Public Works
Promote and encourage the continuation of Motocross in Swan Hills every summer	Community involvement	Successful event with good community participation	Swan Hills Dirt Riders executive board Econ. Development Officer

Town of Swan Hills will better inform businesses and residents on land-use planning and development issues	Businesses and residents are better informed on land-use planning and development	Land-use planning notices are regularly communicated to Town businesses and residents in easy-to-understand publications	Town administration Town council
Develop and implement a strategy for business based environmental management to encourage all local businesses, particularly hotels and restaurants to adopt recognized environmental management systems Recognition of Green business practices	Community leadership and reduction in waste generated by businesses of Swan Hills	Awards and recognition for local businesses practicing the 3Rs.	Clean up Committee Local businesses Community Matters Committee
Municipality will work towards strengthening partnerships with community groups and local schools to maximize facility sharing and optimize the use of existing facilities by having an online calendar that is also attached to water bills. This calendar will list all activities taking place in the community	Market, promote and maximize utility of town facilities by promoting campgrounds, curling rink, skating rink, swimming pool, skate board, parks, baseball and softball diamonds. Minimize overlap of community events	Shared and full use of all town facilities	Town administration
Cross training within town departments, town administration, fire department on an annual basis	Maintain essential services in case of service interruptions (absences, etc) To ensure and address knowledge gaps, and preparedness for emergency situations	Response to emergency and Comfort level within departments in maintenance of services	Fire Department Public Works Town Council Town administration
Continue to promote and encourage Swan Hillians to partake in minimizing their eco foot print and partaking in global events (i.e Earth Day)	Increase awareness of global conservation initiatives (UN date: March 20 th)	Reductions in eco foot print (electricity, water usage) each year	Residents Clean up Committee
Continue to actively support and influence the school district to retain a high school in Swan Hills	Ensure Swan Hills has a high school	Retention of high school	Town administration Swan Hills School Parent-Teacher Committee Town council Community Matters

			Committee
On-going support for programs and organizations that focus on youth and senior interaction to promote social cohesion and understanding	Increase participation between youth and the elderly through shared learning opportunities	Number of events and meetings that bring the two groups together	Town council FCSS Community Matters Committee 50+ Graying and Staying
Ensure that a “Sit down with the Mayor” article will be printed on a monthly basis along with a quarterly Municipal Newsletter that is sent out to all households	To update the Swan Hills public about what is going on with the local town government	Publication of a regular article	The Gazette Town Mayor
Encourage local population to utilize the services provided by the hospital and further look into the possibility of academic funding for medical professionals who would commit to providing services in Swan Hills to ensure the continued existence of the Swan Hills Hospital and its support staff.	Provide incentives and ensure a physiotherapist, dentist and other health professionals reside in Swan Hills.	Retention of medical professionals and increase in the number of visits to the local Hospital	Town citizens and Community Health Committee

MSP Project coordinator for the Town of Swan Hills:

waQas Yousafzai, B.Es

waQas@alumni.uwaterloo.ca ; waQas@townofswanhills.com

780-333-4477 or 613-858-8132



Alberta Urban Municipalities Association

300-8616 51 Avenue,

AUMA

Edmonton, AB.

Canada. T6E 6E6

Tel: 780-433-4431

Toll free: 310-AUMA (2862)



Town of Swan Hills

5536 Main Street

Town of Swan Hills

Swan Hills, Alberta

Canada. T0G 2C0

Tel: 780-333-4477

Tel: 780-333-2121

For more information on the **Our Community. Our Plan. Our Future.** Municipal Sustainability Plan, please visit www.myswanhills.com or www.townofswanhills.com



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Town of Swan Hills
Resolution # 2009-01

A RESOLUTION OF THE COUNCIL OF THE TOWN OF SWAN HILLS, PROVINCE OF ALBERTA, TO ADOPT A SUSTAINABILITY PLAN FOR THE SUSTAINABLE DEVELOPMENT OF THE TOWN

WHEREAS the Town of Swan Hills adopts the definition of “sustainability” as described by 1987’s Brundtland Commission’s as “meeting present day needs without compromising the ability of future generations to meet their own needs”; and

WHEREAS for sustainability to be successfully integrated into Swan Hills, commitment to action is required within the five spheres of sustainability: Economy, Environment, Society, Culture and Government; and

WHEREAS ongoing community awareness, responsibility, participation and education are key to creating and maintaining a sustainable town; and

WHEREAS the Town of Swan Hills will work to develop a Municipal Sustainability Plan which will guide and streamline the process of sustainability;

THEREFORE, be it resolved that a Municipal Sustainability Plan will guide Town policy in the future. We further commit the Town to follow the principles of The Natural Step (TNS) to support and enhance sustainability within town operations and throughout the community by following closely the four system conditions:

Eliminate our contribution to:

- progressive buildup of substances extracted from the Earth's crust
- progressive buildup of chemicals and compounds produced by society
- progressive physical degradation and destruction of nature and natural processes
- conditions that undermine people’s capacity to meet their basic human needs

BE IT FURTHER RESOLVED that the Town of Swan Hills is committed to implementing policies by demonstrating sustainable stewardship in all aspects of business by discussing and questioning each action and investment by asking if it:

- moves the town in a sustainable direction?
- offers flexibility and a stepping stone for a more sustainable future?
- provides an adequate return on investment


Pamela Marriott, Mayor

Dated: April 15/09


Hilda Price, Chief Administrative Officer

Dated: April 27 09



Town of Swan Hills
Resolution # 2009-02

A RESOLUTION OF THE COUNCIL OF THE TOWN OF SWAN HILLS, PROVINCE OF ALBERTA, TO ADOPT A VISION STATEMENT AND A STATEMENT OF CORE VALUES FOR THE ONGOING SUSTAINABLE DEVELOPMENT OF THE TOWN

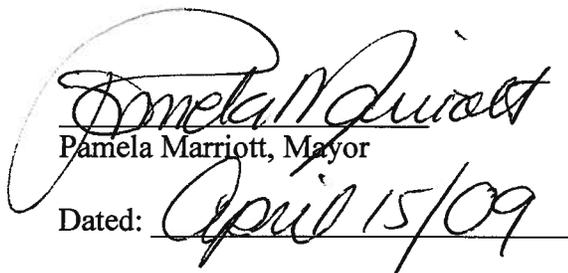
WHEREAS the Town of Swan Hills will work towards two integral documents as part of its Sustainability mandate:

- Vision Statement
- Statement of Core Values

WHEREAS for sustainability to be successfully integrated into Swan Hills, commitment to action towards this vision while upholding the core values of the community will be required

WHEREAS ongoing community awareness, participation and education are key in creating a Vision Statement and Statement of Core Values

THEREFORE, be it resolved that upon completion of the Vision Statement and Statement of Core Values, the Town of Swan Hills will work towards attaining the vision set forth in the Vision Statement while respecting the core values of the community.


Pamela Marriott, Mayor

Dated: April 15/09


Hilda Price, Chief Administrative Officer

Dated: April 27-09

Municipal Sustainability Planning (Province of Alberta, Canada)



Town of Swan Hills Sustainability Advisory Committee Terms of Reference

Committee Name: Town of Swan Hills Sustainability Advisory Committee (SHSAC)

Committee Chair: Joanne Savoie

Date Adopted: Wednesday, June 3rd 2009

1.0 Committee Overview and Purpose:

The Swan Hills Sustainability Advisory Committee is an action group that influences and brings together the resources of organizations in the community to further the sustainable Vision of Swan Hills. Using a community based consultation approach as outlined in the Alberta Urban Municipalities Association's (AUMA) Municipal Sustainability Planning guide (MSP) and the principles of The Natural Step framework (TNS); the Swan Hills Sustainability Advisory Committee (SHSAC) will provide leadership in development of a Municipal Sustainability Plan for the Town of Swan Hills.

2.0 Definition of Sustainability:

For the purposes of the Sustainability Initiative the definition of sustainability is verbatim that which was adopted by the Town of Swan Hills' Council resolution #2009-01. As defined by the *United Nations Brundtland Commission Report*, Sustainability is development that meets present day needs without compromising the ability of future generations to meet their own needs.

3.0 Committee Mandate:

1. Build on the Vision of Swan Hills and develop a plan that encompasses the AUMA's recommended 5 dimensions of sustainability and upholds the town's identified core values
2. Build common understanding of what Sustainable Development means as it relates to The Natural Step's 4 system principles:
 - Nature is not subject to systematically increasing concentrations of substances extracted from earth's crust
 - Nature is not subject to systematically increasing concentrations of substances produced by society
 - Nature is not subject to systematically increasing degradation by physical means
 - People are not subject to conditions that systematically undermine their capacity to meet their own needs
3. Improve the Town of Swan Hills' ability to meet current and future needs of its citizens through the development of an overarching plan (Municipal Sustainability Plan) that encompasses and acknowledges past and present, internal and external planning documents and citizen engagement activities

Municipal Sustainability Planning (Province of Alberta, Canada)

4. Identify and build partnerships with individuals, organizations, and businesses that will contribute to the planning and implementation of the Municipal Sustainability Plan
5. Recruit individuals with the interest, desire, and expertise to participate in the focus group's sessions to identify what success looks like in the strategy areas (*see 4.0 Committee scope*), the current reality as it relates to these strategy areas; and further to brainstorm actions that can be undertaken to bridge the gap between the desired success and current reality
6. Conduct focus group sessions to identify and create an action plan for the key strategy areas as recommended by the collective voice of the Sustainability Advisory Committee
7. Identify priority actions and short, medium and long term strategies to be undertaken by the Town of Swan Hills
8. Support Municipal Sustainability Planning Coordinator in developing a Communication plan to educate Swan Hills residents on key elements of sustainable living
9. Provide regular updates to the community and Town council on the progress of the Municipal Sustainability Plan developments

4.0 Committee Scope:

1. The Municipal Sustainability Plan will include short, medium and long term strategies for sustainable living in a number of key strategy areas as outlined by the Sustainability Advisory Group. These strategy areas were identified on May 12th 2009 and include:
 - Respect, Safety and Security,
 - Health and Well-being,
 - Aging in Place/Senior Housing,
 - Affordable Housing,
 - Land-use Planning and Development,
 - Aesthetics,
 - Economic Development, Diversification and Tourism,
 - Youth Programs,
 - Community Engagement/Development/Events,
 - Local Governance (Accountability/Transparency),
 - Waste Management (Recycling, Landfill),
 - Human Resources,
 - Public Works and Infrastructure, and
 - Any other area the Committee feels the need to address

Municipal Sustainability Planning (Province of Alberta, Canada)

2. The Municipal Sustainability Plan will identify and prioritize actions to be undertaken in the Identified Strategy Areas
3. Once completed the Municipal Sustainability Plan will be made fully operational and further evaluated on an annual basis

5.0 Membership:

1. There shall be a minimum of 10 members on the Sustainability Advisory Committee with representation from the 5 Dimensions of a Sustainable Community (*as outlined by Alberta Urban Municipalities Association*):
 - Economy
 - Governance
 - Environment
 - Social
 - Culture
2. The 'Government' dimension can be represented by councilors, ex-councilors, town staff members or those who have tangible experience and understanding of government requirements and procedures
3. A resolution or consensus is reached when 50% or more of the voting members vote in favor or against a particular outcome. This subsection ensures a minimum of five people's will to make a motion or arrive at a resolution on the group's behalf as per the minimum number set in Section 5.0, subsection 1.
4. All members of the committee shall be Swan Hills' citizens at large and will submit an application to the MSP Coordinator or the Sustainability Advisory Group's current chair to be considered for appointment to the Committee. As a requirement, the person interested in joining the committee must be involved with one of the subcommittees of the group as a participant or observer for at least one session
5. Sub committee members do not need to be members of the Sustainability Advisory Committee, however there should be at least one Sustainability Advisory Committee member to chair and facilitate the subcommittee's proceedings
6. There is no maximum number of committee members or sub-committees that can be formed within the scope of the Sustainability Advisory Committee. If, in the future a need is felt for capping the number of members on the committee due to administrative constraints, a motion must be passed and voted on. This motion is deemed inappropriate if it violates the minimum number set in Section 5.0, subsection 1.

Municipal Sustainability Planning (Province of Alberta, Canada)

7. Members will lose their seats if they are found guilty of an indictable or summary conviction offence under the criminal code of Canada, or any other 'infamous crime'; or otherwise voluntarily leave the community; or do not show for more than three consecutive meetings without reason
8. No application for membership with the Sustainability Advisory Committee shall be refused based on age, race, gender, religion, country of origin or birth

6.0 Meeting Structure:

1. At the inauguration, the Sustainability Advisory Committee shall select a chairperson to be the official voice of the Committee
2. All members will participate in a ½ day online training session on the Natural Step 4 System Principles
3. Members will attend Sustainability Advisory Committee meetings and participate in Subcommittee or Task Force sessions related to their area of expertise and/or interests as needed
4. Meetings shall be held as needed and be set by resolution of the Sustainability Advisory Committee
5. Meeting procedures shall be conducted in accordance with good meeting practices and decisions will be made by consensus and democratic voting. No member or group of members shall have the power to veto any decision(s) collectively made by the committee. Each member gets one vote and is entitled to exercise it when voting is required
6. All Committee meetings are public and the citizens of Swan Hills are encouraged to participate and observe the meetings.

7.0 Chair Person Roles & Responsibilities:

1. The Chairperson will review agenda packages in consult with the Municipal Sustainability Planning Coordinator prior to Sustainability Advisory Committee meetings
2. The Chairperson will meet with the Municipal Sustainability Planning Coordinator to review project work plan, timelines, and project developments on an as needed basis
3. The Chairperson will be responsible for chairing the Sustainability Advisory Committee Meetings
4. The Chairperson shall be the spokesperson for the Sustainability Advisory Committee at all public functions, press releases, and attend meetings to further the developments of the Sustainability Plan as needed. The committee may choose to select another member from the committee as the chief spokesperson if it deems necessary.

Municipal Sustainability Planning (Province of Alberta, Canada)

8.0 Administrative Support and Timelines:

1. The Committee chair will provide administrative support to record, translate, and disseminate all meeting minutes and agendas
2. Agendas will be developed by the Committee Chair in consult with the Municipal Sustainability Coordinator and input from any committee member one week prior to the meeting, or agenda items can be added at the meeting
3. Sustainability Advisory Committee members are responsible for providing the Municipal Sustainability Coordinator with their current contact information, including email addresses (if applicable)
4. If deemed necessary, agenda packages will be emailed one week prior to the meeting date if e-mail is provided or will be available for pickup at the Town of Swan Hills office located at 5536 Main Street
5. Meeting notices and reminders will be sent a minimum of 2 days prior to meeting date

9.0 Available Resources:

1. The Natural Step Framework training manual
2. The Alberta Urban Municipalities Association's Municipal Sustainability Plan Guide book and Tools
3. There shall be no remuneration for Sustainability Advisory Committee members for meetings attended within Town.
4. When attending Alberta Urban Municipalities Association conferences, training and networking sessions on behalf of the Sustainability Advisory Committee the Alberta Urban Municipalities Association will subsidize the cost of travel, accommodation, and incidentals for one member to attend
5. Community Volunteers can be involved if their need is felt throughout the length of the project

Swan Hills General Public – Vision questionnaire results – Public and 50+ group (36 entries)

Likes:	Dislikes:
<ul style="list-style-type: none"> • Walking in the woods with dogs • People are friendly • Knowing everyone in the community • Friends and family • Good school and teachers • Beautiful location • Peaceful • Good place to raise a family • Fresh air • Recreational Activities • People look after each other • Surrounding Wild life • Employment opportunities • Excellent K-12 education • Excellent emergency services • ATV by law • Local church • Programs offered to better your life • Personal service • Lack of traffic • Access to small things that you don't have to go to the city for • Skate Park • Swimming Pool • Walkability • People I work with • 50+ Group • Hunting and Fishing • Good water • Affordable • Quiet • Clean air 	<ul style="list-style-type: none"> • Garbage that is everywhere • Town looks ugly and is not inviting • Dumping ground and people's lack of care • Not eco-friendly at all • Expensive food and groceries • Highest gas prices in the province. 4-12c higher • Outrageous taxes • Traveling out for better amenities • Town mayor and manager • Leaking swimming pool roof • Deteriorating roads • Staff that doesn't care about the town • Side walk by the town office disappearing • Potholes • Lack of honest and integrity from Town office • Lack of transparency in activities of Town • Lack of open and honest communication in Town • Lack of senior housing and care facility • Excessive roadblocks for citizens in communicating with their own town council • Lack of support for local businesses • Lack of support and upkeep of town facilities and beauty • "Can do" attitude that disappears when challenged • Stray dogs • Lack of essential service providers: dentist, optometrist, etc. • Lack of public works accountability • Inefficient and ineffective spending by Town

Swan Hills General Public – Vision questionnaire results – Public and 50+ group (36 entries)

Wants:	
<ul style="list-style-type: none"> • Trailer park made into a park • Pay for garbage removal by the bag • More pride in the Town • Senior friendly housing • Keyano Days • Better Youth Center • Gym/Fitness center • Long term senior care • More youth oriented society • Bigger pool • More technical classes at school (mechanic, photo) etc • Consistency throughout operations • Arena to be open on weekends • Acceptable level of taxes • Replace the Town manager • Better job of cleaning up the Town • Industrial area to be cleaned up • Better managed landfill that doesn't have garbage everywhere • More clubs and Facilities • Areas for families to gather and go to in Town • Something other than quadding and skidooing for those who are not into it • Dog poop issues resolved • Handicap Accessibility • Removal of snow mounds out of Town of Swan Hills • Dog park • More incentives for businesses • Removal of weeds in the business district • Water dam repairs – neglected • More funding for library to increase capacity • Pit-bull / rock wilders registration and safety • More ethical town council • Mission/Vision statement be upheld and actually worked towards • Green buildings (example: boreal conservation center, Slave Lake, AB) • Bullying and Youth curfew bylaw (work with RCMP) • Lack of nepotism in the Town's hiring policies • Honest leadership • Safe bridges in the ravine • More competitive shopping in the community • Better arrangement with the MD of Big Lakes. 	<ul style="list-style-type: none"> • Change of values that were originally based on a bottle of whisky to a more positive set • Lower and acceptable level of taxes • Better restaurants • Better cooperation between the mayor, councilors, citizens and town manager • Outdoor skating rink • By Law enforcement • New town administration • Country estates developed • Authorized RV storage • Landfill cleanup and organization (Bag problem) • Residential recycling program • More business development • Creativity and enthusiasm • Business development • Community projects • Lower taxes to attract businesses and people • More trails for summer hikes • Welcome public input • Better landscaping • Better Garbage collection system • More Family oriented • Town-business partnerships • More funding for long term projects than one-shot grants • Conflict of interest removed from Town employees • Expansion of Camp grounds • Diaper station for children in washrooms • Need for a tourism committee • Community to stay the same • Maybe a little but of growth • More side walks and walking trails • Revitalization of the community • Known for something other than the Waste treatment plant • Recycling program

<p>Currently we have a very poor relationship with them.</p>	<ul style="list-style-type: none"> • More bylaws to protect the wilderness and outdoors that the town has under its control
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**Swan Hills Public School – Vision questionnaire results – Grade 9/10/11/12 (Minors, 18 and under)
(130+ entries)**

Likes:	Dislikes:
<ul style="list-style-type: none"> • Teachers at school • Small town feel • Outdoor recreational activities • Social/School clubs (e.g. swimming, paws, dance) • Skate Park • Safety • Friendliness of town people • Close to family and friends • Library • Walkability • Sledding • Hockey rink 	<ul style="list-style-type: none"> • Littering • Garbage everywhere • Lack of athletic activities • Broken side walks • Vandalism • Poor decoration • Bullying • Rig down = no values • Lack of rule enforcement • Downtown district is embarrassing • Keyano days cancellation • Ski Hill no longer available • No fireworks

Wants:	
<ul style="list-style-type: none"> • Waterslide in the pool • Café or Tim Hortons • Keyano days • A and W / McDonalds / Boston Pizza / Restaurants • Pet store • University • Bigger library • Music programs • Arcade • More sports opportunities • No more drugs • New nets for courts • Goat Farm • Mall / Dollar store / More Clothing stores / Wall mart • Less swearing 	<ul style="list-style-type: none"> • Theaters / Movie Theater • Cleaner Town • Less of a drug problem • More environmentally friendly • Less logging • Better managed dump • Zoo • Better managed/run youth center • Ping pong at the youth center suggested hours 4:00-6:00pm tue-sat • Dentist / Doctors and Nurses • Dogs on leashes • Better side walks • Recycling • More Police • Better snow plowing • Paint ball field

Town of Swan Hills – Core Values Identified - Summary

Final Rank	Name of Category	# of entries	Final Score
1	Family Friendly	63	409
2	Accountability	47	317
3	Sustainability (Living within our means)	45	247
4	Honesty	38	244
5	Transparency and Open/Better Communication	41	231
6	Integrity	34	211
7	Friendliness	34	209
8	Aesthetics / Town Cleanliness	41	205
9	Business Friendly	37	205
10	Affordability	37	199
11	Community Development	39	189
12	Respect	35	179
13	Safety and Security	33	173
14	Progressive and Proactive (Visionary, Creative, Innovative)	34	167
15	Team work	28	154
16	Positive Attitude	26	126
17	Dedication to Service	22	111
18	Aging In place	18	71

Town of Swan Hills - Core Values Matrix

May 2009

Points Value Identified	10 Ranked #1	9 Ranked #2	8 Ranked #3	7 Ranked #4	6 Ranked #5	5 Ranked #6	4 Ranked #7	3 Ranked #8	2 Ranked #9	1 Ranked #10	Totals	# of entries
Accountability	12	5	8	4	3	2	4	2	3	4	317	47
Adherence to precedures			1			1			2		15	4
Aesthetics / Town cleanliness / Nature	1	4	5	4	4	1	5	9	7	1	205	41
Affordability	4	4	2	5	3	6	2	1	3	7	199	37
Aging in Place	1	1	1		1	2	1	4	5	2	71	18
Arts		1								1	10	2
Being Business Friendly	4	2	7	5	2	2	2	5	3	5	205	37
Being Family Friendly (Fam Values)	14	7	8	3	8	5	8	2	2	6	409	63
Caring	1										10	1
Community Development	2	1	1	2	8	8	7	4	4	2	189	39
Consistency		1			1		1				19	3
Dedication/Dedication to service	3	1	3		1	1	5	3	3	2	111	22
Diversity		1			1						15	2
Equality				2	2	1				1	32	6
Ethical/Fairness		1	1	2			2				39	6
Excellence							1				4	1
Friendliness	2	4	5	2	7	7	4		3		209	34
Hard working		1	1		1		1	1	1		32	6
Honesty	5	7	1	5	8	5		3	2	2	244	38
Informative						1			1		7	2
Initiative	1				1						16	2
Integrity	6	4	4	3	3	3	3	3	3	2	211	34
Listening to others	1							2		1	17	4
Sustainability, Living within our means, Realistic	5	5	5	4	3	2	6	4	9	2	247	45
Meeting Deadlines	2				1	1		1	1		36	6
Not being Selfish								1			3	1
People focused				1	1				2		17	4
Persistence							1			2	6	3
Personal Development	1		1						1	1	21	4
Positive Attitude	3	2	1	4		2	4	2	2	6	126	26
Preservation of the Commons									1	1	3	2
Progressive, Proactive, Visionary, Creative and Innovation	2	3	2	5	2	6	1	3	4	6	167	34
Punctual											0	0
Recognition						4		3	1	2	33	10
Recreation	2						1				24	3
Respect		5	5	4	1	4	3	6	3	4	179	35
Risk Taking							1		1		6	2
Safety and Security	3	2	2	5	4	2	4	6	1	4	173	33
Sharing				1			1				11	2
Teamwork	1	3	2	8	1	3	2	3	2	3	154	28
Timeliness					1	1	1				15	3
Transparency / Being informative/Open Communication		9	7	4	4	3	2	2	3	7	231	41
Trust			1		1	1		2	2		29	7
Volunteerism			1	1	2	2	3	4	3		67	16
Welcoming public input		2	1	2	1						46	6

Respondent Data
Town of Swan Hills

Comparitive Data
City of Edmonton

Total respondents (# of eligible entries)
Total population (including minors) Municipal, 2008
Percentage of town

76
1,807
4.21%

18,000
752,412
2.39%



: OUR VISION :



The Town of Swan Hills...

- is a clean, safe, peaceful and proud community nestled in the geographical heart of Alberta.
- is a family oriented community that provides an economically and environmentally-sound lifestyle choice for its citizens and visitors
- offers vast surrounding beauty and unmatched all year-round outdoor recreational activities
- takes pride in its sustainable, diverse and vibrant local economy
- values and supports an emerging arts, cultural and recreational environment



: OUR CORE VALUES :



- The Town of Swan Hills **is** a community that conducts its activities in a friendly, accountable, transparent manner that respects our environment and all peoples.
- The Town of Swan Hills **strives** for a safer, friendlier, family centered community built upon the values of sustainability, in conjunction with accountable and transparent government.
- The Town of Swan Hills **offers** a friendly place to live emphasizing: family values, respect, honesty and integrity.
- The community of Swan Hills **will** demonstrate leadership in the community through an honest, ethical, transparent, accountable and environmentally-friendly manner.









Bag 1200 - 4707 Ravine Drive,
Swan Hills, Alberta
T0G 2C0. Canada

Dated: Tuesday, June 23, 2009

Subject: Approval for student participation in Town's Vision and Value questionnaire

Dear Parent/Guardian,

The Alberta Urban Municipalities Association (AUMA) in partnership with the Town of Swan Hills and Swan Hills School wants to address the global issues of sustainability through local action and is therefore seeking input from your child at the School. The Municipal Sustainability Plan (MSP) of Swan Hills is called "Your Community. Your Future" and it seeks to identify a vision for the Town to work towards in all five dimensions of sustainability: Economy, Environment, Society, Culture and Government. All members of the community are encouraged to participate in what they feel Swan Hills should be in 5, 10 and 20 years.

The purpose of this specific questionnaire is to understand the Town through the Youth's perspective. It is the objective of the questionnaire to paint a clearer picture of what the students require and envision for their community. With the help of the staff at the school, students will go through a series of questions in which they will be able to voice their hopes, dreams and values for Swan Hills.

Parents are also encouraged to voice their opinions about the Vision and Core Values of the Town. There is a separate, but identical questionnaire for parents who would like to be involved in this exercise. Please indicate your intent and a questionnaire would be provided to you.

If you have any questions about the province wide Municipal Sustainability Planning Initiative (MSP) or if you would like to get involved, please contact Waqas Yousafzai at the Town office or call (780) 333-4477. If you prefer electronic communication, please email waQas@townofswanhills.com or visit the official MSP website at <http://www.msp.auma.ca>

Thank you for supporting Swan Hills School, Town of Swan Hills and AUMA in their quest to provide a better, brighter and more sustainable future.

Sincerely,

Pauletta Renkema
Principal, Swan Hills School



Waqas Yousafzai
Municipal Sustainability Coordinator, AUMA

"The future is not something we enter, it is something we create"

Leonard I. Sweet (Author/Futurist)



~ WANTED ~



SUSTAINABILITY ADVISORY COMMITTEE MEMBERS

Community leaders and interested citizens from the Town of Swan Hills are invited to apply for membership on the new Swan Hills Sustainability Advisory Committee (SHSAC)

As part of AUMA Provincial Municipal Sustainability Planning (MSP), Waqas Yousafzai, the Town of Swan Hills' Sustainability Coordinator is working with the community to develop a Municipal Sustainability Plan called "Your Community. Your Future". Therefore, he is looking for upwards of ten (10) members who combined represent all five dimensions of sustainability. When formed, the SHSAC will be a group of 5-10 people representing the following dimensions of sustainability:-

- Economy (up to 2 seats)
- Environment (up to 2 seats)
- Government (up to 2 seats)
- Society (up to 2 seats)
- Culture (up to 2 seats)

The group will be further divided into sub committees addressing strategic issues within the above dimensions such as: Affordability, Arts, Culture and Heritage, Learning, Aging in Place, Quality Healthcare, Natural Areas, Energy, Governance, Leadership development, Transportation, Food, Recreation and Leisure, Local Economic Development, Water and Waste along with other issues that are raised by citizens.

The group will be governed by SHSAC Terms of Reference and will help shape a sustainable future for the Town of Swan Hills. Citizens from low-income, minority and disability groups are encouraged to apply. The following qualifications are necessary to be considered:

- Must have a permanent address in Swan Hills
- Able to attend monthly meetings at the Town office
- Willing to serve for a one (1) year term
- Willing to undergo a half day training session on the principles of sustainability: The Natural Step framework
- Active member of Swan Hills with expertise or interest in one of the aforementioned dimensions of sustainability or one of the aforementioned 14 core strategic areas.

Deadline to apply: Friday, April 24^h 2009. 4:00 PM



SWAN HILLS SUSTAINABILITY ADVISORY COMMITTEE APPLICATION



Applicant's Full Name:	
Home Address:	
Time Spent in Town (years):	
Primary phone:	Secondary Phone:

Present Employer:
Business address:
Business phone:
E-mail address:

Sustainability Dimension of Interest (Please circle all that apply)		
Economy	Society	Culture
Environment	Government	

Strategic Issues of Possible Interest (Please circle all that apply)		
Transportation	Built Environments	Local Economic Development
Energy	Food	Governance / Leadership Development
Quality Healthcare	Learning & Education	Materials & Solid Waste
Natural Areas	Recreation & Leisure	Affordability & Housing
Water	_____ (Other)	_____ (Other)

<p>Employment/Volunteer work:</p> <p>Describe some of your paid and/or volunteer experience that may be relevant to the Sustainability Advisory Committee. Highlight your knowledge, skills and abilities that demonstrate your qualifications</p> <hr/>



SWAN HILLS SUSTAINABILITY ADVISORY COMMITTEE APPLICATION



Certification

I hereby certify that all entries are true and complete. I agree and understand that any falsification of information, regardless of time of discovery, may cause forfeiture on my part of any work with the Swan Hills Sustainability Advisory Committee. I understand that all information on this application is subject to verification and I understand the commitment required from me as a member of the Committee.

<hr/>	
Full Name (Please print)	
<hr/>	
Signature	Date

Submission

To apply, please submit completed application by **Friday, April 24th 2009** at the Town office located at 5536 Main St. or mail it to P.O.Box #149 – Swan Hills, AB. T0G 2C0.

Questions?

Please contact, the Municipal Sustainability Coordinator, waQas Yousafzai at (780) 333-4477 or waqas@townofswanhills.com.

Websites: AUMA –MSP: <http://www.msp.auma.ca>

Town of Swan Hills: <http://www.townofswanhills.com>