

# ***YELLOWHEAD COUNTY***

## ***Strategic Plan 2007***

### ***GOALS AND OBJECTIVES/STRATEGIES***

#### **1. Inter-municipal Relations Goal:**

To maintain and improve the level of program and service delivery in an effective manner within our communities, the County will cooperate and participate with other municipalities and municipal organizations wherever appropriate.

##### **Objectives & Strategies:**

- a) **Yellowhead County will continue to develop and enhance its relationship with Edson and Hinton through an Inter-municipal committee structure, mandated to seek new and improved ways of jointly providing services to our communities to achieve higher overall performance and efficiencies and to recognize the County's contributions to these initiatives.**
- b) **Yellowhead County Council members and staff will participate on local and or provincial committees and task forces that review issues of concern to Yellowhead County.**
- c) **Yellowhead County will participate as active members in the following municipal associations:**
  - **Alberta Association of Municipal Districts and Counties**
  - **Federation of Canadian Municipalities**

#### **2. Provincial/Federal/Municipal Relations Goal:**

Yellowhead County will make itself aware of Federal and Provincial initiatives that impact County Operations and our communities and make informed representations to the senior levels of government.

##### **Objectives & Strategies:**

- a) **Yellowhead County Council will meet regularly with the local MLA's and MP. The Reeve and or Deputy Reeve will have more regular contact to ensure that these senior government representatives are aware of the initiatives and activities going on in the County, and that the municipality is aware of Federal and Provincial initiatives.**

- b) Yellowhead County Management is expected to develop relationships with senior provincial bureaucrats to assist with the information flow between the municipality and the Province.**
- c) Yellowhead County Council and or Management will review and respond to Provincial Government discussion papers and other initiatives for change in a thorough and thoughtful manner.**
- d) Yellowhead County will maximize its opportunities to gain and utilize Federal and Provincial programming and grant funding.**

### **3. Administrative Goal - Personnel:**

Yellowhead County will strive to employ an experienced, highly motivated, well trained and educated work force to provide quality advice and services to Council an its ratepayers.

#### **Objectives & Strategies:**

- a) Council, through the County Manager, will ensure that the administrative structure is regularly reviewed for its performance, adequacy and efficiency.**
- b) Yellowhead County will provide a competitive salary and benefits package to its full time employees. Council will annually review the salary grid considering factors such as; the value of the staff to the corporation, inflation factors, salary scales for other similar municipalities/industries, the financial capability of the municipality, and other appropriate factors as determined by Council.**
- c) Yellowhead County staff will be considered of primary importance to the municipality and appropriate training and education opportunities will be provided to ensure the County maintains competent, knowledgeable and resourceful employees.**
- d) Council will provide opportunities for staff to gather for certain social events and will offer a family friendly work environment.**

### **4. Administrative Goal - Operations:**

Yellowhead County will strive to ensure best practices, innovation and accountability in the decision making of day to day and longer term operations.

**Objectives & Strategies:**

- a) **Staff will be encouraged to look for new and enhanced ways for delivering services and meeting administrative and program responsibilities. Yellowhead County will encourage research and appropriate experimentation with new ideas/techniques.**
- b) **Staff will frequently review policy direction to ensure best practices within all function areas.**
- c) **Staff will be encouraged and supported to bring forward operational issues/concerns/solutions to ensure resources are used to their maximum potential.**

**5. Health and Safety Goal:**

Yellowhead County is committed to a health and safety program that protects staff, County Property, other workers and the general public who enter upon our property/facilities.

**Objectives & Strategies**

- a) **The County with the full support of Council will develop and maintain a Health and Safety manual which will encompass hazard assessment & control, workplace inspections, orientation and training and program administration.**
- b) **The County will seek a Certificate of Recognition from OH&S.**

**6. Financial Management Goal:**

Yellowhead County shall manage its finances so that it can achieve its capital, operational and service delivery objectives and responsibilities effectively, efficiently and economically.

**Objectives & Strategies:**

- a) **Council and staff will prepare annual budgets and long term financial plans.**

- b) **The financial situation of the County will be presented to Council through (but not limited to) the following reports:**
- **Budget Reports**
  - **Regular management activity reports**
  - **Monthly and Year End Financial Statements**
  - **Cheque listings**
  - **Investment/debenture reports**
- c) **Council and Management will prepare and annually update a long range reserve strategy to ensure appropriate funding is in place for the acquisition/implementation of future planned capital projects and or programs in a stable and responsible manner.**
- d) **Council will continue to encourage residential/business investment in the municipality through competitive tax rates, quality services, and good long range planning.**

#### **7. Transportation Services Goal:**

Yellowhead County recognizes that roads are a primary function of the municipality and as such the County will develop and maintain a quality transportation network to serve the needs of residential, agricultural, commercial, industrial, and recreational activities. Maintenance services will be delivered through well trained and efficient employees and or contractors.

#### **Objectives & Strategies:**

- a) **County roads shall be constructed and maintained to a standard that suits the traffic they are intended to serve, and as much as possible, future needs. Road maintenance activities will be to provide a safe driving surface for the traveling public and to preserve the investment in the road infrastructure.**
- b) **A system of placing road bans, administering vehicle weight enforcement regulations and issuing permits and truck haul route approvals has been implemented to protect roadways from unusual damage and to preserve the investment in the road infrastructure.**
- c) **The County will aggressively pursue a program of surfacing as many roads as possible, prioritizing its program through policy established criteria. The County will consider the long term implications of its surfacing program relative to maintenance, rehabilitation requirements and financial capacity.**

- d) The County will encourage public/private partnerships in its maintenance and construction activities where demand exists for services above those normally provided by the County.**
- e) Maintenance activities will be prioritized based on safety, traffic volumes and the severity of the problem.**

#### **6. Hamlet Utility Services Goal:**

Yellowhead County recognizes and is committed to the sustainability of our communities, our environment and to a high quality of life. Therefore, council is committed to ensuring residents have access to safe potable water and the proper treatment and disposal of effluent within our communities.

#### **Objectives & Strategies:**

- a) Yellowhead County will continue to meet or exceed Alberta Environment standards with respect to the operation and maintenance of water and wastewater treatment facilities.**
- b) Yellowhead County, with the support of the community will continue to move forward with the design and construction of a water treatment and distribution system for the Hamlet of Peers.**
- c) Yellowhead County will continue with the design and construction of a wastewater system for the Hamlet of Cadomin.**
- d) Yellowhead County will undertake the design and feasibility of a water distribution system and wastewater system for the Hamlet of Marlboro.**

## **8. Airport Services Goal:**

Yellowhead County recognizes that local Airports serve a secondary transportation function to the residents and commercial/ industry sectors of the municipality and as such the County will develop and maintain a suitable air transportation network in and around our urban communities to serve the needs of industrial, residential, commercial and recreational activities. Maintenance and capital services will be delivered through well trained and efficient employees and or contractors.

### **Objectives & Strategies:**

- a) Yellowhead County will continue to own, operate, and financially support the Hinton/Jasper airport for the benefit of the region.**
- b) Yellowhead County will develop long range operating and capital plans and budget projections to ensure the continued operation of the Hinton/Jasper Airport.**
- c) Yellowhead County will continue to partner with the Town of Edson in the operation of the Edson area airport.**
- d) Yellowhead County will work with the Town of Edson to develop long range operating and capital plans and budget projections to ensure the continued operation of the Edson Airport.**
- e) County staff will be encouraged to look for new and enhanced ways for delivering airport services and meeting administrative responsibilities while reducing airport expenditures.**

## **9. Protective Services Goal:**

Yellowhead County will strive to ensure that adequate resources are in place to protect people and property. Furthermore residents will be encouraged to practice safe and healthy habits and lifestyles at work, home and at play.

### **Fire Protection Objectives & Strategies:**

- a) The County will maintain protective services /mutual aid agreements with the Towns of Hinton and Edson, Parkland County and Alberta Sustainable Resources (Forestry).**
- b) The County will provide adequate staffing, funding, insurance and equipment to develop, train and maintain a competent regional**

**volunteer fire service. Volunteer recruitment will be encouraged and enhanced by providing:**

- **Adequate facilities and equipment**
  - **Opportunities for training**
  - **Appropriate recognition**
- c) **Council will establish and fund a long-term plan to upgrade and replace equipment and facilities as necessary.**
- d) **The County will provide public education in fire prevention, “fire smart” and other fire prevention initiatives throughout the region.**
- e) **Yellowhead County will implement and maintain a rural addressing system which will assist emergency service providers in finding quickly and efficiently the location of the emergency situation.**
- f) **Yellowhead County will implement improved communications systems and AVL technologies to assist emergency service providers in responding quickly and efficiently to emergency service calls.**
- g) **Yellowhead County in partnership with the Towns of Edson and Hinton, will own and operate a 9-1-1 call/dispatch center for the enhancement of emergency service responsiveness.**

#### **Ambulance Objectives & Strategies:**

- a) **The County will provide appropriate ambulance services through qualified ambulance contractors.**
- b) **Yellowhead County will implement a rural addressing system which will assist emergency service providers in finding quickly and efficiently the location of the emergency situation**
- c) **Yellowhead County in partnership with the Towns of Edson and Hinton, will own and operate a 9-1-1 call/dispatch center for the enhancement of emergency service responsiveness.**

#### **Policing Objectives & Strategies:**

- a) **Yellowhead County will contract through the Solicitor Generals Department two “enhanced” RCMP officers to work in the County as well as in the towns of Edson and Hinton with emphasis on drug enforcement and awareness issues in the region.**

- b) Yellowhead County will employ Community Peace Officers with various limited Provincial Authority to enforce certain provincial statutes with emphasis on protection of infrastructure and enforcement of all applicable municipal by-laws.**
- c) The Community Peace Officers will cooperate with the RCMP and other municipal and provincial enforcement agencies when appropriate.**
- d) Yellowhead County Management will maintain a positive working relationship with the local RCMP detachments and insure that information flows between the municipality and the RCMP relative to policing issues in the community.**

#### **10. Planning Services Goal:**

Yellowhead County will strive to provide excellent customer service in the areas of planning and development, and will develop strategies and policies which build and enhance the community in a planned and orderly manner.

#### **Objectives & Strategies:**

- a) Yellowhead County Council and staff will complete strategic plans that encourage healthy and vibrant hamlets and other areas, with focus on action and implementation to move community goals forward.**
- b) Yellowhead County staff will strive to provide excellent customer service to citizens and other stakeholders with a spirit of innovation and problem solving.**
- c) Yellowhead County will examine its land base, with a purpose of promoting new development wherever feasible and to promote a supply of residential and commercial lands to address of variety of housing and commercial needs.**
- d) Yellowhead County will work cooperatively with its urban neighbors with regard to urban fringe planning issues so that logical, well planned and complementary development occurs that is not detrimental to the long range plans of either municipality.**

## **11. Agricultural Services Goal:**

Yellowhead County will support its agricultural community to enable good stewardship of the environment while promoting agriculture and a safe, healthy rural lifestyle.

### **Objectives & Strategies:**

- a) The Agricultural Service Board and municipal staff will develop programs to enhance the social, environmental and economic well being of the agricultural community.**
- b) Yellowhead County staff will administer the Agricultural Service Board Act and other related legislation.**
- c) The Agricultural Service Board and municipal staff will foster good will and cooperation among agencies and individuals with mutual interests in agriculture.**
- d) The Agricultural Services Program will control weed and brush growth on Yellowhead County right-of-ways.**
- e) The Agricultural Services Program will work with residents and landowners to control noxious weeds and eliminate restricted weeds on all private, industrial and public lands in the County.**
- f) The Agricultural Services Program will promote progressive agricultural practices and a healthy agricultural industry by facilitating information transfer to producers through extension services.**
- g) The Agricultural Services Program will work cooperatively with other departments, business and community organizations to deliver the 2007 Provincial Agricultural Service Board Tour on a cost-recovery basis.**

## **12. Recreation and Parks Goal:**

Yellowhead County will support a variety of recreational opportunities that promote healthy life styles and develop a sense of community. Volunteerism will be one method by which recreation services will be delivered.

### **Objectives & Strategies:**

- a) Council will provide grants to community boards to plan and deliver recreational opportunities to County residents.**
- b) Yellowhead County will build, maintain and/or operate major recreational facilities in those communities where it is feasible.**
- c) Yellowhead County will promote, encourage and/or provide recreational programs that encourage healthy, active living.**
- d) Yellowhead County will provide funding to the towns of Edson and Hinton and Parkland County which through agreement will permit County residents the opportunity to utilize town/County recreational facilities.**
- e) Yellowhead County will operate and maintain safe, clean and accessible campgrounds for the camping experience of residents and visitors alike.**
- f) Yellowhead County will develop and maintain park space within the hamlets that will beautify our communities and encourage outdoor recreation.**

### **13. Family & Community Support Services Goal:**

Yellowhead County will strive to build strong communities by assisting individuals, families and groups to build independence, healthy relationships and social awareness by encouraging participation in healthy activities and volunteerism.

### **Objectives & Strategies:**

- a) The FCSS Program will provide programs that encourage children and youth to build independence, healthy relationships and healthy lifestyles.**
- b) Volunteers in Yellowhead County will be supported in their efforts and have opportunities to increase their community involvement and their skills.**
- c) Seniors in Yellowhead County will have opportunities that support them as connected and active participants in their communities.**
- d) Residents in Yellowhead County will be well informed on the resources and services available to them.**

- e) **Families in Yellowhead County will have opportunities to participate in parenting, family life and life skills programs that focus on strengthening children's and families abilities to lead healthy lives.**
- f) **The FCSS Program will work closely with Alberta Children's Services to maximize the services and funding available to children and families in Yellowhead County.**

#### **14. Libraries and Cultural Facilities Goal:**

Yellowhead County will have an effective library service for County residents and will promote the preservation of historical resources within the County.

##### **Objectives & Strategies:**

- a) **Yellowhead County will support the operations of libraries through financial contributions to the Yellowhead County Library Board.**
- b) **Yellowhead County will partner with library boards in the County and the Towns to ensure library facilities are adequate to meet the needs of the community.**
- c) **Yellowhead County will encourage preservation of historical resources within the County.**

#### **15. Cemeteries Goal:**

Working with various community groups, Yellowhead County will encourage well maintained cemeteries and cemetery records.

##### **Objectives & Strategies:**

- a) **Yellowhead County will operate and maintain the Evansburg Cemetery as the registered landowner and will ensure it complies with the Cemeteries Act.**
- b) **Yellowhead County will provide grant funding to assist groups maintaining cemeteries in the County.**
- c) **Yellowhead County will provide advisory assistance to cemetery groups to assist them in operating according to the Cemeteries Act.**

#### **14. Public Communications Goal:**

Yellowhead County will strive to increase residents understanding and awareness of the Corporate Direction of the County as well as the programs and services offered by the County.

#### **Objectives & Strategies:**

- a) **Yellowhead County will create and implement a corporate communications strategy which will include but not be limited to the following:**
  - **Program, services and responsibilities handbook**
  - **Yellowhead County Web site**
  - **Advertisements on web page and local newspapers**
  - **Council meeting highlights advertised in local newspapers**
  - **Proper County “branding”**
  - **Bi-annual County newsletter**