



# 2022 Strategic Plan



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**Strategic Plan Facilitated by:**



# Mayor's Message



Dear Residents,

Town Council is excited to present our new 2022-2025 Strategic Plan. Following a facilitated 2-day workshop and through our understanding of the Town's needs we are excited about the direction established in this Plan. Council looks forward to future engagements with Administration to develop implementation plans and to see this vision to reality.

While very excited about recent major development announcements in 2022 we continue to pursue new and innovative economic development opportunities that will benefit the community and enrich the lives of our residents. As part of enriching all residents we are excited to be investing in a true affordable housing initiative (partly funded through a grant from Canadian Mortgage and Housing Corporation (CMHC)) and working to ensure the delivery of a variety of new housing opportunities.

Community Services are key to our resident's quality of life and so we continue to invest in the great work of our civic partner agencies and expand opportunities for residents and guests to enjoy our outdoor experience. Communicating with our residents is a priority and so we will continue to work with Administration to improve our communications regarding all that the Town of Hinton has to offer.

Maintaining the Town's current municipal infrastructure and operating agreements is a critical priority. Included in this challenge is planning infrastructure needs of the Town and its residents as well as confirming future water and wastewater treatment requirements. Of course, Council continues to review the possibility of expansions to our recreational infrastructure.

By supporting and developing the necessary expertise of Town Administration Council feels the Town will be better able to serve the needs of our residents as well as achieve the goals set out in this Plan.

Thank you for trusting Council and myself as we endeavor to serve the residents of Hinton!

A handwritten signature in black ink, appearing to read 'Marcel Michaels'.

Mayor Marcel Michaels

# SWOT ANALYSIS

## STRENGTHS

- Location - major corridor
- Beautiful - natural resources
- Tourism
- Low debt
- Good financial picture
- Knowledgeable staff
- Diverse
- Proximity to parks and mountains
- Employees are passionate, resilient and dedicated
- Quality of life
- Volunteerism
- Partnerships
- FCSS
- Small town feel
- Excellent customer service staff
- Competitive tax rate
- Low utility costs

## WEAKNESSES

- Land locked amongst crown land
- Broken culture/low morale
- Senior management instability
- Overworked employees
- Lack of public trust
- Lack of administrative trust
- Changing budgetary timelines
- Difficulty recruiting and retaining staff
- Lack of Economic Development
- Amount of time spent in-camera
- Catering to some ratepayers
- Lack of foresight
- Developments stalled
- Poor reputation for employment
- Council's changing direction
- Weak policies
- Communications
- Relationship between Admin and Council
- Reputation - tough town to work with
- Shipping and distribution costs

## OPPORTUNITIES

- Tourism development
- Economic expansion/industrial growth
- Mental health and social program initiatives
- Succession planning
- Water meters
- Re-build administrative structure
- Maximize grants
- Engage youth to become community builders and contributors
- Public transportation
- Celebrating successes
- Industrial vacancy
- Proximity to Duvernay
- Transportation network expansion
- Improve regional relationships
- Invest in staff support systems - work-life balance, manageable workloads
- Utilize expertise from other communities
- Revitalize Beaver Boardwalk
- Diversity and Inclusion initiatives
- Non-residential tax incentives
- More cost effective public transportation

## THREATS

- Changing resource industry
- Limited housing
- Micromanaged staff
- Inflation/Economy
- Under taxation of residents
- Lack of reserves
- Lack of asset management
- Pulp mill closure
- Continued relationship issues between Council and Administration
- Water plant
- Historical hangover
- Sewage treatment
- Lack of Council cohesiveness
- Staff burnout
- Lack of local understanding of budget and service levels
- Discontinued grants



# Vision

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Respectful of our past while creating our future, with a safe, active outdoor lifestyle, culturally rich and diverse, Hinton is a community of opportunity.

# Mission

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

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



# Council's Key Principles

*The following Key Principles flow into all Strategic Priorities and Goals*



Engaged



Customer Focused



Collaborative



Solution Focused



Sustainable



Safe



Inclusive





# Strategic Priorities



**ECONOMIC  
DEVELOPMENT**



**COMMUNITY  
SERVICES**



**ORGANIZATIONAL  
EFFECTIVENESS**



**INFRASTRUCTURE**

## Economic Development

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- The Town develops a clear understanding of barriers to development and works to remove barriers
- The Town explores land acquisition to expand commercial and industrial economic opportunities
- The Town works to attract development to vacant land
- The Town maintains a competitive tax and fee structure with surrounding communities
- Business can expect a consistent and solutions based/customer focused approach to development
- Development opportunities and the benefits of locating, developing, or expanding in Hinton are consistently communicated and marketed
- The Town is committed to the update and implementation of the Town's Economic Development and Tourism Strategic Plan
- The Town develops a proactive approach to business retention and expansion
- The Town continues to work towards the full development of Boutin Lands including options for Seniors' Housing
- The Town utilizes Expressions of Interest, collaboration, and other strategies to attract investment and development
- The Town supports partners in promoting tourism including participation in a Destination Marketing Organization

## Community Services

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- The community's outdoor experience and trail system connectivity is maintained and maximized
- The Town completes an independent and systematic review of the services and service levels for the 2023 budget cycle
- Seniors remain in Hinton through a variety of transitional housing options
- The Town clearly communicates and shares information with stakeholders through a variety of communication mediums





# Organizational Effectiveness

- Staff and Council have a clear understanding of their roles and objectives
- The Town will be fully staffed with qualified people to address operations and strategic priorities
- Council and Staff acknowledge the importance of a strong corporate culture through mutual trust and a cohesive working relationship
- Council remains “focused” on moving the Town’s priorities forward in a fiscally responsible manner
- That Council and Administration work to enhance the relationship with the Provincial Government

# Infrastructure

- The Town develops a long-term strategy for water and wastewater treatment
- The Town develops an interim solution for water and wastewater
- The Town continues the planning and feasibility for an aquatic centre

# Council 2021-2025

