



**Town of Hinton
Standing Committee MEETING
Agenda
March 25, 2014 - 4:00 PM
Committee Room, Hinton Government Centre**

TOWN COUNCIL MISSION
*Council serves the interests of our citizens
to enable our community to reach full
potential.*

Page

ORDER

1. Call to Order

ADOPTION OF AGENDA

1. Standing Committee Agenda - March 25, 2014

ACTION AND DISCUSSION ITEMS

- | | |
|---------|---|
| 1 | 1. TENTATIVE at 5:00 pm: Status of Hinton Training Centre Expansion - Presented by Rob Galon |
| 2 - 6 | 2. Cemetery Maintenance and Perpetual Care |
| 7 - 11 | 3. Council Procedure Bylaw #1060-3 Section Review - Administrative Inquiries/Conduct in Council Meetings |
| 12 - 16 | 4. How Project Work Plans Assist Council in Providing Direction to Administration - Verbal by Laura Howarth |
| 17 - 27 | 5. Council Quarterly Review of 2014-2017 Strategic Plan |

ADDITIONAL INFORMATION

1. Urgent Matters from Council and Town Manager
2. Executive Assistant Logistics Information

IN CAMERA (if necessary)

1. Personnel Matter (FOIP)
2. Negotiation Matter (FOIP)

ADJOURNMENT

1. Adjournment



TOWN OF HINTON DIRECTION REQUEST

DATE: March 10, 2014

TO: STANDING COMMITTEE MEETING OF March 25, 2014

FROM: Ken McLeod, Parks Infrastructure Services Supervisor

REVIEWED BY: Mike Schwirtz – Infrastructure Service Director

APPROVED BY: Bernie Kreiner – Town Manager

RE: Cemetery Maintenance and Capital Reserve

Purpose

This item is before Council to provide information and understanding of the current operating and maintenance practices for Hinton's Woodlawn Cemetery.

Issue

The current maintenance of the cemetery is carried out as per the Minimum Service Levels (attachment 1.)

The Cole's notes version is that the leveling of the graves are given high priority and are completed in the spring and then immediately upon notification of any others that have settled out over the summer. Lawns are cut during the growing season once every 7-10 days. The headstones, benches and other amenities are trimmed every third or fourth mowing depending on the length of the grass. Trees and shrubs are watered as required weather dependent. Garbage is checked and changed out as required.

By following these minimum service levels we have received a number of compliments over the years for how well we maintain the Woodlawn Cemetery.

The cemetery reserve is set up so that any surplus from cemetery operations goes into the reserve. The intent for the reserve is twofold; i) to provide for perpetual cemetery care once the cemetery is at capacity and ii) to make major capital purchases as required. Some examples may be additional purchases of columbariums, paving of roads, and or expanded irrigation systems.

The cemetery for the past three years has operated at break even or a slight deficit and therefore no new monies have been added to the reserve. In 2011 a columbarium was purchased which took the reserve down from \$87,120.00 to \$50,510.00. This is where the reserve stands today.

Administration Comments on Situation / Options

The maintenance of the cemetery is important to the Town of Hinton and we will continue to take pride in maintaining it to the established standard.

It is estimated that in approximately 20 years the Woodlawn Cemetery will be at full capacity and thus generating no revenue, at which time maintenance should be funded from the perpetual care fund.

In order to keep the cemetery perpetual care fund sustainable, in 2015 we will be proposing an annual transfer of \$5,000.00 from operations to the cemetery perpetual care reserve. This will ensure the perpetual care fund is fully funded and does not rely on the possibility of an operational surplus.

We will continue to review costs and rates (revenue) annually to ensure that an effective overall operation continues.

Administration's Conclusion / Proposed Direction

Council receives this report for information

Town Manager Comments

*

Attachment(s)

1. Cemetery Minimum Service Levels
2. Bylaw 796-4

**TOWN OF HINTON MINIMUM SERVICE LEVELS
PARKS AND RECREATION DEPARTMENT**

TOWN GROUNDS

TASK	COMMENTS	AVERAGE TIMES / YEAR
Mow	1 time every 1.5 weeks May-Sept.	14 times per year
Prune trees and shrubs	Spring & Fall	2 times per year
Planting of annuals	Spring	1 time per year
Watering of flowers	On going - June - Sept.	As required
Weeding of flowerbeds	1 time per month (June-Sept)	4 times per year
Winterizing flowerbeds	Fall	1 time per year
Weed whip	1 time per month	6 times per year
Spray weeds	Spring or Fall	1 time per year
Fertilize	Spring	1 time per year
Install and take down Christmas lights	November and January	1 time each per year
Snow shoveling sidewalks	As per snow removal policy	As required
Cleaning parking lots	As per snow removal policy	As required

CEMETERY

TASK	COMMENTS	AVERAGE TIMES / YEAR
Excavations and interments	average 25/yr.	as required
Surveying monument markers	average 25/yr	as required
Mow the manicured grass in cemetery	1 time every 1.5 weeks	14 times per year
Trim (weed whips)	1 time every 4 weeks	6 times per year
Planting of annuals	Spring	1 time per year
Watering of flowers	On going - June - Sept.	As required
Weeding of flowerbeds	1 time per month - June - Sept.	4 times per year
Landscaping (leveling grave plots)	high priority	As required
Aerate	Spring or Fall	1 time per year
Fertilizer	Spring	1 time every 2 years
Spray	Spring or Fall	1 time per year
Snow removal from roads	As per snow removal policy	As required



**BYLAW #796-4
BEING A BYLAW OF THE TOWN OF HINTON
IN THE PROVINCE OF ALBERTA
TO AMEND BYLAW #796 WHICH PROVIDES
FOR THE OPERATION AND MAINTENANCE
OF A CEMETERY FOR THE TOWN OF HINTON**

WHEREAS the Town of Hinton does own a parcel of land registered plan of subdivision 5781KS and known as Woodlawn Cemetery.

AND WHEREAS this cemetery site has been approved by the Provincial Board of Health under Final Certificate of Approval No. 797 dated the 29th day of April, 1959.

AND WHEREAS Council deems it necessary to change certain parts of Bylaw No. 796 in order to clarify.

NOW THEREFORE the Council of the Town of Hinton in session duly assembled hereby enacts as follows.

1. That the following clause be inserted into Bylaw #796 as follows:

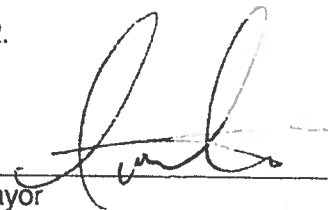
4(l) The fees and charges by the Town for graves, the opening and closing of graves for interment purposes, Columbarium fees, second opening, closing of a niche and cremations shall be governed by the fees as set out in the attached Schedule "A".

2. This Bylaw comes into force and effect upon third and final reading.


READ A FIRST TIME THIS 4th DAY OF DECEMBER, 2012.

READ A SECOND TIME THIS 4th DAY OF DECEMBER, 2012.

READ A THIRD TIME THIS 4th DAY OF DECEMBER, 2012.



Mayor



Town Manager

BYLAW 796-4
SCHEDULE "A"

Fees for graves

		Current
Single grave	12 x 4	\$450
	12 x 5	\$450
Child grave	10 yrs and under 12 x 5	\$225
Baby grave	Under 2 yrs	\$175
Cremation (up to 4 cremations)	12 x 5	\$450
Veteran	12 x 4	\$225
	12 x 5	\$225

Fees for opening and closing graves for internment purposes

	Current	Proposed
Adult & Veteran grave	\$485	\$600
Pre-Dug grave	\$485	\$600
Child grave	\$485	No change
Pre-Dug grave	\$485	No change
Baby grave	\$160	No change
Pre-Dug grave	\$160	No change
Cremation	\$160	\$200
Columbarium **	\$875	\$1050
Second opening/closing of a niche**	\$75	\$100
Additional non-regular hour fees (including weekends and statutory holidays)		
Burials	\$130	\$160
Cremations	\$100	\$120

MEMORANDUM



Date: March 20, 2014

To: Standing Committee Meeting of March 25, 2014

From: Rhonda West, Legislative & Administrative Services Coordinator

RE: Council Procedure Bylaw #1060-3 Section Review – Administrative Inquiries/Conduct in Council Meetings

This is provided to facilitate information update and discussion by Standing Committee on this topic for status understanding and to seek direction from Council on any changes.

Mayor Mackin has proposed a change to the Council Procedure Bylaw with respect to information requests from Council members (see Attachment #1). Section 27 of Council's Procedure Bylaw #1060-3 provides details and processes to follow for administrative inquiries as follows:

27) Administrative Inquiries

- 1) A Councilor wishing to make an information request of administration shall present it to council at the appropriate time on the agenda of a council meeting.
- 2) If the Town Manager is unable to answer the information request at the meeting, the Town Manager will forward the request to the appropriate official or body in the Town for a response.
- 3) Unless the information request specifies that the Councilor wishes the information to appear on a subsequent agenda, the information will be forwarded directly to all Councilors.
- 4) If the Town Manager determines that the requested information should not be supplied, as the corporation has an obligation to keep it private under the provisions of the *Freedom of Information and Protection of Privacy Act*, the Town Manager shall file a response with council stating the reasons for withholding the information.
- 5) If the Town Manager determines that the time and cost of compiling the information will be considerable, the Town Manager shall request a resolution of council to approve the request either at the same meeting or a future meeting.
- 6) If a Councilor who has made an information request wishes to withdraw the request, at the appropriate time on the agenda that Councilor shall so inform council.
- 7) Administrative inquiries made at a Council meeting will be responded to at the next meeting of Council following the meeting at which the inquiry was submitted, unless:

MEMORANDUM



- a) The financial or other resources required to answer the inquiry are substantial and a decision of Council or the Town Manager is required to approve such allocation of resources;
- b) Additional time is required to prepare the response or compile the requested information.
- 8) Administrative inquiries made directly to the Town Manager will be responded to within two weeks from the date the inquiry was submitted, unless:
 - a) The financial or other resources required to answer the inquiry are substantial and a decision of Council or the Town Manager is required to approve such allocation of resources;
 - b) Additional time is required to prepare the response or compile the requested information.
- 9) Council members will be advised as to when the response to an administrative inquiry will be provided.
- 10) The Town Manager may determine if the information acquired in response to an administrative inquiry is of benefit to all members of Council and distribute the administrative inquiry and the response to all members of Council.

Looking ahead to future Public Hearings and items coming before Council that may draw public attention, we thought it timely to provide a reminder of Section 29 of the Council Procedure Bylaw #1060-3 which states:

29) Conduct in Council Meetings

- 1) The members of the public during a meeting:
 - a) May approach or speak to Council upon permission of the Chair;
 - b) May speak on any matter up to 10 minutes upon permission of the Chair;
 - c) Maintain order and quiet;
 - d) Not interrupt a speech or action of Council or another person addressing the members.
- 2) The Chair may order a member of the public who creates a disturbance or acts improperly at a meeting to be expelled.
- 3) Members of Council during a meeting will not:
 - a) Speak disrespectfully, use offensive words, or un-parliamentary language;
 - b) Address members without permission;
 - c) Carry on a private conversation;

MEMORANDUM



- d) Break the rules of Council or disturb the proceedings;
 - e) Leave their seat or make any noise or disturbance while a vote is being taken or the result declared;
 - f) Disobey the decision of the Chair on any question of order, practice or interpretation.
- 4) A member of Council who persists in a breach of subsection 3) after having been called to order by the Chair, may, at the discretion of the Chair, be ordered to leave for the duration of the meeting.
- 5) At the discretion of the Chair, a member of Council may resume his or her seat after making an apology for the member's offending conduct.

ATTACHMENT:

1. Email from Mayor Mackin on proposed wording change for information requests;

Rhonda West

From: Mayor Rob Mackin
Sent: March-19-14 8:48 PM
To: Council 2013-2017
Cc: Rhonda West; Laura Howarth; Denise Parent; Bernie Kreiner; Mike Schwirtz
Subject: RE: your query on %

Good evening everyone,

I would like to propose a policy change for discussion at next week's Standing Committee meeting.

This potential section/clause to be added to our Procedural Policy could read something like:

Administration has the right to first decline or give pause to an informational request from a Councillor that is outside of a current Agenda Package should it cause undo work for the parties involved unless the direction comes with the consensus of Council.

Rhonda, can you please advise on where this would best fit into the Procedural Bylaw? Ryan, as per our discussion I would like you acting as Deputy Mayor, to bring this forward for discussion as I am attending meetings on behalf of the Evergreen Foundation.

Thanks

Rob

Rob Mackin
Mayor
Town of Hinton | Gateway to the Rockies



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From: Denise Parent
Sent: March-19-14 2:42 PM
To: Councillor Stuart Taylor
Cc: Bernie Kreiner; Council 2013-2017
Subject: your query on %

Stuart,

I have provided to Bernie your request on the % changes from 2007 to 2012.

A presentation was made at the standing committee meeting of January 14 providing a high end overview of the changes from 2007 to 2012.

While on the surface the net percentage changes that you quote appear accurate, I am perplexed that only one side is being presented without consideration to the revenue side nor a reference to the areas that decreased i.e. waste management operations (-97%).

Without getting into details in the same timeframe:

- General revenue increased by 290% (includes 240% increase from the revenue sharing agreement with YHC)
- Municipal taxes increased by 38%
- Sanitary Sewer operations increased by 34%
- Water operations increased by 48%

In order to provide the depth of detail that I believe is required to present a full picture, many hours of my time as well of the other divisions will be required.

Before I proceed any further with this I will require direction from the CAO and approval from council. If this information is being developed to communicate on behalf of council my understanding is that the mayor is the spokesperson and should be involved in advance.

Given council's 4 year strategic plan perhaps it would be a better use of our time to focus on where the Town of Hinton should be by 2017?

Denise Parent

Director of Corporate Services

Town of Hinton | Gateway to the Rockies



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Name of Project: Citizen Satisfaction Survey

Project Manager: Emily Olsen **Project Sponsor:** Denise Parent

Start Date: April 15, 2013

Completion Date: Fall 2013

Project Budget: \$17,000 (to be taken from existing Communications budget \$7000 from Special Projects, the remainder from Promotional Items/Advertising budget)

Project Purpose (s): To determine current levels of satisfaction and importance of services and programs provided by the Town of Hinton to residents

Project Deliverables:

- A 15 – 20 minute survey that covers the satisfaction and importance of municipal services, sustainability measures
- A written report that measures customer satisfaction regarding Town services and programs
- A presentation of recommendations and findings to Executive Committee and key staff, as well as Council.

Success Measures:

Critical:

- To be able to successfully rate the satisfaction levels of programs and services and its correlation to levels of importance (value) of programs and services to residents
- 300 randomly acquired responses from residents
- 50 survey responses acquired online
- Results and recommendations to be used in strategic planning and improvement of services

Desirable:

- 100 survey responses acquired online
- 6 – 10 Focus group participants

Project Scope

(Specific inclusions):

- Ipsos will facilitate a workshop with Senior Staff and communications coordinator to build the most appropriate questionnaire for the needs of the Town. The final questionnaire will incorporate a core set of questions (those that would be fielded in each survey iteration,

as key performance measures) and a fluid section (questions that would be customized in each survey implementation).

- Ipsos Reid to build survey with input and feedback from communications coordinator
- Ipsos Reid to conduct survey randomly with up to 10% of county included in final results
- Communications coordinator to advertise and place survey on the town's website
 - Ipsos Reid to analyze results and create report on findings and recommendations
 - Ipsos Reid to conduct focus group (from random residents who participated in the full survey) for qualitative results on key questions
 - Ipsos Reid to create presentation for executive and administration (recommendations)
 - Recommendations to be used for strategic planning, improvement of services

(Specific exclusions):

- Survey will not rate specific programs (eg. JLC, Storytime, etc)
- Survey will not duplicate questions already asked by CEAC
-

Project Risks and Impacts:

- Cost of survey taken from existing communications budget may affect communications budget overall
- Use of survey results in strategic planning and improvement of services

Action Plan:

Timeline may be subject to change dependant on the receipt of sustainability questions through the Whistler Centre.

Major Activities	Responsible	Time Frames
1. Project Refinement and next steps	Ipsos	April 30, 2013
2. Town to provide sustainability consultant contact to Ipsos	Emily	May 1, 2013
3. Send questionnaire timeline and revised questionnaire to town	Ipsos	May 2, 2013
4. Detailed feedback on survey components	Emily, executive team if desired	May 9, 2013
5. Sustainability consultant to provide final wording for sustainability component of survey	Cheeying Ho, Whistler Centre	Between May 14 and May 24
6. Finalize updated questionnaire	Ipsos	May 14, 2013
7. Town to provide final sign off	Emily	Between May 15 and May 25
8. Survey scripting/testing	Ipsos	Between May 20 and May 26

9. Research fielding	Ipsos	Between July 5 – July 19
10. Research analysis	Ipsos	July 19 – August 10
11. Submit DRAFT report	Ipsos	August
12. Report discussion with project team	Ipsos/ Emily	August: depending on availability of team members
13. Final report submitted to Town	Ipsos	TBD
14. Management Results Workshop	Ipsos	TBD
15. Citizen focus group	Ipsos	TBD
16. Final Council presentation to standing committee	Ipsos	TBD

Project Status Reporting:

Reporting From	Reporting To	Subject	Time
1. Emily	Denise	Finalized Survey	May 26
2. Emily	Denise	Surveying underway	July 5
3. Ipsos	Emily	Draft report	August
4. Emily	Denise/Bernie	Draft Report	August
5. Ipsos	Emily	Final Report	TBD
6. Emily	Denise/Bernie	Final Report	TBD
7.			

Communications Strategy:

Target Audience	Town residents		
Objectives (What are you trying to achieve?)	<ul style="list-style-type: none"> • Raise awareness about the survey and the importance of the results • Communicate that Ipsos Reid is calling on behalf of the Town of Hinton • Promote the online version of the survey 		
Core Message(s)	Use the core messages along with supporting statements <ul style="list-style-type: none"> • We support balanced growth 		
Spokesperson	Emily Olsen		
Plans, Tactics and Materials	Activity	Timing	Cost
	1. Filler ads in the Voice	End of June	0
	2. Parklander ads	End of June	\$300
	3. Facebook ads	End of June – mid July	\$200
	4. Press release	June 30	0
Measurement	<ul style="list-style-type: none"> • Number of participants in the survey • Willingness to participate in the survey • Website visitors to media release page and information page • Coverage in both the Voice and the Parklander newspapers, and the Eagle radio 		
Responsibility	Emily		

Submitted by (Project Manager):

Date:

Authorized to Proceed by Project Sponsor:

Date:

Project Organization & Information Sheet

Key Project Stakeholders:

Role	Individuals & Responsibilities
Operators	
Users	
Other stakeholders	

Project Team:

Role	Individuals & Responsibilities
Project Sponsor	Denise Parent, Director of Corporate Services
Project Manager	Emily Olsen, Communications Coordinator
Steering Committee	Emily, Denise, Bernie Optional: Laura, Mike, Jean Anne
Working Team	Emily
Contractors	Jamie and Shrishma from Ipsos Reid Cheeying Ho from Whistler Centre

Project Information:

Project Account Code:

Project File Location:

**TOWN OF HINTON 2014-2017 STRATEGIC PLAN
As of March 21, 2014**

Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 0977	Council Strategic Plan	STRONG AND DIVERSE ECONOMY: ECONOMIC DEVELOPMENT STRATEGY / MARKETING PLAN (NEW) - Strategy 4.13 Review the function/effectiveness of our current Economic Development Program	Kimberley Worthington		2	Will initiate in conjunction with MD0978 in May, 2014 (after 2014+ housing plan finalized and approved).
MD - 0978	Council Strategic Plan	STRONG AND DIVERSE ECONOMY: ECONOMIC DEVELOPMENT STRATEGY / MARKETING PLAN (NEW) - Strategy 4.13 Work with stakeholders to build and launch an aggressive and progressive economic development strategy for Hinton	Kimberley Worthington		2	Will initiate in conjunction with MD-0977 in May, 2014 (after 2014+ housing plan finalized and approved).
MD - 0979	Council Strategic Plan	STRONG AND DIVERSE ECONOMY: (CONTINUING) - Strategy 4.13 Explore incentives/motivators for development	Bernie Kreiner		2	Foreign worker lobby, recruitment package for employers, buy-local campaign by Chamber. Hinton 3/50 educational campaign in partnership with CFWY, COC and TOH. Beautification, support to realtors, business retention, expansion and attraction and potential investors with land and real estate inventory database. Business to business speed networking workshop held. Zoning broadened at Innovista.
MD - 0980	Council Strategic Plan	STRONG AND DIVERSE ECONOMY: INNOVISTA - ACTION PLAN (CONTINUING) - Strategy 4.14 Actively market and sell Innovista Phase 1 and look at all possible alternatives/options for Phase 2/3	Kimberley Worthington		2	Amendments to EI district and development guidelines completed. Phase I - price reduced 25% mid Feb/14; Phase II - working with an interested buyer; Phase III - sold to Ever Enterprises with June 30/14 closing date.

**TOWN OF HINTON 2014-2017 STRATEGIC PLAN
As of March 21, 2014**

Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 0981	Council Strategic Plan	STRONG AND DIVERSE ECONOMY: FIRE TRAINING FACILITY (NEW) - Strategy 4.13 Explore the potential opportunity of leveraging our firefighting facilities and expertise in developing a training facility	Peter Ensor	Laura Howarth	3	Timelines to explore this strategy will be determined after the 2014 "yellowed projects" have been brought back to Council; one of which may address / speak in part to this strategy (3rd & 4th floor addition to existing fire training burn building).
MD - 0982	Council Strategic Plan	STRONG AND DIVERSE ECONOMY: ACCESS TO RESOURCES (NEW) - Strategy 4.13 Work with stakeholders to review the overall access/attractiveness of Hinton to the regional resource industry (ie. Willow Creek Road connector, truck routes)	Bernie Kreiner		5	Some preliminary road access information provided to Mayor for industry reaction. Routes to Willow Creek Road options map being drafted; then to be discussed with Yellowhead County when an inter-municipal meeting is scheduled.
MD - 0983	Council Strategic Plan	BUSINESS READINESS: UPDATE/REVISE SELECT COMPONENTS OF THE MUNICIPAL DEVELOPMENT PLAN (NEW) - Strategy 5.20 Review current Minimum Design Standards (ie. arterial roads)	Lorraine Walker		2	MDP updating begins with a council workshop April 1/14.
MD - 0984	Council Strategic Plan	BUSINESS READINESS: UPDATE/REVISE SELECT COMPONENTS OF THE MUNICIPAL DEVELOPMENT PLAN (NEW) - Strategy 5.20 Architectural Design Guidelines - including signage	Lorraine Walker		2	Feedback from council MDP workshop April 1/14 will set process.

TOWN OF HINTON 2014-2017 STRATEGIC PLAN
As of March 21, 2014

Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 0985	Council Strategic Plan	BUSINESS READINESS: OFFSITE LEVY/INFILL POLICY (NEW) - Strategy 4.13 Work with stakeholders and update current (and proposed) offsite levy and infill policy	Bernie Kreiner		2	Off-site levy bylaw should be finished April 15/14; then a public engaging workshop on infill development options and policy will be planned for May/14.
MD - 0986	Council Strategic Plan	BUSINESS READINESS: PLANNING & DEVELOPMENT OPERATIONAL/PROCESS REVIEW (NEW) - Strategy 4.13 Work with Administration and engage stakeholders in reviewing the current development processes and identify areas to streamline and make more efficient	Bernie Kreiner		2	Over 20 stakeholders contributed in Jan/14; Industry Advisory Group ("IAG") first meeting in March. On April 30/14 IAG expected to confirm their terms of reference and approve a prioritized "improvement work plan". A variety of quick wins initiated by Planning & Development Dept. staff under "Planning Matters-Together" banner.
MD - 0987	Council Strategic Plan	BUSINESS READINESS: PLANNING & DEVELOPMENT OPERATIONAL/PROCESS REVIEW (NEW) - Strategy 3.10 Educate stakeholders on revamped/streamlined processes	Bernie Kreiner		2	Process flowcharts finalized March 18/14; thanks to all Planning & Development Dept. staff; will be on Town website soon. Plan to host 2 education workshops by mid-June for customer education: (a) with repeat development permit applicants (b) with subdivision developers.
MD - 0988	Council Strategic Plan	BUSINESS READINESS: PLANNING & DEVELOPMENT OPERATIONAL/PROCESS REVIEW (NEW) - Strategy 3.10 Set targets/benchmarks	Bernie Kreiner		2	To occur through IAG. Primary service satisfaction targets plus "time to approval" being drafted.
MD - 0989	Council Strategic Plan	BUSINESS READINESS: HOUSING READINESS/OPTIONS (CONTINUING) - Strategy 2.7 Update and enhance the secondary suites/garden suite policy (options for seniors)	Lorraine Walker		2	Will brief town council in conjunction with housing plan work. Town has progressive regulations for these, need to define areas for enhancing with council.

TOWN OF HINTON 2014-2017 STRATEGIC PLAN
As of March 21, 2014

Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 0990	Council Strategic Plan	BUSINESS READINESS: HOUSING READINESS/OPTIONS (CONTINUING) - Strategy 2.7 Work with all developers to ensure they are engaged and ready to support the housing needs of the community	Bernie Kreiner		5	1. Market level residential lot supply advancing with 120 lots now as per dashboard report. Baker Street will introduce more "affordable" market housing for purchase and rent. Habitat offering Hinton perpetually affordable mortgaged duplexes. 2. Non-market solutions being advanced with housing plan, PAH Co-op work and mortgage assistance concepts. 3. Tracking provincial housing funding for subsidized rental, etc. opportunities.
MD - 0991	Council Strategic Plan	BUSINESS READINESS: HOUSING READINESS/OPTIONS (NEW) - Strategy 2.7 Address the outstanding concerns with some of our large mobile home parks (look at options)	Bernie Kreiner		5	Meeting with Hillcrest and Parklane mobile home park owners expected in May/14. Volunteer development support for tenants wishing to organize tenants association provided; however little action to advance that organization.
MD - 0992	Council Strategic Plan	BUSINESS READINESS: HOUSING READINESS/OPTIONS (CONTINUING) - Strategy 2.7 Explore community-based options to open up home ownership opportunities/affordability options (community housing model - mortgage supports)	Kimberley Worthington		2	(a) Cooperative housing group work ing a business plan, a concept, site selection, etc. with CMHC funding (by June/14); (b) Placing 14 Habitat units for 2015 plus build in progress. (c) Some research done on other actions like mortgage assistance to be advanced by 2014+ housing plan approval.
MD - 0993	Council Strategic Plan	VIBRANT COMMUNITY (NEW) - Strategy 4.13 Explore long-term options for the Hinton Centre	Ewa Arsenault		4	Admin is currently working through two potential opportunities. Council will be updated In-Camera March 25, 2014.
MD - 0994	Council Strategic Plan	VIBRANT COMMUNITY: REVIEW OF THE CURRENT PHOTO RADAR PROGRAM/FUNDING (NEW) - Strategy 4.13 Evaluate current policy and determine if changes should be made to the funding model, communication on the program etc.	Mike Schwirtz		4	Admin plans to come to Council in April 2014 with suggested ammendments and additions to the Photo Radar Policy 078.

TOWN OF HINTON 2014-2017 STRATEGIC PLAN
As of March 21, 2014

Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 0995	Council Strategic Plan	VIBRANT COMMUNITY: DEVELOP A DESTINATION MARKETING PROGRAM TO SUPPORT COMMUNITY MARKETING/EVENTS (NEW) - Strategy 4.13 Work with stakeholders to pursue a destination marketing/lodging program for Hinton. Any benefit of the program could be used to attract events/visitors/traffic to the community, further supporting the industry and promoting the Town	Kimberley Worthington		2	Work priorities have prevented much follow-up on this yet.
MD - 0996	Council Strategic Plan	VIBRANT COMMUNITY: ENCOURAGE EXPANDED TRANSIT USAGE (NEW) - Strategy 5.17 Look at potential route changes/timing/functions and work with users to find ways to enhance/encourage ridership	Olga Uloth	Silvana Campbell	3	Survey is underway to gather input; findings will determine next steps and timelines for building a project plan to explore this strategic action.
MD - 0997	Council Strategic Plan	VIBRANT COMMUNITY: REC CENTRE STRATEGY (CONTINUING) - Strategy 1.3 Short-term/Long-term vision; Options analysis; Business case development; citizen engagement plan	Laura Howarth	Wendy Jones	3	Geo Tech costing and timeline request for decision will come before Council on April 1 for approval. Next steps will be determined once the results of that work are completed. The following action is put on hold until then: project plan will be framed for Council approval (early/mid 2014) and prepare for 2017 plebiscite to ensure more solid scope/costing, third party contributions and community engagement.

**TOWN OF HINTON 2014-2017 STRATEGIC PLAN
As of March 21, 2014**

Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 0998	Council Strategic Plan	VIBRANT COMMUNITY: PERFORMING ARTS FACILITY - NEXT STEPS (CONTINUING) - Strategy 1.1 Work with stakeholders to review options/business case for the project and the most suitable/realistic project with the funding available	Laura Howarth	Bernie Kreiner	3	New suitable and committed partnerships are being explored, including ongoing option with Break-a-Leg Theatre group. New financial parameters of \$1.15M were established by current Council with consideration of more available funding pending a Council approved business case.
MD - 0999	Council Strategic Plan	VIBRANT COMMUNITY: ADVOCATE FOR A LONG-TERM CARE FACILITY IN HINTON (CONTINUING) - Strategy 2.7 Advocate for a regional long-term care facility to be built in Hinton as well as other senior's lodging/supports	Bernie Kreiner		5	Working group report and recommendations approved by Council in 2013. Current focus on encouraging more SL3 seniors units plus encouraging improved Mountainview Center operational perception. Evergreens Foundation expansion of Pine Valley Lodge and preliminary ideas from Christianson Homes being supported.
MD - 1000	Council Strategic Plan	VIBRANT COMMUNITY: FOSTER AND SUPPORT COMMUNITY INITIATIVES TO DEVELOP OUTDOOR RECREATION (CONTINUING) - Strategy 1.3 Work with community groups to help promote healthy lifestyle choices for the community and attract visitors	Wendy Jones		2	Completed: Athabasca River Front Committee - Committee established with terms of reference and project work plan. Next Steps: Define priorities for site development in 2014 Public Engagement/Stakeholder Meeting Incorporate committee as a society and set up bank account for fund raising initiatives and grants
MD - 1001	Council Strategic Plan	VIBRANT COMMUNITY: POST-SECONDARY FACILITY (CONTINUING) - Strategy 2.4 Support any future plans by the Province or GPRC in the development of a post-secondary facility	Kimberley Worthington		2	5 year (2013-2017) GPRC business plan released and indicates a relocated and expanded facility needed in Hinton by 2017. Post-secondary working group approved "action plan" as a GPRC led advocacy to pursue HTC as the site and subsequently Town ratified it. CFWY supports action plan but did not ratify. GPRC taking a soft approach to provincial advocacy. MLA has committed to incorporating GPRC space needs within HTC planned renovations.

TOWN OF HINTON 2014-2017 STRATEGIC PLAN
As of March 21, 2014

Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 1002	Council Strategic Plan	VIBRANT COMMUNITY: STRENGTHEN CIVIC PRIDE/COMMUNITY SPIRIT (CONTINUING) - Strategy 1.1 Review existing Town events and expand/improve	Christopher Read	Olga Uloth	3	First steps: an inventory summary will be created to include event, history, partnerships, resources etc. This may begin in June 2014. Full recommendation report may come before Council in Fall 2014.
MD - 1003	Council Strategic Plan	VIBRANT COMMUNITY: STRENGTHEN CIVIC PRIDE/COMMUNITY SPIRIT (NEW) - Strategy 1.1 Celebrate/recognize our industry-based beginnings (Mine truck relocation)	Wendy Jones		2	
MD - 1004	Council Strategic Plan	SOUND, RESPONSIBLE GOVERNANCE: MULTI-YEAR BUSINESS PLANNING/BUDGETING (NEW) - Strategy 3.10 Transition to a multi-year operating budget/business planning model	Denise Parent		1	To be implemented in fall
MD - 1005	Council Strategic Plan	SOUND, RESPONSIBLE GOVERNANCE: PARTICIPATORY BUDGETING (NEW) - Strategy 3.10 Initiate a participatory budgeting program whereby citizens can identify, discuss and prioritize public spending projects and provide them the power to make decisions about how money is spent	Denise Parent		1	Requires council direction as to next steps.

**TOWN OF HINTON 2014-2017 STRATEGIC PLAN
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Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 1006	Council Strategic Plan	SOUND, RESPONSIBLE GOVERNANCE: MAJOR CAPITAL PROJECT APPROACH (NEW) - Strategy 3.10 Begin a stage-gate approach to capital projects which ensure that business cases/rationale is developed through the lifecycle of a capital project (ideation, scoping, business cases, implement, review)	Denise Parent	Charmaine Blackman	1	Preliminary meeting held on March 4th to discuss next steps and project request requirements.
MD - 1007	Council Strategic Plan	SOUND, RESPONSIBLE GOVERNANCE: PURCHASING POLICY REVIEW (NEW) - Strategy 3.10 Review/update the Town of Hinton purchasing policy	Denise Parent		1	Participated on a webinar March 20 on Infrastructure Procurement and Trade Agreements hosted by AUMA. One of the topics was on local purchasing. Myth: Procurement authorities can and should support local businesses / taxpayers by giving them preferential treatment for local projects, rather awarding contracts to out-of-province firms. Fact: Local preference policies are expressly prohibited under the Trade Agreements. Require clarification on purpose of reviewing purchasing policy.
MD - 1008	Council Strategic Plan	SOUND, RESPONSIBLE GOVERNANCE: PROCESS-CENTRIC ADMINISTRATION/KPI DEVELOPMENT (NEW) - Strategy 3.10 Work with Administration to develop clear metrics/benchmarks for key Town of Hinton functions	Bernie Kreiner		5	(a) CEAC has recently approved CSP outcomes and measures for tracking overall community sustainability over time. Corporate Services will be gathering needed data annual to update. (b) Given workloads, this initiative for Town metrics will likely get limited attention until Fall, 2014.
MD - 1009	Council Strategic Plan	SOUND, RESPONSIBLE GOVERNANCE: (NEW) - Strategy 3.10 Operational Review	Bernie Kreiner		5	Requires scoping discussion with council to develop a clear project plan.

TOWN OF HINTON 2014-2017 STRATEGIC PLAN
As of March 21, 2014

Item Number	Source	Action Required	Staff Responsible	Multi Staff Responsible	Division	Additional Comments
MD - 1010	Council Strategic Plan	WATER AND WASTE GAME PLAN: WASTE REDUCTION, RECYCLING RECOVERY STRATEGY (CONTINUING) - Strategy 5.19 Review current recycling and waste strategies and determine options	Mike Schwirtz		4	Admin will present the 2012 Approved Waste Reduction Strategy to Council in May 2014, to determine the direction and next steps.
MD - 1011	Council Strategic Plan	WATER AND WASTE GAME PLAN: WASTE REDUCTION, RECYCLING, RECOVERY STRATEGY (NEW) - Strategy 5.19 Look at potential opportunities/ventures to develop a regional recycling centre	Mike Schwirtz		4	At the March 18, 2014 SC meeting Admin was directed to actively explore regional and or private operating models for recycling.
MD - 1012	Council Strategic Plan	WATER AND WASTE GAME PLAN: WATER STRATEGY (NEW) - Strategy 5.15 In advance of the planned handover of water treatment services from West Fraser to the Town, begin planning (look at operational models, costs, service delivery, conservation strategies)	Mike Schwirtz		4	Admin is currently working with WF to develop the post Dec 2017 operating model. The goal is to have an agreement in place by Dec 31, 2014.

MEMORANDUM



Date: March 21, 2014

To: Standing Committee Meeting of March 25, 2014

From: Rhonda West, Legislative & Administrative Services Coordinator

RE: Strategic Plan Feedback

This is provided to facilitate information update and discussion by Standing Committee on this topic for status understanding.

Council's 2014-2017 Strategic Plan was formally adopted on February 18, 2014. Since that time, the plan has been circulated to a number of individuals and organizations in the community. To date, Administration has received feedback as follows:

- The word "Family" is not mentioned in the strategic plan
- No focus or project on the preservation of hospital service

Council asked to review the strategic plan on a quarterly basis. Please confirm if Council wishes to continue to receive feedback in conjunction with the quarterly review or on a semi-annual / annual basis.

ATTACHMENTS:

MEMORANDUM

