



**TOWN OF HINTON**  
**2012 – 2014**  
**MUNICIPAL STRATEGIC PLAN**

Developed and approved July 17, 2012 by Hinton Town Council

With CEAC input incorporated.

Compiled by Bernie Kreiner -Town Manager

**Hinton's 2012-2014**  
**Municipal Strategic Plan**  
**Mayor's Message – June 6, 2012**

Dear Citizens:

*Developing and overseeing implementation of our strategic plan is the most important thing a municipal council accomplishes over its three year term. Creative leadership grows out of plans that are thoughtful, collaborative and visionary. Your Town Council works in the overall best interests of you, the citizens of our community. It's really the key plan for our elected 3 year term.*

*Our plan is grounded on the need to continue to advance overall community sustainability, which involves a balance of economic, social, environmental, physical and cultural factors. The Town's strategic plan is built considering Hinton's 30-year Community Sustainability Plan and any emerging overall community issues. Hinton's CEAC (Citizen Engagement and Accountability Committee) provides input to our planning that they gathered from citizens*

*This plan presents our vision, our values and Council's role, and presents our priority goals and initiatives. We have much strength to build from. Hinton is a community of opportunity; an active, culturally rich, safe environment in which to live, work and play. Infrastructure, municipal programs, facilities, and services are supported by a progressive and competent municipal operation.*

*By collectively advancing clear priorities, the community of Hinton will continue to move forward. Together, we will create a sustainable future.*

Ian Duncan  
Mayor on behalf of Hinton Town Council

## **Community Vision Statement**

**Respectful of our past; creating our future.**

**Hinton is a community of opportunity; an active, culturally rich, safe environment in which to grow.**

Town Council embraces the Hinton CSP vision statement which says:

“We see the Hinton community in 2040 as:

- More diversified, economically, culturally and socially.
- More vibrant by celebrating our unique heritage, small-town charm and natural amenities.
- More balanced by achieving innovative economic development while sustaining our ecological, human, economic and social resources.
- More engaged, with local authorities, citizens, business and visitors working collaboratively, thus allowing everyone to enjoy quality of life. “

## **Town Council Mission**

**Town Council serves the interests of our citizens to enable our community to reach full potential.**

Town council accomplishes this by:

- Making decisions to meet the needs of the present without compromising the long-term viability of our community.
- Fostering positive relationships.
- Promoting Hinton strengths and capturing sustainable opportunities.
- Ensuring municipal service delivery supports the changing needs of the community.

## Town Council Roles

Hinton Town Council will:

- Act as a catalyst to encourage input from the citizens while fostering an open process in decision-making, keeping the public well informed on issues.
- Be leaders in promoting a sense of community to our residents and promoting our Town to others.
- Make informed decisions by listening to all parties, acting on the information and overseeing implementation by Town administration. We will model open and approachable leadership while making through the decision-making process and communicate our decisions to the public and impacted stakeholders.
- Foster open lines of communication and cooperation throughout all levels of our organization, while respecting everyone's role in implementing council's directions, decisions and policies.
- Oversee implementation of decisions through the CAO to ensure satisfactory progress/completion of initiatives and ongoing service delivery; including assuring timely status reporting on priority projects.

## Town Council Values

Town Councilors commits to these values individually and collectively:

- **HONESTY**
- **RESPECT**
- **INTEGRITY**
- **SERVICE**
- **OPEN AND CONSULTATIVE**

## Pillars of Hinton as a Sustainable Community

- ECONOMY** A flourishing and diverse local economy
- ENVIRONMENT** A quality natural and built environment.
- SOCIETY** A harmonious and inclusive community.
- CULTURE** A vibrant, creative and festive community.
- GOVERNANCE** Effective and inclusive participation, representation and leadership.

## **2012-2014 Goals (listed in no particular order)**

Hinton's municipal strategic plan identifies the priority initiatives for the municipal government in Hinton to advance. It does, not directly address the continuation of core/basic municipal services which continue unless altered through the annual budget process. Each goal is advanced thru a series of initiatives listed on the following page. They are advanced by the Town directly implementing them. However, for some initiatives, coordinating with others or advocating with other decision makers is required. When this occurs, the Town's accountability for results is contingent on the cooperation of others.

Details for most initiatives listed are identified in adopted community plans including the Community Sustainability Plan, Integrated Housing Strategy, Social Development Strategy, Community Development and Enhancement Plan, Long-term Infrastructure plans, Post-secondary education plan for Hinton, etc.

- A. Strengthen some key human service offerings for vulnerable and challenged citizens.
- B. Develop or expand specific facilities for cultural and recreational opportunities.
- C. Support economic diversification focused on post-secondary and tourism areas.
- D. Facilitate resource sector and business growth by supporting attainable housing, manpower recruitment and land availability.
- E. Enhance citizen confidence in Town decision making and customer service.
- F. Seek resource optimization opportunities in municipal operations and volunteer sectors.
- G. Address priority initiatives towards reducing solid waste to landfill.

## 2012-2014 Initiatives

IMPLEMENTATION Each initiative advances a 2012-14 goal listed on the previous page. The initiatives are listed by theme as provided for in the Community Sustainability Plan. Each initiative is assigned by the Town manager to a lead Town Division and quarterly status reports are provided to Town Council as part of a council information package. Once completed, an initiative is moved to Appendix A.

DIVISION CODES  
 1 CORPORATE SERVICES –  
 2 PLANNING & TECHNICAL – Jean Anne Fraser  
 3 COMMUNITY & PROTECTIVE SERVICES –  
 4 INFRASTRUCTURE SERVICES – Mike Schwirtz  
 5 TOWN MANAGER – Bernie Kreiner

Goal	Initiative	#	Scope and purpose	Lead Div
<b>1. Culture and Recreation</b>				
B	Theatre project	1	Support development of a facility incorporating live performance spaces	2
B	Recreation Centre Upgrade approach	2	Review Recreation Centre costs, funding and implementation options and gauge public support for options	1
B	Waterfront Park	3	Provide a focal improvement in park and trail spaces that access the Athabasca River waterfront. Working in partnership with others; design and build a waterfront park and related trail infrastructure.	2
<b>2. Education and Wellness</b>				
A	Quality long-term care for seniors and others	4	Advocate with Alberta Health Services to: <ul style="list-style-type: none"> <li>- Ensure long term care beds exist in Hinton to serve the needs of area residents</li> <li>- Ensure the assessment process accurately reflects the needs of the patients</li> <li>- Ensure Provincial resources are adequately aligned to the real needs of Hinton</li> </ul>	5
A	Youth leadership development, engagement and support	5	a. Develop new Youth Centre programming and services to support youth development;  b. Support action-oriented projects led by youth and build up youth leadership	3  3
A	Group housing/supportive housing for special needs	6	Address these needs by, establishing one supportive housing facility initially	3
<b>3. Governance and Partnerships</b>				
E	Foster meaningful public	7	a. Identify priority issues/ opportunities to dynamically engage public and then	5

	engagement and follow through on key issues, based on a proactive communications approach		implement engagement. (Or facilitate thru Council working committee or CEAC task force) b. Report progress to the community on priority initiatives and open houses occurs until project is complete. c. Respond promptly with facts to perceptions and concerns arising in community which are not consistent with Town beliefs and decisions. d. Improve public understanding of the Council: staff roles and relationships and the required alignment of actions in accordance with shared values and approved plans. e. Expand on opportunities for the community to express interest in specific topics at Regular Council meetings.	
E	Consistent quality citizen service interaction	8	Ensure a comprehensive, municipal customer service system based on best practices is provided to citizens (includes standards, processes, training/mindset, etc.)	1
F	Municipal Resource Optimization	9	Ensure municipal resources are applied firstly to core services and to advance council's goals and strategic initiatives (from Community Sustainability Plan). Do this by identifying and reviewing with council opportunities for resource rationalization; includes creative revenues, current program rationalization/sun setting and creative partnerships with citizens, organizations etc.	5
F	Optimize volunteer non-profit sector contributions to community	10	Work with the non-profit sector to foster sustainability by providing supports and encouraging possible consolidation/efficiencies.	3
E	Support and foster community pride and celebration	11	a. Foster a vibrant and proud community by celebrating Hinton's heritage and successes well. Celebrate partnerships and encourage ambassadorship.  b. Give focus to community progress and successes for local community and wider audience. Where appropriate, get Hinton good news items and success stories published regionally and provincially. Ie. GAER Edmonton Journal top 10 communities – AB Venture	1  5
E	Communication and promotion of Town's and Community Sustainability plans, progress and decisions	12	Increase public awareness and recognition of the Town's progressive plans, plan progress, services and decisions (including rationale). Communicate reasons and rationale for council decisions thru Town written release.	5
<b>4. Local Economy</b>				
D	Attainable housing supply	13	Work with developers to improve the housing attainability and special needs area as per 2011 Priorities for Integrated Housing plan implementation. Reduce serviced land costs by undertaking development standards and systems review.	2
D	Support all business operations and their growth	14	Assist business to operate and grow with supports including community information for manpower recruitment, local staff education, "buy local" campaign, beautification,	5

			stream-lined Town processes, etc.	
C	Post-secondary education facility and programs	15	Advocate with our partners for a vibrant opportunity for local and regional post-secondary education in a setting that delivers a range of programs critical to the future of Hinton and West Yellowhead region. Create an environment that supports the educational needs of young adults, industry, and young adult learning opportunities.	5
C	Tourism marketing and product development	16	Foster Hinton as a tourist attraction through partnership promotion/marketing while supporting new business development to expand product offerings.	5
C	Regional service centre positioning and promotion	17	<ul style="list-style-type: none"> <li>a. Market the community as a regional service centre</li> <li>b. Monitor and address any barriers to growth or risks of reduction in our regional centre economic position (ie. health/surgeon/doctor availability for newcomers etc.)</li> <li>c. Advocate expanding business to meet identified retail/service gaps in Hinton. (Do this by working with others both within Hinton and outside ie. Parks West Mall tenant marketing).</li> <li>d. Enhance Innovista lot sales efforts</li> </ul>	5 5 5 5
D	Large highway commercial land supply	18	Assist in identifying 5 plus acre highway commercial opportunities and raise awareness amongst realtors	5
D	Serviced industrial land supply	19	Provide more readily available serviced industrial land for growth	2
<b>5. Natural and Built Environments</b>				
D	Sufficient potable water to West Hinton	20	Support development and growth with sound basic utility infrastructure to all parts of Hinton	2
G	Environmental Management Plan/System	21	Establish a plan which directs municipal operations environmentally and establishes environmental priorities within the community	2
G	Reduce, reuse and recycle solid waste	22	Promote solid waste reduction, recycling and reuse	4
			Update cost/benefit of curbside recycling, and then engage public in feedback to assist in decision (this would expand access to and use of recycling).	4



## APPENDIX A

### ITEMS COMPLETED SINCE 2011 STRATEGIC PLAN ADOPTION (to June 1, 2012)

#### A. Economic Strength

KRA#	Initiative	Scope and purpose
A4	Regional service centre positioning and promotion	Clarify roles with economic development partners like C of C re. Filling retail/services gaps.

#### B.1. Public Engagement and Follow-through

B1.	Foster meaningful public engagement and follow through on key issues, based on a proactive communications approach.	Review Town Council boards& committees structure to ensure it fosters ownership, citizen member participation and value, and gathers citizen feedback effectively.
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#### C. Infrastructure preservation and growth

C6	Long term Capital plan update	Complete a full update to assist in responsible long term planning, prioritization and funding of Town capital replacement and enhancements.
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#### D. Social Well-Being

D1	Home based aging in place	Reduce barriers to support seniors aging at home (i.e. Homemaker program, HASI grants, health home supports, etc.)
D3	Secondary suites/densification to improve attainable housing	Finalize bylaw and promote the opportunity to community. Re secondary suites and eventual densification/infill of neighborhoods.