

ACTION PLAN

Designed to ensure that Sylvan Lake can move from vision to reality in its goal of becoming a sustainable, year-round tourism destination, the action plan of the DLMP uses a phased approach, building on a solid foundation of deliberate, achievable steps to growth to chart Sylvan Lake's tourism future. It translates 8 key strategic directions and priorities into a detailed roadmap of steps, progression, and resource needs. A summarized shortlist is included here.

- S5-D1** **Embrace placemaking as a comprehensive framework for approaching public art, beautification, activation and wayfinding as interconnected solutions to Sylvan Lake's destination development, further supported by design, planning and policy interventions.**
- PC-DDP-1.** Maintain the visual, emotional and perceptual connections to the lake for the whole town.
- PC-DDP-2.** Invest in the enhancements of infrastructure, amenities and facilities connected to the lake experience.
- PC-DDP-3.** Use placemaking to enhance the infrastructure of underutilized or unused open public spaces, Privately Owned Public Spaces (POPs) and vacant lots for recreational experience development (in particular, iconic events).
- PC-DDP-4.** Enhance the visitor experience for pedestrians and cyclists throughout the town
- PC-DDP-5.** Invest in adding, redistributing and refining wayfinding infrastructure to enhance visibility and create connections between parking, walkable routes, town attractions and supporting services.
- PC-DDP-6.** Use placemaking to reflect and promote the local stories, history and legacy throughout the town, while creating visitor attractions.
- PC-DDP-7.** Customize a community-centric Placemaking Framework for Public Art.

S5-D2 Invest in downtown revitalization to improve attractiveness and create a harmonious and engaging experience throughout.

- PC-DR-1.** Invest in harmonising the visual and architectural aesthetics to reflect the essence of the Visit Sylvan Lake brand: a small, connected and vibrant lakeside community.
- PC-DR-2.** Invest in the improvements and enhancements of downtown infrastructure, amenities and facilities.
- PC-DR-3.** Enable activation strategies to encourage business piloting, and starting small and adaptive (incrementalism).
- PC-DR-4.** Implement measures that encourage the use of vacant spaces and the adaptive reuse and repurposing of retail & commercial spaces, downtown.
- PC-DR-5.** Define a regional/provincial campaign to attract prospective entrepreneurs.
- PC-DR-6.** Define internal strategies with relevant departments to assess tourism considerations and applications of infrastructure needs and projects.

S5-D3 Leverage placemaking, downtown revitalization and program-based activations for effective visitor management.

- PC-VM-1.** Implement creative solutions to peak-season parking challenges and future high-demand periods.
- PC-VM-2.** Implement shuttle connections to, from and within Sylvan Lake.
- PC-VM-3.** Improve interpretation of wayfinding, placemaking and visitor information assets.
- PC-VM-4.** Enhance Visitor Information hubs.
- PC-VM-5.** Enhance accessible experiences and connections.
- PC-VM-6.** Enhance accessibility in tourism businesses and service.

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PC-VM-7. Use festivals and events to encourage visitor traffic beyond the lakefront and downtown.

PC-VM-8. Use wayfinding and placemaking to influence visitor behaviour.

PC-VM-9. Use community programming to influence visitor behaviour.

S6-D1 **Invest in ongoing Town-led, co-led and Town-enabled tourism product diversification and expansion, increasing year-round visitor spending and enhancing the visitor experience.**

VE-PDE-1. Expand VSL's capacity for product development.

VE-PDE-2. Showcase the practice of cultural diversity, accessibility and environmental sustainability in VSL product development

VE-PDE-3. Expand capacity for non-weather-dependent products and experiences, to enhance local tourism sector resiliency and sustainability.

VE-PDE-4. Enhance VSL's capacity to evaluate emerging product development opportunities.

VE-PDE-5. Invest in supporting local recreational facilities and venues to attract small-scale business events, meetings and retreats.

VE-PDE-6. Enhance Town capacity for supporting, co-facilitating and co-investment in events with external organizers, utilizing Sylvan Lake private and public recreational facilities, amenities and services

VE-PDE-7. Invest in establishing Sylvan Lake as a host or co-host for sport, leisure and cultural events, focusing on shoulder season opportunities.

VE-PDE-8. Invest in facilitating Indigenous land-based experiences, using Sylvan Lake's natural assets and recreational infrastructure.

VE-PDE-9. Invest in VSL-led packaged experiences, in collaboration with local industry and grassroots community groups, activating underutilized town assets.

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- VE-PDE-10.** Activate the town's assets (public and private) via VSL-led events, festivals and tournaments in different seasons, targeting high-value markets.
- VE-PDE-11.** Invest and co-invest in creating an iconic festival (series) that positions Sylvan Lake as the gem of Central Alberta.
- VE-PDE-12.** Pilot a VSL leadership structure for community events.

S6-D2 **Establish a multi-faceted tourism entrepreneurship support system, using a community-centric approach, to enable high-quality, year-round visitor experiences within the local industry**

- VE-EBS-1.** Launch a pilot of the Tourism Partnership Accelerator (TPA), as the evolution of the existing Tourism Partnership Program (TPP) and an amalgamation of various Town-led business support initiatives—Tourism Experience Incubator (TEDI), Tourism Experience Development Program (TED), the Façade Improvement Grant and the Recreation Culture & Tourism Micro Grant.
- VE-EBS-2.** Establish the 'Capacity Building for Product Development' component of the TPA that accommodates availability and varying stages of market preparedness.
- VE-EBS-3.** Establish the 'Testing and Piloting' component of the TPA.
- VE-EBS-4.** Integrate VSL online channels (i.e., website, social media) as part of the TPA.
- VE-EBS-5.** Conduct regular evaluations of the TPA's performance to understand impacts on visitor experience development.
- VE-EBS-6.** Enhance, advance and refine the TPA program

S6-D3 Invest in expanding VSL organic and paid marketing efforts, to increase regional brand awareness, influence visitor behaviour, enhance community buy-in to tourism efforts, and attract high-value visitors year-round.

- VE-M-1.** Invest in enhancing the Visit Sylvan Lake web platform
- VE-M-2.** Invest in enhancing VSL's e-mail marketing and communications capabilities, to strengthen year-round engagement and personalize messaging to unique audience segments and prospective partners.
- VE-M-3.** Develop a robust VSL Content Calendar, mapping-out content needs (photos, videos, text) for organic marketing activities on each VSL marketing platform (website, social media, B2B email newsletter, B2C email newsletter, Visitors' Guide).
- VE-M-4.** Develop theme-based itineraries that facilitate collaboration and partnership among local tourism and hospitality businesses.
- VE-M-5.** Invest in ongoing capture of polished and refined photo and video assets, featuring the lake town vibe throughout the seasons, and the diversity of the community & visitors.
- VE-M-6.** Develop organic campaigns and initiatives to encourage locals and visitors to share user-generated content (UGC).
- VE-M-7.** Develop an annual Campaign Calendar to schedule, manage and develop VSL marketing campaigns.
- VE-M-8.** Invest in developing VSL-branded tourism marketing campaigns, including organic and paid elements, focused on engaging and attracting the following market segments: High-value travellers; Small scale business events, meetings and retreats organizers; Sport and recreation clubs and organizations; and others, as value becomes apparent.
- VE-M-9.** Invest in developing VSL-branded marketing assets, campaigns and initiatives dedicated to influencing and managing visitor behaviour, and promoting responsible travel & tourism.

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- VE-M-10.** VE-M-10. Invest in developing VSL-branded marketing assets, campaigns and initiatives targeting entrepreneurship and local business development.
- VE-M-11.** VE-M-11. Develop organic and paid in-destination campaigns and initiatives to enhance community stewardship and local understanding of & involvement in the tourism sector.
- VE-M-12.** VE-M-12. Develop funnels for co-operative marketing investments from local and regional partners.
- VE-M-13.** VE-M-13. Expand VSL's capacity for tourism marketing.

S7-D1 Enable mechanisms to utilize tourism for building capacities in participatory decision-making, co-investment, partnerships, protect building, community cultural exchange, and environmental stewardship.

- CCS-CII-1.** Create accessible, inclusive and interactive information-sharing channels for updates about tourism-related initiatives, opportunities and investments.
- CCS-CII-2.** Create accessible and inclusive engagement channels for community rights holders and visitors to participate in tourism-related decision-making.
- CCS-CII-3.** Implement strategies to reduce barriers to participation, encourage active engagement and lower the risk of partnership and investment in tourism-related initiatives.
- CCS-CII-4.** Identify and implement community-centric strategies to encourage PPCP for capital pooling and investment in destination development.
- CCS-CII-5.** Invest in community-centric visitor management, and environmental & cultural stewardship.

S7-D2 **Establish regulations, structure, processes and resources for effective destination leadership and management, specifically regarding organizational capacity, revenue, funding and co-investment models, bylaws and policies, collaboration, sustainability, and metrics reporting.**

- CCS-DLM-1.** Invest in reenvisioning organizational roles, responsibilities and collaboration, and expanding the tourism team to lead community-centric tourism and destination development.
- CCS-DLM-2.** Invest in securing infrastructure, resources and tools for the tourism administration entity to implement the DLMP.
- CCS-DLM-3.** Adopt and/or refine policies related to the physical development of the town, to support the implementation of the DLMP.
- CCS-DLM-4.** Implement policy and practice to support the development of a multifunctional lakefront recreational zone (including Centennial Park, Sylvan Lake Park, Lighthouse Park and Lakefront Park), that prioritizes community appeal.
- CCS-DLM-5.** Implement policy and practice to facilitate a community-centric approach in tourism development.
- CCS-DLM-6.** Pursue government funding to subsidize projects as suggested in DLMP.
- CCS-DLM-7.** Create diverse revenue streams for tourism development investments, as recommended in the DLMP.
- CCS-DLM-8.** Utilize strategic partnerships with key tourism players at local and regional levels to realize the DLMP's vision for Sylvan Lake, to be a destination leader in Central Alberta.
- CCS-DLM-9.** Enhance existing policies, regulations and practices to manage and monitor the environmental impact of tourism development at a local level.
- CCS-DLM-10.** Initiate regional collaboration for environmental impact management of projects with potentially significant impacts on the lake's watershed ecosystem, using the Sylvan Lake Cumulative Effects Management System (CEMS) framework as a basis for directing efforts.

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- CCS-DLM-11** Develop guidelines and initiatives for environmentally sensitive practice & messaging in tourism product development and marketing.
- CCS-DLM-12** Implement a context-specific Tourism Impact Measurement Framework (TIM) aligned with DLMP priorities to understand, measure and monitor tourism economic, socio-cultural, and environmental impacts and to inform respective tourism decision-making.
- CCS-DLM-13.** Measure and monitor the outcomes of implementing DLMP recommendations, actions, and project deliverables to identify areas for improvement and inform subsequent actions.

