



**STRATEGIC PLAN  
2022 - 2025**

YELLOWHEAD COUNTY

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



# Yellowhead County Strategic Plan 2022-2025

The contents of this four-year strategic plan were created by Yellowhead County Council in February 2022 for the betterment of their community and with the future of their county in mind.

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## Letter from County Council

Your Yellowhead County Council and senior managers met in February 2022 to develop an updated Strategic Plan for 2022-2025. This plan comprises our expressed desires for the County and it provides county citizens, businesses, organizations and other community stakeholders with an indication of the planned future of our County. We identified a series of goals and strategies to work towards a common future for the County, which are outlined in this document. From there, we narrowed our focus to a smaller set of priorities that your County will work on first.

This plan is the result of what we heard from members of our community and it prepares the County to build its own future over the years of this Council and beyond.

Sincerely;

Yellowhead County Council.



# 1 Executive Summary

## 1.1 Background

A strategic plan is essential to ensure that over the next four years, Council is aligned in their vision for Yellowhead County. Through the plan and its associated priorities, administration has clear direction, and both Council and administration can measure and track success.

## 1.2 Integrated Planning

County Council's governance role includes the mandate to provide strategic direction for Yellowhead County. This high-level plan comprises that direction. It builds on the previous Strategic Plan and helps administration construct operational plans.

Once Council has set the County's strategic direction, administration is able to build plans that carry out Council's direction. Examples of administration's plans that follow from this Strategic Plan may include a Business Plan, Operational Plan, Recreation Master Plan, Capital Plan, and Recreational Facility Master Plan, among others.

The following figure depicts the relationship between Council's strategic vision for Yellowhead County, and administration's operations. The dashed line differentiates the role between Council and administration: Council is responsible for determining the vision and direction of the County, while administration is responsible for implementing that direction.

**Municipal Governance and Management Plans**



## 2 Vision, Mission, and Values

In looking towards the future of Yellowhead County, it is important that its Council agrees on what the final destination looks like. With this in mind, Council first decided on the County's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

When reviewing the existing versions of these statements, Council made some alterations to ensure the County's desired future was reflected.

### 2.1 Vision

An organization's vision provides a long-term picture of where or what the entity wishes to be or become and gives purpose and direction to the activities of Yellowhead County's Council, managers, staff, and volunteers. The vision also indicates what makes the County unique.

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

### 2.2 Mission

A mission answers a question about what 'business' the organization is in. It lets Council, staff, citizens, and other stakeholders know what Yellowhead County does and who benefits from the County's activities. This mission statement was created based on key ideas about how to achieve the County's vision.

***Building a Better Community for Present and Future Generations.***

### 2.3 Values

The values expressed here are the guiding principles that help determine how Yellowhead County will operate, both in public and privately.

The County's core values include:

- **Accountability:** We do what we say we are going to do.
- **Collaboration:** We seek out partners and work together to the benefit of all.
- **Fairness:** We respect all opinions and make decisions in the best long-term interests of the County.
- **Ingenuity:** We look for new ideas and new ways of providing necessary services to County residents, businesses, and community organizations.
- **Respect:** We value everyone who chooses to contribute to the betterment of the County.



### 3 Priorities for 2022-2023

Within the full list of strategies that appear in the strategic plan, Council has created a subset of 'high' ranked strategies for 2022-2023. The items on this list reflect the priorities that Council sees as both important and timely.

Many other strategies are identified as having a moderate priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and new priorities emerge for the County.

The highest priorities for 2022-23 include:

<b>Strategic Pillar</b>	<b>High Priority Strategy</b>
<i>Quality of Life</i>	Complete the Yellowhead County – Edson Multiplex.
<i>Quality of Life</i>	All historically significant people, locations, buildings, and facilities are known, recorded, and shared.
<i>Infrastructure</i>	The County's paving schedule remains responsive to resident, industry, and business needs.
<i>Effective Leadership</i>	The County is clear on what constitutes a 'need' versus what constitutes a 'want', and budgets accordingly.

All these priority strategies appear in section four below in context of the Goals that they support. The high priority strategies are bolded in the tables of Goals and Strategies.

Council recognizes that priorities will shift throughout the course of this strategic plan, so a reset of high priorities will occur annually.

## 4 Pillars, Goals, and Strategies

The plan below identifies what the County will be working on over the course of the next four years. It is divided into Pillars, Goals, and Strategies, all of which support each other.

**Pillar:** Area of major concentration for County Council over the term of this strategic plan.

**Goal:** Change over time that is supported by County Council. This becomes the answer to 'what does the County do?'

**Strategy:** Expected activity in support of the Goal. This becomes the answer to the question 'how does the County achieve the goal'.

The following pages contain the full list of goals identified by Yellowhead County Council. Where possible within each goal, high priority strategies are listed first, followed by the medium priority strategies. In some cases, low priority strategies must be achieved first.

Goals, Strategies and Priorities are based on these Strategic Pillars:

- 1 **Maximize Quality of Life:** recreation, uniqueness, history, youth, and seniors
- 2 **Build a Robust and Adaptable Economy:** Diversification, zoning, agriculture
- 3 **Build and Maintain Infrastructure that Meets the Needs of the County:** facilities, roads, upgrades
- 4 **Provide Effective, Respectful, and Efficient Leadership:** Council, environmental change, partnerships, finance, bylaws, and policies

Each Goal within this strategic plan has an associated measure. These measures can be used to check on progress as this plan moves throughout its life cycle.



**4.1 Pillar: Maximize Quality of Life for Residents and Visitors Alike**

4.1.1 Goal: Document and share the County's diverse history.

- **All historically significant people, locations, buildings, and facilities are known, recorded, and shared.**
- Record the history of Yellowhead County and make it accessible to all.

4.1.2 Goal: Increased recreation opportunities are identified and marketed.

- **Complete the Yellowhead County – Edson Multiplex.**

4.1.3 Goal: People and families who want to remain in the County can do so.

- Identify how best to support seniors as they age in their communities.
- The County promotes the opportunity of rural living
- The County remains a place where people are safe and feel safe

4.1.4 Goal: Build community connectedness through physical and virtual means.

- County residents are provided with the opportunity to gather together in a manner and place that best suits them.

**How we know when we are successful:**

Goal	Performance Measure
Goal 1	Yellowhead County begins to put significant effort into recording its history.
Goal 2	The YCE Multiplex is open and welcoming visitors.
Goal 3	More seniors choose to remain in their communities each year, either in their own homes or another welcoming locations The County's population grows over time.
Goal 4	Related citizen satisfaction survey measures increase each time a survey is administered.

## 4.2 Pillar: Build a Robust and Adaptable Economy

4.2.1 Goal: Focus on greater economic development and diversification.

- Build on resource opportunities associated with the natural resource sector.
- Create the environment whereby more renewable sources of energy can be developed in the County.
- Put a focus on enhanced tourism attraction.
- Support agricultural diversity in a changing climate.
- Work towards Jasper/Hinton Airport becoming a potential economic driver.

### How we know when we are successful:

Goal	Performance Measure
Goal 1	Reliance on non-renewable resource industries begins to decline as other renewable and service industries such as agriculture and tourism begins to rise.

### 4.3 Pillar: Build and Maintain Infrastructure that Meets the Needs of the County

4.3.1 Goal: County infrastructure is maintained and upgraded where necessary.

- **The County's paving schedule remains responsive to resident, industry, and business needs.**
- Ensure that the County's waste transfer systems meet community needs
- Provide appropriate water and sewer services to the hamlet of Marlboro.

4.3.2 Goal: County Council and Managers ensure that planning for infrastructure renewal is front of mind.

- Finalize the County's asset management plan, and budget accordingly.

#### How we know when we are successful:

Goal	Performance Measure
Goal 1	Roads and the road network owned by the County remain in good repair. All residents have access to reliable sources of drinking water.
Goal 2	County assets are known, and their repair and replacement is planned years in advance whenever possible.

**4.4 Pillar: Provide Effective, Respectful, and Efficient Leadership**

4.4.1 Goal: Strong financial management is a hallmark of County leadership.

- **The County is clear on what constitutes a ‘need’ versus what constitutes a ‘want’, and budgets accordingly.**
- Alternate revenue sources augment existing sources.
- Collection of revenue owed to the County from all sources is reliable and complete.
- Fees and charges for County programs and services reflect expected cost-recovery amounts.

4.4.2 Goal: The County is resilient in the face of environmental change.

- The County adapts to environmental change in the ways in which it conducts business and provides services.
- The County is prepared for small events and large disasters.

4.4.3 Goal: County leaders focus on organizational excellence.

- County staff retention and succession are as robust and seamless as possible.
- Services to the public are available when and how ‘customers’ require them.
- Transparency is a hallmark of how the County leads.
- Yellowhead County is an employer of choice.

4.4.4 Goal: Council is supported by a robust bylaw and policy framework.

- All bylaws and governance policies are kept current.
- Policy reviews result in the elimination of barriers for those who interact with the County.

**How we know when we are successful:**

Goal	Performance Measure
Goal 1	Citizens and businesses tell the County they receive good value for services.
Goal 2	The County is known provincially for its environmental resilience.
Goal 3	Citizens believe the County operates efficiently
Goal 4	All bylaws and relevant policies are schedule for review at least once every four years.

## 5 Conclusion

Yellowhead County's 2022-2025 Strategic Plan provides a roadmap that was developed by the County's elected officials and senior administration. It is important that both Council and administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the County operates is always shifting. In response, the County's plans also must change to remain relevant. As with any plan, this one must be used, reviewed, and updated on a regular basis.