

COUNTY OF



TWO HILLS

2021

STRATEGIC PLAN

VISION:

“The County of Two Hills is dedicated to achieving excellence in leadership, growth, communication and services to their ratepayers and residents by providing the best quality, municipal services through a democratic and responsive process that recognizes and balances the diversity of its people, land and economic resources on behalf of the entire municipality.”



Table of Contents

Table of Contents	i
1.0 Introduction	2
1.1 Public Works.....	3
1.2 Essential Service Coordinator.....	14
1.3 Unsightly Property.....	15
1.4 Public Communication & Education.....	16
1.5 Roles of Council & Administration.....	18
1.6 Economic Development.....	22
1.7 County Gas Utility.....	23
1.8 Agricultural Service Department.....	26
1.9 Project Innovation.....	30
1.10 Emergency Management.....	31
1.11 Development.....	32

1.0 Introduction

During the development of the County of Two Hills Strategic Plan, Council and Administration identified a wide range of objectives and recommended actions in support of each one. In the tables that follow, the Strategic Plan provides several types of information for each action:

- Timing: when the action should take place;
- Responsibility: which County organization or individual will be responsible for taking the action;
- Quarterly Report: a future description of the progress of each action.

This Strategic Plan provides a framework to guide future decision-making and planning within the County government and its interested partners. The Strategic Plan is also intended to inform other municipal plans, policies, and decisions as required.

It is recommended that the County undertake a progress review of this Strategic Plan quarterly or annually. This review will allow Council, Administration and the public to see which actions have been taken, which goals have been achieved, and whether there should be any changes to the plan in light of community priorities and resources.

1.1 Public Works

Objective: Ensure appropriate maintenance of transportation, parks, and water infrastructure for the benefit of County residents.

ACTION		TIMING	RESPONSIBILITY	QUARTERLY REPORT
1.1.1	<p>Right-of-Way Brushing Program</p> <ul style="list-style-type: none"> a. Continue the Right-of-Way Brushing Program according to the policy Brushing Policy No. PUB-BRU-3; b. Prioritize the Corner Brushing Program to address safety to the traveling public; c. Prepare a brushing map that clearly shows prioritization of areas; d. Ensure all completed projects are communicated to the County Agricultural Service Board (ASB) Department for placement in the Brush Spraying Program (Administration [ASB] is to ensure spraying is completed on mapping electronically); e. Create a protocol for after-brushing control; and, 	Ongoing	PW Mtnce Sup	
		Ongoing	PW Mtnce Sup	
		Year End	PW Mtnce Sup	
		Ongoing	PW Mtnce Sup/Ag Fieldman	
		Year End	PW Mtnce Sup	

	f. Complete up to 25 linear miles of brushing per annum, evaluating and completing most cost efficiently.	Ongoing	PW Mtnce Sup	
1.1.2	<p>Local Gravelling Program</p> <p>a. Maintain the gravelling of all local roads on a four-year rotation. Specific roads may be gravelled more than once every four years due to high traffic volumes and/or weather conditions;</p> <p>b. Prepare a gravelling map to show areas proposed for gravelling. Which is to be provided to Council for acceptance prior to gravelling;</p> <p>c. Prepare a plan to have all required gravelling completed by September 1, weather permitting;</p> <p>d. Public Works: regularly communicate gravelling progress to Council through CAO;</p> <p>e. Convert unrestricted funds into an emergency operational fund;</p> <p>f. Investigate the feasibility of stockpiling gravel in areas of the</p>	<p>Ongoing</p> <p>April</p> <p>September 1</p> <p>Ongoing</p> <p>When required</p> <p>Ongoing</p>	<p>PW Sup</p> <p>PW Sup/PW Shop Sup</p> <p>PW Sup</p> <p>PW Sup</p> <p>CAO</p> <p>PW Sup</p>	

	<p>County that are short of gravel, most cost efficiently;</p> <p>g. Investigate a stockpiling gravel location in the West part of the County for constant gravel access;</p> <p>h. Use 4/20 spec. gravel on County roads; and,</p> <p>i. Place an equitable amount of gravel on roads throughout the County.</p>	Ongoing	PW Sup	Willingdon Shop / Landfill
		Ongoing	PW Sup	
		Ongoing	PW Sup	
1.1.3	<p>Gravel Elimination Operations</p> <p>a. Establish a long-term plan addressing gravel elimination operations within existing and future gravel pits, announcing utilization of products, storage and royalty for the gravel elimination products.</p> <p>b. Identify high traffic roads and address gravelling requirements using GIS and traffic counter, and forward information to Aware 360 for mapping;</p> <p>c. Pursue inventory control as recommended by the Auditors; and,</p> <p>d. Ensure adequate gravel supply for the County prior to investigating the</p>	Ongoing	CAO/PW Sup	
		2021	PW Shop Sup/CAO	
		Ongoing	PW Shop Sup	
		Pending	CAO/PW Sup	

	feasibility of selling gravel for capital purchase for neighboring municipalities and identify a special reserve account for the revenue received from these municipalities.			
	<p>Long-Term Plan for New Gravel Sources</p> <ul style="list-style-type: none"> a. Develop a long-term plan for new gravel sources; b. Identify new gravel sources within and outside the County of Two Hills and purchase lands with good, reliable, longer term gravel deposits; c. Provide longevity estimates on pits throughout the County; and, d. Develop a Reclamation Plan to reduce liability to the County (suggestion of minimum of 1 gravel pit reclamation per year). 	<p>Ongoing</p> <p>Ongoing</p> <p>Jan 2021</p> <p>2021 Proposed Reclamation</p>	<p>PW Sup/CAO</p> <p>PW Sup/CAO</p> <p>PW Sup/Crusher Sup</p>	
1.1.4	<p>Road Oiling Program</p> <ul style="list-style-type: none"> a. Investigate the feasibility of new dust control materials available on the market; b. Identify road oiling projects and road oiling equipment requirements; 	<p>Ongoing</p> <p>Year End</p>	<p>PW Sup/PW Roads Sup</p> <p>PW Road Sup</p>	

	<ul style="list-style-type: none"> c. Continue with road paving projects, budget permitting; d. Develop a plan to report and expediate the repair of potholes (reporting monthly); e. Prepare a long-term strategy to address [i.e., maintain? resurface?] aged oiled roads; prioritization; f. Address oiling of roads [i.e., oil these roads?] within Parks Subdivisions under the control and management of the County; and, g. Ensure the python has completed projects in the County prior to investigating the feasibility of contracting the python to neighbouring municipalities. 	<p>Ongoing</p> <p>Spring 2021</p> <p>Year End</p>	<p>PW Road Sup</p> <p>PW Road Sup/CAO</p> <p>PW Sup</p>	
<p>1.1.5</p>	<p>Industrial Use of County Roads</p> <ul style="list-style-type: none"> a. Continue to negotiate with industry for dust control on local gravel roads used for industry’s benefit; b. Continue negotiations with industry for assistance with road maintenance requirements; and, 	<p>Ongoing</p> <p>Ongoing</p>	<p>PW Sup/CAO</p> <p>PW Sup/CAO</p>	

	<ul style="list-style-type: none"> c. Ensure that all trucks required to follow designated routes are actually following those routes. 	Ongoing	PW Sup/PW Road Sup	
1.1.8	<p>Hamlet Improvement Program</p> <ul style="list-style-type: none"> a. Complete all projects previously identified; b. Expand program to encompass all Hamlets; and, c. Track and report all costs incurred per Hamlet. 	<p>Ongoing</p> <p>Ongoing</p> <p>Quarterly</p>	<p>CAO / PW Sup</p> <p>PW Sup/CAO</p> <p>PW Shop Sup/Finance</p>	
1.1.9	<p>Capital Equipment Replacement and Repair</p> <ul style="list-style-type: none"> a. Continue the short- and long-term plan addressing municipal capital equipment and vehicle replacement and repair; and, b. Capital Equipment Replacement Plan – TCA (further discussion). 	<p>Ongoing</p> <p>Asset Mgmt Program</p>	<p>All Department Heads / CAO</p> <p>Ongoing</p>	
	<p>Structure, Organization and Accountability of Public Works</p> <ul style="list-style-type: none"> a. Continue to improve communication between Public Works and Ratepayers and between Public 	Ongoing	PW Sup/CAO	

	<p>Works and Council via Senior Administration;</p> <p>b. Improve internal delegation of responsibilities;</p> <p>c. Ensure grader men monitor, report and address any safety concerns within their grading area (i.e., signs, potholes, rocks, etc.);</p> <p>d. Provide Council with more specific information (e.g., details and figures) related to proposed or ongoing projects;</p> <p>e. Implement Council’s goals, as set out in this Strategic Plan, in a timely and effective manner;</p> <p>f. Review job descriptions and appropriate training/certification; and,</p> <p>g. Establish goals and review quarterly.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing/Year End</p>	<p>PW Sup</p> <p>PW Roads Sup</p> <p>PW Sup/ PW Shop Sup</p> <p>PW Sup/CAO</p> <p>PW Sup/CAO</p>	
	<p>Rural Road Dust Control</p> <p>a. Water rural gravel roads in front of residences, if no dust control is already in place, before these routes are used for hauling gravel or oil;</p>	<p>Ongoing</p>	<p>PW Roads Sup</p>	

	<ul style="list-style-type: none"> b. Ensure that gravel haul contractors provide dust control in front of residences as required by the County in a Road Haul Agreement and follow assigned gravel routes; c. Communicate with area Councillors prior to oil rejuvenation; and, d. Update and review the current Dust Control Policy. 	Ongoing	PW Roads Sup	
		Ongoing	PW Roads Sup	
		Year End	PW Roads Sup/CAO	
	<p>Rural Road Upgrading</p> <ul style="list-style-type: none"> a. Develop and prioritize a long-term plan for rural road upgrading and construction; b. As required, tour the County road system to identify required road upgrading projects. Visit and tour neighboring municipalities if required; c. Review and consider all provincial and federal government funding programs available for municipal infrastructure upgrading projects; d. Ensure all required easements are approved by policy, obtained in writing, in place in accordance with policy, and filed at the County office 	Year End	PW Roads Sup/CAO/Council	
		End October	PW Roads Sup/CAO/Council	
		Ongoing	CAO/Finance	
		Ongoing	PW Roads Sup	

1.2 Essential Service Coordinator

Objective: Maintain a high standard for safety within the organization and a high level of fire protection within the County.

ACTION		TIMING	RESPONSIBILITY	QUARTERLY REPORT
1.2.1	Identify and educate FireSmart Program.	Ongoing	CAO/ESC	Attending Conference ESC in October
1.2.2	Review Mutual Aid Fire Agreements within the County and with neighboring municipalities annually.	Annually	ESC	
1.2.3	Maintain separate identities for each fire department.	Ongoing	ESC	
1.2.4	Ensure all firefighters are equipped with adequate and safe personal equipment and training. Any deficiencies that are not addressed in an annual budget should be reported to Council immediately.	Ongoing	ESC	
1.2.5	Investigate the feasibility of issuing fire permits online.	2021	ESC	Inspection Highly Recommended

1.3 Unsightly Property

ACTION		TIMING	RESPONSIBILITY	QUARTERLY REPORT
1.3.1	Essential Services: Review and enforce the unsightly property bylaw throughout the entire County.	Immediate and Ongoing	ESC	

1.4 Public Communication & Education

Objective: Improve communication practices and infrastructure within the County.

ACTION		TIMING	RESPONSIBILITY	QUARTERLY REPORT
1.4.1	<p>Communication to Public</p> <ul style="list-style-type: none"> a. Place approved Council, Gas Utility, Agricultural Service Board and Public Works Department meeting minutes and audited financial statements on the County website on a regular basis; b. Expand the range of information to be made available to the public on the County’s website, social media and Highlights newsletter; c. Prepare and circulate news releases on Council undertakings as required; d. Place advertisements required by the Municipal Government Act in the local Journal, Vegreville Advertiser and Vermilion Voice, and circulate mailouts where required by the Act; and, e. Investigate an app, generated from the County Website. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2021</p>	<p>CAO/Exec Asst</p> <p>CAO/Exec Asst</p> <p>CAO/Exec Asst</p> <p>CAO/Exec Asst/ Dev Off</p>	

1.4.2	<p>Provision of High-Speed Internet to County Residents</p> <ul style="list-style-type: none"> a. Work with local ISP providers to advocate for service expansion and identify and address barriers. b. Explore the availability of provincial grants and programs to support rural high speed internet. 	Ongoing	CAO	
		Ongoing	CAO	

	<ul style="list-style-type: none"> provision of all Committee meeting minutes to each department; b. Increase public communication through the media; c. Create a unified Council; d. Oppose any forced or mandated regional governance structures; and, e. Prepare for forced dissolution and investigate the voice of rural ratepayers regarding dissolution. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>CAO/Exec Asst</p> <p>Council</p> <p>Council</p> <p>Council</p>	
1.5.3	<p>Policy Review and Establishment</p> <ul style="list-style-type: none"> a. Ensure that Policies are reviewed on an annual basis and/or as need basis and developed to ensure the elimination of possible contentious issues being brought forward to Council and Administration; and, b. Review Strategic Plan as required. 	<p>Ongoing</p> <p>Ongoing</p>	<p>Council/CAO</p> <p>Council/CAO</p>	
1.5.4	<p>Balanced Budget</p> <ul style="list-style-type: none"> a. Report separate mill rates for Hamlets and provide Council with a summary of pros and cons to support a decision; and, 	<p>2021</p>	<p>CAO/Director Finance</p>	

	<ul style="list-style-type: none"> b. Review all long-term contracts and agreements annually to ensure contract compliance. 	Ongoing	CAO/Exec Asst	
1.5.5	<p>Administrative Efficiency</p> <ul style="list-style-type: none"> a. Improve performance management by reviewing outcomes and results against goals and objectives each quarter; b. Improve professional development for staff and Council through the strategic use of workshops, seminars, consultants, etc. ; c. Improve Administration’s use of available technology and identify the required funding in the annual budget(s); d. Institute an extensive inventory program in all departments; e. Implement succession planning in all departments; and, f. Establish a Staff Retention Program. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>CAO</p> <p>CAO</p> <p>CAO/Dept</p> <p>CAO/Dept</p> <p>CAO/Dept</p>	

1.5.6	Continue Council’s commitment to implementing and improving a strong safety program that protects County employees, County property and the public from accidents.	Ongoing	CAO ESC All Depts	
1.5.7	Explore options to enhance policing and bylaw enforcement for the betterment of the County.	2021	CAO ESC	
1.5.8	Safe and Reliable Water Supply a. Establish a Connection and Groundwork Policy; and, b. Encourage the organization of Water Co-ops (i.e. controlling the installation of the water lines).	Ongoing Ongoing	Utility Mng Utility Mng	
1.5.9	Keep seniors within our County.	Ongoing	Council Reps	

1.6 Economic Development

Objective: Improve the County’s economic competitiveness to attract industry investment.

ACTION		TIMING	RESPONSIBILITY	QUARTERLY REPORT
1.6.1	Develop an Intermunicipal Development Plan (Town, Village).	Ongoing	Council CAO Dev Opp	
1.6.2	Continue to identify possible industry and commercial opportunities.	Ongoing	CAO Dev Opp	

1.7 County Gas Utility

Objective: Operate an efficient and effective gas utility service.

ACTION	TIMING	RESPONSIBILITY	QUARTERLY REPORT
<p>1.7.1 Operations</p> <ul style="list-style-type: none"> a. Operate the gas utility service in accordance with the Operations and Maintenance Manual; b. Bring all deficiencies in the Operations and Maintenance Manual up to date in a timely manner; c. Maintain gas loss within guidelines of (-2) or (+2); d. Address operations and maintenance recommendations outlined in the O & M audit as soon as possible; and, e. Prioritize the operation and maintenance of gas delivery and service. Make after-meter business the second priority. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Immediate</p> <p>Ongoing</p>	<p>Director of Utilities</p> <p>Director of Utilities</p> <p>Director of Utilities</p> <p>Director of Utilities</p> <p>Director of Utilities</p>	

1.7.2	Report on Strategic Plan annually for review and evaluation by the Gas Utility Committee.	Ongoing	Director of Utilities	
1.7.3	Report the feasibility of converting the fleet of County gas vehicles to run on natural gas (filling station).	Year-end	Director of Utilities	
1.7.4	Expand the utilization of natural gas utility equipment (i.e. boring equipment, vac truck, etc.)	Ongoing	Director of Utilities	
1.7.5	Explore pipeline supply agreements.	Ongoing	Director of Utilities	
1.7.6	Evaluate the life expectancy of the County of Two Hills natural gas utility system.	Ongoing	Director of Utilities	
1.7.7	<p>Distribution to Industry</p> <ul style="list-style-type: none"> a. Continue to expand the supply of natural gas and distribution of vent gas to the oil/gas industry within the franchise area; b. Visit and renew relationships with oil/gas industry representatives within the County; and, 	<p>Ongoing</p> <p>Ongoing</p>	<p>Director of Utilities</p> <p>Director of Utilities</p>	

	c. Investigate the feasibility of expanding the franchise area.	Ongoing	Director of Utilities	
1.7.8	Utility Service Administration a. Ensure the gas utility processes accounts receivable and project costing on a timely basis and includes all financial statements with agenda packages.	Ongoing	Director of Utilities	

1.8 Agricultural Service Department

Objective: Provide effective and efficient municipal support for agricultural activities in the County.

ACTION	TIMING	RESPONSIBILITY	QUARTERLY REPORT
<p>1.8.1 Agency & Public Communications</p> <ul style="list-style-type: none"> a. Ensure that all new farming trends and technology are addressed by the Agricultural Service Board department head and staff and communicated to the County farming community; b. Continue to develop a good working relationship with the Rannach Community Pasture Board; c. Continue open dialogue with our key contact and other provincial and federal agencies to learn about available agricultural programs, workshops and seminars and communicate this information to County ratepayers through mailouts and advertising; d. Continue open dialogue with the Environmental Funding Stream portion and renewable technology 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ag Fieldman</p> <p>Ag Fieldman</p> <p>Ag Fieldman</p> <p>Ag Fieldman</p>	

	<p>initiatives of the Agricultural Service Board Grant Program;</p> <p>e. Continue dialogue with the Vermilion River and North Saskatchewan River Watershed Alliances with respect to the management of watershed(s) and riparian areas affecting the County;</p> <p>f. Establish goals and review quarterly; and,</p> <p>g. Promote and communicate benefits of the ALUS program within the County.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ag Fieldman</p> <p>Ag Fieldman</p>	
1.8.2	<p>Noxious Weed Control</p> <p>a. Aggressively pursue the control of noxious weeds and eradication of prohibited noxious weeds within County boundaries; and,</p> <p>b. Organic Farmers ensure control of all weeds, including providing information to organic growers regarding the Weed Act.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Ag Fieldman/ASB Staff</p> <p>Ag Fieldman /ASB Staff</p>	

1.8.3	<p>Fusarium (Graminearum) Control</p> <ul style="list-style-type: none"> a. Pursue and advertise a program of random testing of feed and feed grain (minimum three different samples per month); b. Implement an awareness program; and, c. Develop and implement an action plan for the control of fusarium. 	Ongoing	Ag Fieldman	
1.8.4	<p>Canola clubroot control</p> <ul style="list-style-type: none"> a. Pursue and advertise a program of random surveys of canola fields and random testing of suspected clubroot infected plants; b. Implement an awareness program; c. Develop and implement an action plan on the control of canola clubroot; and, d. Continuation of diligence regarding the policy to prevent and mitigate the spread of clubroot. 	Ongoing	Ag Fieldman	

1.8.6	<p>Roadside Right-of-Way Maintenance</p> <p>a. Continue the Roadside Right-of-Way Mowing Program, with an emphasis on roads leading to and from County-owned parks and local roads; and,</p> <p>b. Ensure all corner brushing is adequately followed with spraying, having the same being communicated with Public Works.</p>	Ongoing	Ag Fieldman	
		Ongoing	Ag Fieldman	
1.8.7	Be our own restoration agency.	Immediate and ongoing	CAO / Ag Fieldman	

1.9 Project Innovation

Objective: Deploy innovative approaches to enhance services to the County, Town, and Villages.

ACTION		TIMING	RESPONSIBILITY	QUARTERLY REPORT
1.9.1	Continue to research all available water source/supply programs (water corridors, pipeline systems, etc.) i.e. ACE Water.	Immediate and ongoing	CAO/ASB/Director of Utilities	
1.9.2	Explore feasibility of water systems for Hamlets.	Ongoing	CAO/ASB/Director of Utilities	
1.9.3	Support initiatives to improve availability of, and access to, adult education and technical training within the County.	Ongoing	CAO/ASB	
1.9.4	Look at innovative ideas to utilize existing technology.	Ongoing	CAO/Dept Heads	

1.10 Emergency Management

Objective: Continue to support and promote the regional concept for emergency management.

ACTION		TIMING	RESPONSIBILITY	QUARTERLY REPORT
1.10.1	Maintain regional emergency management business plan.	Ongoing	Council / Regional Director	
1.10.2	Ensure the Disaster Coordinator is responsive in the event of an emergency and administers all emergency programs.	Ongoing	Council / Regional Director	

1.11 Development

Objective: Support appropriate land development within the County.

ACTION		TIMING	RESPONSIBILITY	QUARTERLY REPORT
1.11.1	Investigate the feasibility of housing development within Hamlets in the County.	Ongoing	CAO/Dev Auth	
1.11.2	Develop a checklist of County planning and development requirements to educate and assist the public.	Ongoing	CAO/Dev Auth	