

## STRATEGIC PLAN: 2021-2023

### Introduction:

The issues facing local governments are complex, ever changing and never ending and pose great challenges to our elected leaders. Municipal Councils are faced with the challenges of creating solutions to social, environmental, and infrastructure issues within a context of limited avenues for funding and never-ending demands and expectations from the public for more or better service levels. As demands will always exceed resources, Councils will constantly have the difficult and challenging task of setting priorities and the respective governance policies to address these ongoing issues.

The goals and strategies articulated by Yellowhead County Council to address the challenges facing the municipality will enable the County to advance in a planned, progressive and transparent manner, allowing the County to "Build a Better Community for Present and Future Generations".

### OUR MANDATE

To contribute to the well-being and welfare of Yellowhead County as a whole by developing and implementing responsible policy and programs and exercising due diligence, accountability, and effective leadership in the control of County affairs.

### OUR VALUES

- Accountability
- Fairness
- Cooperation
- Integrity
- Ingenuity
- Respect
- Results

### OUR RESPONSIBILITIES

- Provide good government
- Develop and maintain a safe, healthy, and sustainable Community
- Use financial, human and physical resources responsibly
- Ensure that County infrastructure, facilities, and assets are developed and maintained in a cost-effective manner and to a legislated safe standard
- Promote safe, healthy and sustainable growth and development
- Provide essential levels of municipal programs and services
- Provide corporate communications
- Provide a healthy and safe environment for our employees

**OUR VISION**

*A Responsible and Diverse Community of Choice where Quality of Life Matters*

**OUR MISSION**

Building a Better Community for Present and Future Generations.

**2021-2023 CORPORATE GOALS**

For each of the Core Business areas, the County has established strategic goals for the three years of the Strategic Plan. The Strategic Goals are:

**Goal #1 Good Governance**

Provide effective and efficient leadership and direction

**Goal #2 Programs & Services**

Provide municipal programs and Services that contributes to the health, safety, enjoyment and security of County residents.

**Goal #3 Financial Management**

Be fiscally accountable to our stakeholders

**Goal #4 Community Development**

Promote and strengthen Yellowhead County

**Goal #5 Organizational Effectiveness**

Foster an enthusiastic, knowledgeable and dedicated Council and Workforce

**Goal #1 Good Governance**

**Key Objectives Action Plan**

<p>2021 Municipal Elections</p>	<ul style="list-style-type: none"> <li>• Plan/prepare for 2021 municipal election</li> <li>• Update Election brochures/manuals for public distribution to potential candidates</li> <li>• Prepare &amp; present new Council Orientation</li> </ul>
<p>Corporate Planning</p>	<ul style="list-style-type: none"> <li>• Conduct a 2021 Strategic Planning Session with Council and Senior Administration to produce an updated listing of Council priorities (Key Objectives) for inclusion in future budget and planning documents.</li> </ul>
<p>Inter-governmental Relations</p>	<ul style="list-style-type: none"> <li>• Investigate potential of a new Revenue Sharing Agreement with the Town of Edson to assist with growth pressure issues such as policing, housing and social service issues.</li> <li>• Lobby Transportation Minister &amp; MLA relative to Hwy 40 south improvements (Cadomin area)</li> <li>• Lobby Community &amp; Social Services Minister &amp; MLA relative to FCSS program cuts</li> <li>• Continue to lobby Municipal Affairs Minister &amp; MLA relative to Assessment Model changes and impacts</li> </ul>
<p>Enhance Corporate Governance</p>	<ul style="list-style-type: none"> <li>• Complete review &amp; update of Council Policies</li> <li>• Review &amp; update County Bylaws</li> </ul>

**Goal #2 Programs & Services**

**Key Objectives**

**Action Plan**

Enhance Protective Services	<ul style="list-style-type: none"><li>• Update Fire Service Master Plan</li></ul>
Jasper/Hinton Airport Viability	<ul style="list-style-type: none"><li>• Generate report on user stats</li><li>• Prepare a feasibility study relative to impacts of closure or alternate cost share arrangements</li></ul>
Roadside Brush Control Program	<ul style="list-style-type: none"><li>• Review program and implement a coordinated work program with Transportation and Agricultural services to ensure spray program matches brushing program</li></ul>

**Goal #3 Financial Management**

**Key Objectives**

**Action Plan**

Program/Services cost recovery (User fees)	<ul style="list-style-type: none"><li>• Review/update utility rate bylaw</li><li>• Review Program servicing costs/user fees and program fees</li></ul>
Tax collection issues – industrial properties	<ul style="list-style-type: none"><li>• Lobby Minister of Municipal Affairs relative to seeking municipal secured creditor status on unpaid industrial tax accounts</li></ul>
Non-residential Tax Payment Plan	<ul style="list-style-type: none"><li>• Prepare a report on financial impacts relative to implementing a Non-residential tax payment plan</li></ul>
Campground fees	<ul style="list-style-type: none"><li>• Prepare a revised fees schedule for council consideration</li></ul>

**Goal #4 Community/Infrastructure Development**

**Key Objectives**

**Action Plan**

Collector Road Program completion	<ul style="list-style-type: none"> <li>• Review land acquisition status</li> <li>• Draft a land “expropriation” policy</li> <li>• Update construction priority listing</li> <li>• Review adding “Criks” road to Collector Road Program</li> </ul>
Local Road upgrade program	<ul style="list-style-type: none"> <li>• Update current priorities list</li> <li>• Develop a draft policy relative to substandard roads for development &amp; subdivisions</li> <li>• Develop policy on NEW local road construction (criteria)</li> </ul>
Hamlet development/beautification	<ul style="list-style-type: none"> <li>• Firehall capital plan (Peers/Niton)</li> <li>• Develop communication /community education plan on unsightly properties in hamlets and multi lot subdivisions</li> <li>• Develop clean up order enforcement guidelines</li> </ul>
Water Treatment Plant Upgrades	<ul style="list-style-type: none"> <li>• Prepare WTP life cycle assessments for Evansburg &amp; Wildwood</li> <li>• Review feasibility of combining Evansburg and Wildwood Water systems</li> </ul>
Waste Transfer System	<ul style="list-style-type: none"> <li>• Prepare a feasibility study on reducing the number of transfer sites, create centralized transfer locations and alternate service delivery models.</li> </ul>
Campground development	<ul style="list-style-type: none"> <li>• Conduct a study relative to the viability of a P3 campground development in West Yellowhead.</li> </ul>
Communication Towers	<ul style="list-style-type: none"> <li>• Review concept of County Broad Band system</li> <li>• Lobby Prov/Fed governments for funding to local governments to allocate cell/broadband services in areas of need.</li> </ul>

**Goal #5 Organizational Effectiveness**

**Key Objectives**

**Action Plan**

Succession Planning	<ul style="list-style-type: none"><li>• Prepare recruitment firm short list</li><li>• Begin CAO recruitment process</li></ul>
Council training (Assessment Review Board)	<ul style="list-style-type: none"><li>• Policy change requiring all councillors to be trained for role on Assessment Review Board hearings</li></ul>