

Town of Hinton

Strategic Plan

2017-2021



Town of Hinton Contact:

Phone: 780.865.6087

Fax: 780.865.5706

Email: info@hinton.ca

www.hinton.ca



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EXECUTIVE SUMMARY

The following Strategic Plan was created through collaboration between Hinton Town Council, Administration, and MNP LLP. This strategic plan outlines the Town of Hinton's Vision and Mission statement which were key inputs into the creation of the goals and objectives.

Given the recent election, Council was well positioned during these deliberations to create guiding principles and priorities that accurately reflect their perception of citizens needs.

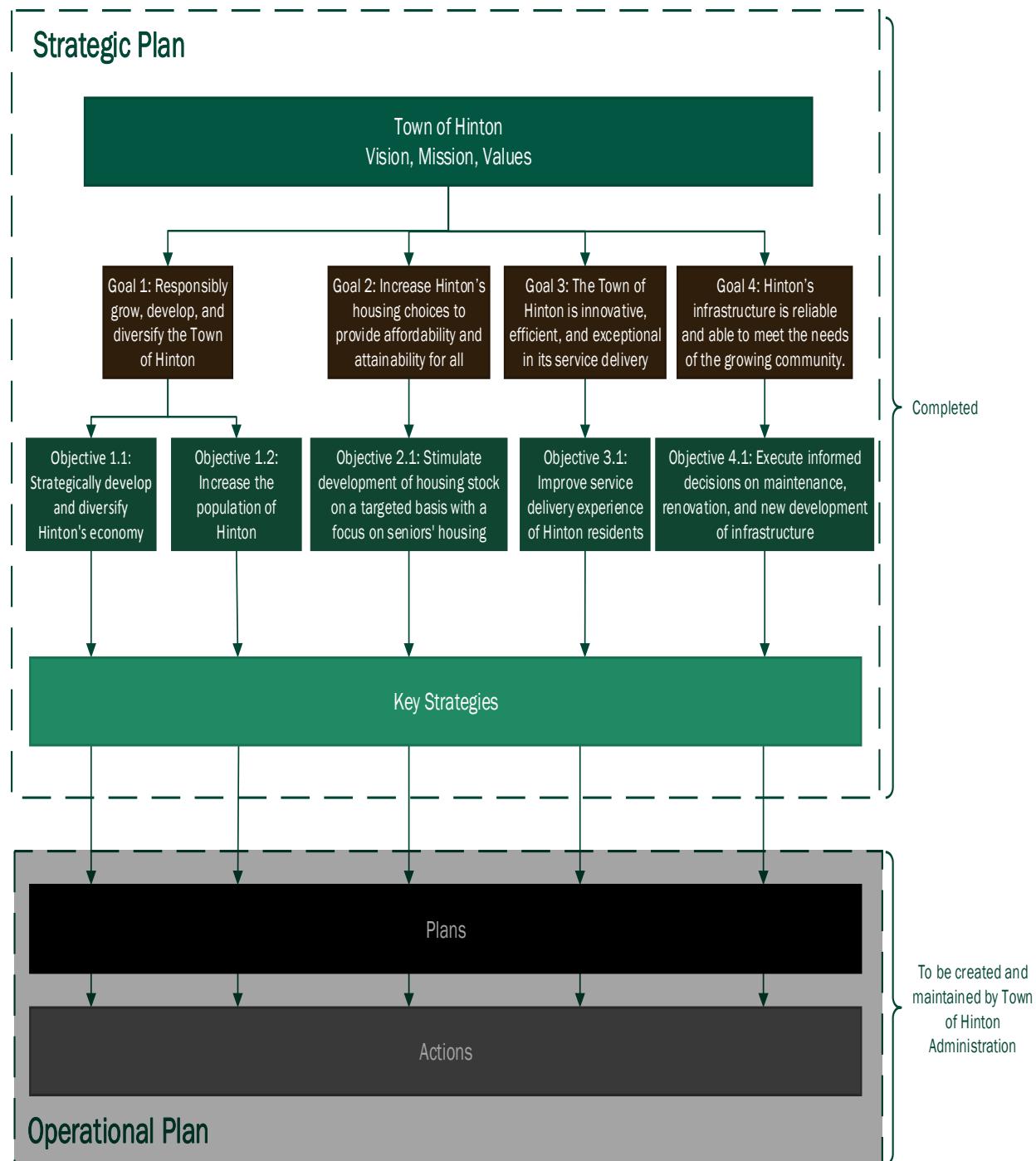
While keeping the vision, mission, principles, and priorities in mind, Council identified four strategic goals that they wish to accomplish over the next four years. Building upon these goals and objectives, key strategies were created to facilitate the achievement of the goals and to further define the wishes of the community and Council.

Once the Strategic Planning process is complete, Administration translates all identified strategies into plans and actions. It is the responsibility of Administration to implement, maintain and update their plans and actions, to deliver updates to Council.



STRATEGIC FRAMEWORK

The strategic framework, illustrates how each component of this Strategic Plan is based upon and works towards achieving the Town of Hinton's vision and mission.



COMMUNITY SUSTAINABILITY

The Five Pillars

Education and Wellness

We are a caring community; we are willing to work together through difficult issues. We're quietly generous with our time and expertise. We focus on the future, on what is possible, and take action to get things done. We have numerous informal and formal places to soak up knowledge and skills. We aim to be a community with education and wellness opportunities that attract new residents and inspire everyone to stay.

Local Economy

Situated along the vital Yellowhead Highway (Highway 16), the town of Hinton is well positioned to serve as a go-to hub for the trading region. Our local economy is driven by the extraction and processing of pulp, lumber, coal and gas and supplemented by the hospitality, retail, public service, tourism and health service sectors.

Relying as much as we do on the resource sector also exposes businesses and employees to swings in global commodity markets. Given that reality, we are seeking to diversify our economic base by fostering sustainable local businesses. As a bonus, diversification will expand the community's shopping options, which are more limited than many would like.

Culture and Recreation

Gateway to Alberta's Northern Rockies, our community is home to many who draw inspiration from the surrounding landscape. Some of us are inspired to create through visual, performing and literary arts. Others are inspired to recreate knowing the value of an active lifestyle and moved by the natural beauty of our community.

Governance and Partnerships

Community leadership is shared among numerous boards, committees and grassroots groups working to advance specific causes. The insight brought to the table by residents who care about our community is essential to meeting the needs of the unique mix of people who live here. Among both residents and community leaders, there is a sense that a sustainable future depends on our ability to reach across divisions and differences and partner together to accomplish shared goals.

Natural and Built Environments

Our setting inspires and informs our built environment. Spread out along the Athabasca River, with the Rockies as a backdrop to the west, we have made a commitment to reflect our alpine surroundings in streetscapes and storefronts. Realizing that the imperative of living sustainably applies to urban development as well as design, we are also determined to make our urban areas more compact and pedestrian friendly. In making best use of the land entrusted to us, we also aim to shift our habits away from vehicles to more active, healthier lifestyles.

Where do these pillars come from?

The Community Sustainability Plan, a comprehensive document that helps in guiding the development and long term planning of Hinton.

VISION AND MISSION



Vision

Respectful of our past, creating our future, Hinton is a community of opportunity – as an active, culturally rich, safe environment in which to grow.

Mission

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

- 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

CORPORATE VALUES

The Corporate Values are the values that guide our decisions as individuals and as an organization. They describe what is most important to us and set a standard for our behaviour and how we interact with each other, society and our business partners.

Be A Leader

Take ownership in achieving results.

Be Respectful

Value others' ideas, qualities and time.

Be Safe

Create a work environment that contributes to employee health and well-being.

Be Proud to Serve the Public

Work to deliver exceptional services.

Be Accountable

Deliver on our commitments.



GUIDING PRINCIPLES AND PRIORITIES

Guiding Principles

Council members had just completed an extensive round of community engagement in the form of an election campaign. Because of this, Council was well positioned to define the values of the Town of Hinton based on the information they collected from community members. The identified Guiding Principles for the Town of Hinton are:

- Family
- Housing
- Prosperity
- Recreation
- Environment
- Education
- Access and Inclusion
- Security
- Resources
- Communication Priorities

Priorities

The top six priorities for Members of Council over the 2018-2022 term are:

- Economic Development & Diversity
- Retaining Workforce and Succession
- Infrastructure Maintenance and Safety
- Seniors Housing
- Population Growth
- Business Attraction

These priorities became the foundation for determining and identifying Hinton's goals.

GOALS, OBJECTIVES, AND STRATEGIES

Based on the values and priorities identified, four strategic goals were developed to achieve positive outcomes over the next several years.

Ongoing Strategic Priority – Mountain Pine Beetle

In addition to the goals and objectives specifically identified in Council's strategy document, Council and Administration are prepared to address concerns regarding the Mountain Pine Beetle (MPB) over the next four years. The Mountain Pine Beetle is one of the threats currently facing the Town of Hinton and is also one of the greatest natural resource pressures facing Alberta today. Although at this time, uncertain of all impacts the Mountain Pine Beetle will have, Council is committed to dedicating resources to explore prevention and control strategies as shown by the current MPB Control Program¹.



¹ 2016 – 2017: <http://www.hinton.ca/CivicSend/ViewMessage/message?id=39248>

Goal 1: Responsibly grow, develop, and diversify Hinton.

With effective economic development strategies, business attraction and diversification will both enable and be enabled by population growth, which will further stimulate development. As Goal 1 addresses several areas of concern, there are two objectives with their own key strategies in order to address all of the priorities.

Objective 1.1: Strategically develop and diversify Hinton's economy.

The key strategy is intended to support diversification of the business landscape and breadth of goods and services offered in Hinton by working with our partners in attracting new businesses. Development of planning documents and strategies covering economic development, land acquisition, marketing, business retention, and economic diversification will encourage the desired attraction of new businesses. With clear strategic intention, the Town of Hinton can identify gaps in the current range of goods and services. By creating, sustaining, and leveraging inter-organizational partnerships, deliberate collaboration will strengthen the business network to make Hinton a positive environment for new and existing businesses.

The Key Strategies for Objective 1.1 of Goal 1 are summarized in the table below.

Goal 1: Responsibly grow, develop, and diversify Hinton.
Objective 1.1: Strategically develop and diversify Hinton's economy.
Key Strategies: KS 1.1.1: Collaborate through partnerships. KS 1.1.2: Create economic development strategic plan. KS1.1.2.a. Attract new businesses to the Town of Hinton that enhance choice and availability of goods and services. KS 1.1.3: Develop land acquisition strategy. KS 1.1.4: Promote tourism focusing on Hinton as an adventure destination. KS 1.1.5: Develop Inter-municipal Collaboration Framework and Development Plan with Yellowhead County.



Objective 1.2: Work with Regional Partners to increase the population of Hinton.

Encouraging youth to return and live, while improving youth programs and services will increase the chances of families starting and staying in Hinton. A few key strategies, shown below, cover facilitation of a skilled workforce, and the continued attraction of skilled medical professionals. Council believes these concepts will further encourage families to live in Hinton.

The Town will be working towards sustaining and expanding the concept of year-round recreation to promote a modern, adventurous lifestyle for its citizens and tourists. This initiative will require the creation of an event attraction strategy and facilitate becoming an adventure destination in Alberta.

The Key Strategies for Objective 1.2 of Goal 1 are summarized in the table below.

Goal 1: Responsibly grow, develop, and diversify Hinton.
Objective 1.2: Work with Regional Partners to increase the population of Hinton.
Key Strategies: KS 1.2.1: Work with partners to retain youth citizenship. KS 1.2.2: Sustain and expand 12-month recreation. KS 1.2.3: Explore opportunities to improve children and youth programs/services. KS 1.2.4: Enhance medical supports. KS 1.2.5: Create an event attraction strategy.



Goal 2: Increase Hinton's housing choices to provide affordability and attainability for all.

The second goal is focused on Hinton's housing continuum, specifically addressing the priority of Seniors' Housing. The seniors housing continuum ranges from subsidized / affordable housing through market housing and then through escalating levels of supportive / assisted living and full-time care facilities.

Consideration of the entire housing continuum was built into this goal because affordable housing options for seniors need to be examined, enhanced, and developed based on a thorough examination of the housing continuum and its possible effects on the entire population. Market housing represents 85% of the homes which citizens will live in over the course of their lives. Without adequate choices for seniors housing, senior citizens are more likely to continue to live in homes that might otherwise be bought by families. Families therefore have fewer options, and do not have the chance to upgrade which may prevent younger people / couples from entering the housing market— this issue propagates further through the housing continuum, resulting in fewer affordable options for all age groups in Hinton.



Objective 2.1: Stimulate development of housing stock on a targeted basis with a focus on seniors' housing.

Objective 2.1 and its key strategies are based on the housing continuum concept, as outlined in the Town of Hinton Integrated Housing Strategy (July 2013). Reviewing and updating this document to focus on near and medium-term actions and solutions will focus efforts towards creating more affordable options for citizens on a 'need' targeted basis. As part of this strategy, it is a priority for Hinton to develop more targeted housing options for seniors on both private and public land.

The Key Strategies for Objective 2.1 of Goal 2 are summarized in the table below.

Goal 2: Increase Hinton's housing choices to provide affordability and attainability for all.
Objective 2.1: Stimulate development of housing stock on a targeted basis with a focus on seniors' housing.
Key Strategies: KS 2.1.1: Review the integrated housing strategy (July 2013) to create and implement a near and medium-term action plan for housing continuum and seniors. KS 2.1.2: Develop an infill housing strategy on private and public land. KS 2.1.3: Create partnerships in support of affordable housing.



Goal 3: Foster innovative, efficient, and exceptional service delivery.

The Town is focused on improving its citizens service delivery experience, as well as retaining the current workforce and creating a succession plan.

Objective 3.1: Improve service delivery.

Members of Council highlighted the importance of improved service delivery to ensure that the citizens of Hinton have positive customer interactions and can enjoy the benefits of an efficient service delivery model. This can be achieved by expanding the environment and culture of excellence to build strong relationships and positive impressions with residents of Hinton. By unifying service delivery options, citizens can expect that each interaction is meaningful and will carry forward to their next sets of interactions – this “only handle it once” approach to customer service delivery improves the customer experience and reduces duplication of efforts. Along with these strategic operational changes, communication and consultation is built into the key strategies of these objectives. Building mutually beneficial relationships with community connectors will help to move forward change and solidify communications plans internally and with Hinton citizens.

The Key Strategies for Objective 3.1 of Goal three are summarized in the table below.

Goal 3: Foster innovative, efficient, and exceptional service delivery.
Objective 3.1: Improve service delivery.
Key Strategies: KS 3.1.1: Develop a communications strategy. KS 3.1.2: Create an environment and culture of excellence. KS 3.1.3: Develop a more consultative approach to operational planning. KS 3.1.4: Build relationships with community connectors. KS 3.1.5: Promote an “only handle it once” customer service philosophy.



Goal 4: Maintain safe and reliable infrastructure able to meet the needs of the growing community.

The fourth goal is designed to ensure citizens are aware of and confident in the Town of Hinton's existing and new infrastructure. While it is not specifically mentioned in the goal, objective, or key strategies, one of the most important factors highlighted by Council for consideration in all decisions to be made over the next four years, will be that the Town is ready for growth. This means that all decisions regarding Town infrastructure will include consideration of future growth and development.



Objective 4.1: Execute informed decisions on maintenance, renovation, and new development of infrastructure.

Town Council identified the construction of a new multipurpose recreation facility as a high priority. The Town owns and maintains many facilities, including the Dr. Duncan Murray Recreation Centre, and is considered a regional hub offering multiple world class venues for recreational and cultural activities and events. Council, hearing the concerns of citizens, emphasized the importance of supporting the work of the previous Council, by continuing to investigate the current state of the recreation centre. Further work is required to understand the programming needs in the community and the long-term financial impacts of a new facility.

In addition, ensuring a long-term sustainable potable water supply has always been an important topic for Council and Hinton's citizens. The Town is working towards taking over the responsibility, from West Fraser, the responsibility for delivering this service to the community. The Town will continue its negotiations with West Fraser, for the long-term, sustainable provision of potable water for the community.

The Town will continue to update its Preventative Maintenance Programs and over the next few years is working towards the completion of an Infrastructure Asset Management Program.

The Key Strategies for Objective 4.1 of Goal four are summarized in the table below.

Goal 4: Maintain safe and reliable infrastructure able to meet the needs of the growing community.

Objective 4.1: Execute informed decisions on maintenance, renovation, and new development of infrastructure.

Key Strategies:

KS 4.1.1: Continue preventative maintenance program.

KS 4.1.2: Determine the future of the recreation centre.

KS 4.1.3: Maintain and enhance Hinton's indoor and outdoor recreation infrastructure.

KS 4.1.4: Secure a sustainable potable water supply.

KS 4.1.5: Fully realize and resource Town of Hinton infrastructure asset management program.



TOWN COUNCIL – PROUDLY SERVING OUR COMMUNITY

BACK ROW

Tyler Waugh
Mayor Marcel Michaels
Albert Ostashek
Dewly Nelson

PHONE #

780-817-0190
780-816-2355 Or 780-865-6005
780-865-0027
780-232-5856

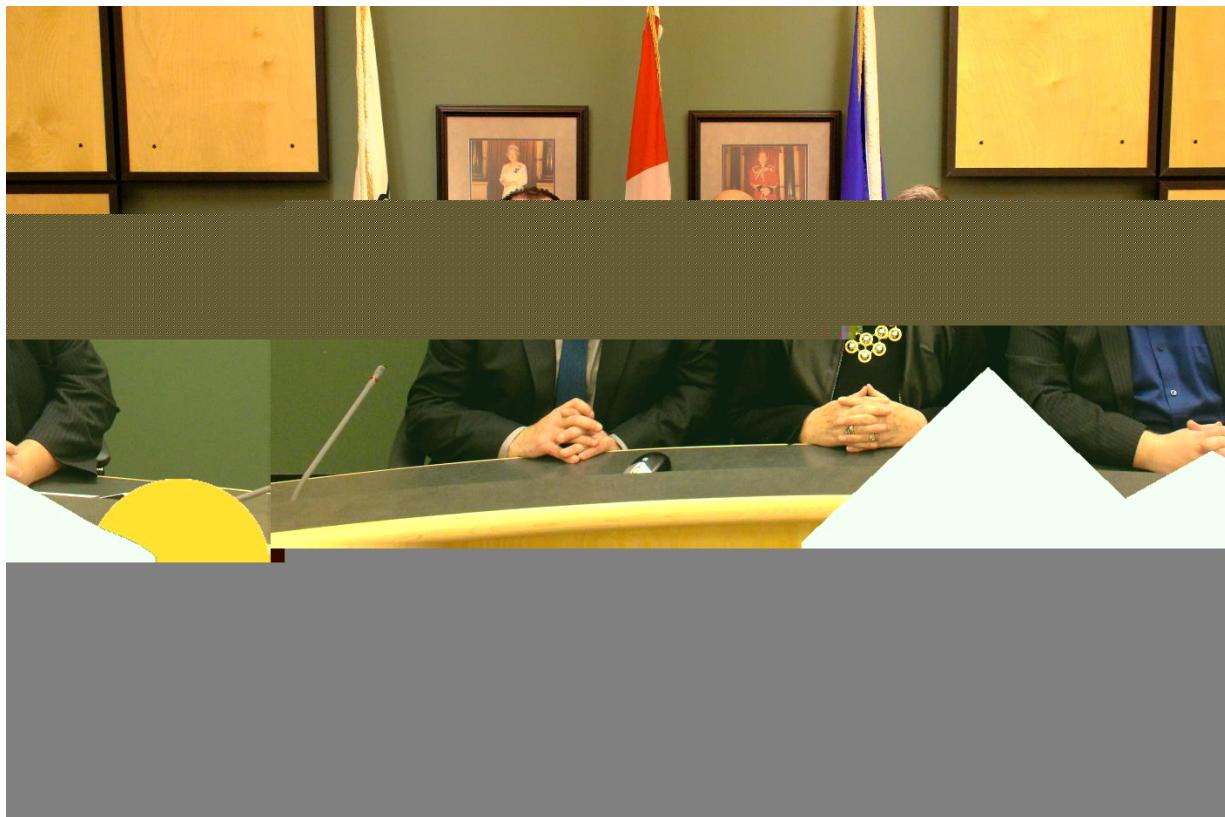
FRONT ROW

Trevor Haas
JoAnn Race
Ryan Maguhn

PHONE#

780-740-1471
780-865-0487
780-223-1701

Email: Council@Hinton.ca

**Town of Hinton Contact:**

Phone: 780.865.6087
Fax: 780.865.5706
Email: info@hinton.ca
www.hinton.ca

