

**TOWN OF FORT MACLEOD
DEPARTMENT MISSION STATEMENTS, STRATEGIC POLICIES
AND RESOURCES**

Introduction

The Town of Fort Macleod is organized around functional departments. All costs and revenues are grouped based on the specific job or "function" being performed. This document is a comprehensive listing of each departments Mission Statement, Strategic Policies and Resources.

Additionally, each department is classified as Essential, Support or Discretionary. Definitions for each classification are as follows:

- Essential Services:** Those services we must provide at a standard level. eg: Water, Sewer, Garbage
- Support: Services:** Those services we must provide, but the level of service is more discretionary. eg: Administration, Planning, By-Law
- Discretionary Services:** Those services we do not have to provide at any level. eg: Economic Development, Airport

Function 10; General Municipal

A) Mission Statement

It is the objective of the Town to ensure the provision of high quality municipal services at the lowest possible cost to the Taxpayer.

B) Strategic Policies

- 1) To operate the Municipal Corporation in the most cost effective manner.
- 2) To treat all Town residents and staff fairly and without prejudice.
- 3) It is recognized regulatory By-Laws are sometimes necessary to protect individuals rights and freedoms and to preserve the quality of life in the community. However, regulatory By-Laws will only be considered when they are clearly in the best interests of a majority of the citizens.
- 4) To keep property taxes competitive relative to adjacent jurisdictions.
- 5) To buy locally whenever possible and as long as it does not conflict unduly with policy #1. "Locally" would include a preference for the MMERI group of communities.

- 6) To work cooperatively with the Councils of other local jurisdictions on issues of regional/mutual concern.
- 7) Wherever feasible, user fees should be used to reduce the cost to the tax base.
- 8) Debenture borrowing should be considered only for major facilities. Street projects, Development projects and equipment replacement should be funded from annual revenues, reserves, third party contributions and Government grants.
- 9) To ensure all Town personnel are properly trained for their various functions, keeping in mind credentials mandated by senior levels of Government.
- 10) To be conscious and sensitive to the effects our actions have on the environment.

C) Resources

Resources in this area are the Town's assessment base and cash flow. Growth in assessment is minimal necessitating strict control of the mill rate. The Town has two mill rates, operations and debentures. The operating mill rate is determined by the accumulated net cost of running all departments. The debenture mill rate is determined by the total of all debenture payments for all departments. All debentures are held by the Alberta Municipal Financing Corporation.

Function 11; Legislative

Support Service

A) Mission Statement

It is the objective of Town Council to effect good leadership.

B) Strategic Policies

- 1) Total remuneration and expenses for Town Council will be limited by By-Law.
- 2) Councilors are encouraged to attend Elected Representative training courses as often as the budget allows.
- 3) To direct the allocation of Town resources to achieve the maximum benefit for all Residents
- 4) To practice a leadership model of consensus building and empowerment.
- 5) To direct the activities of the organization through the development of policies and programs.

C) Resources

The main resource for Town Council is Senior Administrative personnel. It is the responsibility of these staff members to provide Council with all available information to assist Council in making decisions. Additionally, there are a number of Boards and Commissions established to assist Council by making recommendations on selected issues.

Function 12; Administration

Support Service

A) Mission Statement

It is the purpose of the Town Office to provide prompt, efficient and courteous service to the public.

B) Strategic Policies

- 1) To treat all customers in a fair, equal and consistent manner.
- 2) To accommodate the needs of all customers consistent with Town policies and within budgetary limitations
- 3) To provide efficient, effective administrative services to the organization.

C) Resources

The Town Office is staffed by the Town Manager and support staff. It is the central location for the keeping of Town records.

Function 21; Police Services

Essential Service

A) Mission Statement

The R.C.M.P. are charged with enforcing all Federal and Provincial laws within the Town limits. In the performance of their duties, more emphasis is placed on public awareness and education than strict enforcement of all laws and regulations.

B) Strategic Policies

- 1) To treat all citizens in a fair, equal and consistent manner.
- 2) To ensure the safety of the community while respecting individual rights.
- 3) To assist with Crime prevention through School visitations and community involvement with youth and adults
- 4) To work with local support agencies (i.e. Detox) in identifying problem areas and help develop solutions.

- 5) To work with Council, Administration and the Police Commission to help identify problem areas.
- 6) To assist the Special Constable in the performance of his duties as required and when called upon to do so.

C) Resources

The Town is contracted for five R.C.M.P. members and one office staff. Additionally, the Town provides 1.5 office staff and the jail facility. There is a Police Commission established to provide community input to the enforcement agencies.

Function 23; Fire Protection

Essential Service

A) Mission Statement

To provide efficient, responsive fire protection services to the community.

B) Strategic Policies

- 1) To ensure there is a minimum of eighteen Volunteer Firemen at any time.
- 2) To ensure all Volunteer Firemen receive adequate training relative to their level of participation

C) Resources

The Town provides two fire trucks and all related equipment. A Rescue Unit is also provided, cost shared with the M.D. of Willow Creek. The Town provides and maintains the Fire Hall. Joint use equipment such as protective suits for Firemen and equipment for the Rescue Unit are cost shared. Communications equipment is provided by the Town. The M.D. pays an annual contribution for Fireman standby and operations of the communications system.

Function 25; Ambulance

Essential Service

A) Mission Statement

To provide high quality (Basic Life-support), responsive Ambulance services to the community. The number one priority for the Ambulance Service is to get the patient to the Hospital alive!

B) Strategic Policies

- 1) To provide Basic Life Support ambulance service to the community through the direction of a qualified Emergency Medical Director.
- 2) To always have at least two personnel available for response.
- 3) To maintain both units in a ready condition.
- 4) To provide on the job experience to Emergency Medical Personnel in training, when practical.
- 5) The Ambulance Service will recognize "Advance Directives" as per policy adopted by Council from time to time.

C) Resources

The Town provides two fully equipped BLS units. Communications equipment and the Ambulance garage are provided by the Town. The M.D. and the Town of Granum provide an annual contribution based on their percentage of calls and the annual operating deficit.

Function 26; By-Law Enforcement

Support Service

A) Mission Statement

To assist citizens in understanding and complying with Town By-Laws and specific Provincial Statutes. In the performance of assigned duties, more emphasis is placed on public awareness and education than strict enforcement of all laws and regulations.

B) Strategic Policies

- 1) To enforce all Town By-Laws and Provincial Statutes in a fair, equal and consistent manner.
- 2) To actively promote community crime prevention through school visitations and involvement with community safety programs.
- 3) To assist the R.C.M.P. in their function, where practical and requested.
- 4) Through the Police Commission, to identify problem areas and develop programs for community safety.

C) Resources

The By-Law Officer/Special Constable is provided with a fully equipped vehicle and communications equipment. He also directs the annual appropriation for weed spraying. Community involvement is provided for through the Police Commission. The Town provides on the job training for volunteer Auxiliary Constables.

Function 32; Public Works***Essential Service******A) Mission Statement***

To maintain all streets, sidewalks, water distribution lines and sewage collection lines in the Town. To provide support services (men and equipment) to other Town Departments as resources permit.

B) Strategic Policies

- 1) To maintain all streets and sidewalks in a safe condition. To each year attempt to budget \$20,000 for repairs to existing sidewalks and \$60,000 to replace existing pavement
- 2) To develop safe and effective road systems accessing the Town, balancing commercial needs with the communities quality of life and safety considerations.
- 3) To ensure water distribution and sewage collection lines are functional and properly maintained.

C) Resources

This is the largest single department in the Town with seven personnel and all the construction equipment.

Function 33; Airport***Discretionary Service******A) Mission Statement***

To operate a safe and clean Community Airport.

B) Strategic Policies

- 1) To clean the runways as soon as possible after a snowfall.
- 2) To ensure all lights and safety equipment are properly maintained and functional.

C) Resources

The Airport facility was developed with the financial assistance of the Provincial Government. The Town is responsible to keep it properly maintained. The Public Works Dept. and the Electric Dept. share the maintenance duties as appropriate.

Function 41; Water Supply***Essential Service***

A) Mission Statement

To ensure a continuous supply of safe, clean water to the community.

B) Strategic Policies

- 1) To ensure annual revenues from user fees ,at a minimum, cover all costs of providing the service.
- 2) To ensure adequate reserves of water at all times.
- 3) To ensure treated water meets Provincial and Federal guidelines by daily testing.
- 4) To work towards improvement of the distribution system through an aggressive leak detection and repair program.

C) Resources

This department has three personnel. They are provided with two vehicles and all necessary maintenance equipment. The plants are operated seven days a week on a rotating duty schedule.

Function 42; Sanitary Sewer

Essential Service

A) Mission Statement

To operate and maintain the Sewage Treatment Plant and ensure all effluent meets Provincial guidelines.

B) Strategic Policies

- 1) To ensure annual revenues from user fees ,at a minimum, cover all costs of providing the service.
- 2) To ensure sewage effluent meets Provincial and Federal guidelines by daily testing.
- 3) To remove storm water connections from the sanitary system as resources allow.

C) Resources

This department shares the same resources as Water Supply.

Function 43; Garbage Collection and Disposal

Essential Service

A) Mission Statement

To operate a waste collection service for the community. To participate in a regional waste disposal program.

B) Strategic Policies

- 1) To ensure annual revenues from user fees ,at a minimum, cover operational costs.
- 2) To pick up from each residence once each week.
- 3) To pick up from each business as required, but at least once each week.
- 4) To actively encourage, and where necessary or advisable, financially support reduction and recycling initiatives.
- 5) To operate spring and fall yard cleanup programs of compostable materials.

C) Resources

The Town hires a contractor to perform pick up services. Disposal of garbage is handled by the Willow Creek Regional Landfill Commission at the Woodhouse landfill.

Function 51; Family And Community Support Services

Discretionary Service

A) Mission Statement

The Fort Macleod and District FCSS Board is a management body. It sets policy for the operation of FCSS programs and funds community groups providing services under the FCSS mandate.

B) Strategic Policies

- 1) To work closely with community groups and institutions to identify programming needs and avoid duplication of services.
- 2) To assist in developing programs as needs are identified. Once a program is operating, the department should step away. The goal is to help people and programs become independent of Government assistance.
- 3) To foster and support volunteerism in the communities.
- 4) Where appropriate, to deliver programs to the communities.

C) Resources

By agreement with the M.D. of Willow Creek the Town has established a Family & Community Support Services Board. The Town and M.D make funding available to the Board for funding operations and programs.

Function 56; Cemetery

Support Service

A) Mission Statement

To provide a clean, well maintained cemetery for the use of Fort Macleod and area residents.

B) Strategic Policies

- 1) To ensure an adequate inventory of burial plots for a projected ten year period.
- 2) To review rates annually to ensure as close as possible annual revenues cover annual costs.

C) Resources

Adequate irrigation and maintenance equipment are provided on site. Normally, an employee is hired for the summer months to undertake maintenance.

Function 61; Planning and Development

Support Service

A) Mission Statement

To assist people in the community developing property to understand and comply with Provincial building codes and Municipal By-Laws.

B) Strategic Policies

- 1) To visit all construction sites as required, but at least once during each project.
- 2) To administer the Building and Fire portions of Safety Codes Act.

C) Resources

A contracted Development Officer/Building Inspector is hired to work with the Municipal Planning Commission in enforcement of the Town's Land Use By-Law and the Alberta Building Code.

Function 62; Economic Development & Tourism Action

Discretionary Service

A) Mission Statement

To assist the development of the community's business sector

B) Strategic Policies

- 1) To actively promote the Town as a tourism destination area.
- 2) To encourage and where possible, participate in the development of the agricultural community
- 3) To develop and implement plans and programs to assist local business and attract new businesses.
- 4) Council recognizes the inevitability of a highway by-pass. The Town must work proactively with Alberta Transportation to plan for and mitigate any adverse effects. Every effort must be made to promote the Town as a destination point to reduce our reliance on impulse trade/traffic.

C) Resources

An Economic Development Officer is contracted to work with the E.D.C. and the T.A.C.. All funding is program specific and must be applied for during the annual budgeting process.

Function 66; Land Development

Discretionary Service

A) Mission Statement

To maximize the opportunities for new development by ensuring there are adequate inventories of vacant residential, commercial and industrial lands.

B) Strategic Policies

- 1) All land sale revenues will be placed in a reserve account to be used for land development purposes.
- 2) The Town is the developer of last resort. It is preferable to sell Town owned land to private Developers for development than for the Town to develop.

C) Resources

The vast majority of vacant developable land in corporate limits is owned by the Town. Preferred uses for vacant, undeveloped land are identified in the Municipal Development Plan.

Function 72; Recreation Facilities

Discretionary Service

A) Mission Statement

To provide safe, clean facilities for the recreational activities of the community.

B) Strategic Policies

- 1) All facilities will be operated in such a fashion as to meet or exceed Provincial regulatory standards.
- 2) Facilities will not be constructed until the operating cost has been identified and provided for.
- 3) Safety of the facilities is paramount. Unsafe facilities will be immediately closed until deficiencies are corrected.

C) Resources

Recreation facilities are operated by the Public Works Dept. Personnel and equipment are provided as necessary. There is established a Community Services Board to assist Council and staff by setting policies for recreation facilities.

If financial cutbacks are required and either recreation or culture are affected, the cutbacks should be split proportionately between both departments as opposed to singling out one department.

Function 74; Cultural Programs

Discretionary Service

A) Mission Statement

To provide safe, clean facilities for the cultural pursuits of the community.

B) Strategic Policies

- 1) All facilities will be operated in such a fashion as to meet or exceed Provincial regulatory standards.
- 2) Facilities will not be constructed until the operating cost has been identified and provided for.

- 3) Safety of the facilities is paramount. Unsafe facilities will be immediately closed until deficiencies are corrected.

C) Resources

- i) Library: The Town provides two Librarians and the building as part of a cost sharing arrangement with the Province. Additionally, the Town is a member of the Chinook Arch Regional Library System. A Library Board works with the Librarians to set policies for the Library.
- ii) Community Halls: The Town provides two community halls, the Scout Hall and the Airport Rec. Hall.
- iii) Theater: The Town supplies the building and an annual operating subsidy to the Society operating the Theater.

If financial cutbacks are required and either recreation or culture are affected, the cutbacks should be split proportionately between both departments as opposed to singling out one department.

Function 92; Electrical Services

Essential Service

A) Mission Statement

To provide a safe, reliable supply of electricity for the community.

B) Strategic Policies

- 1) In setting retail rates for the Town Electric Utility, the goal shall be to provide competitive rates relative to adjacent jurisdictions.
- 2) All operations must comply with all Federal and Provincial regulatory standards.
- 3) In all operations, safety is the prime consideration. It must never be compromised.
- 4) All new development should be underground construction wherever possible. Reconstruction of distribution facilities in existing residential areas will be overhead.
- 5) To dedicate a minimum \$50,000 annually for capital improvements.
- 6) To encourage demand management with large and medium sized customers. To implement demand management programs in Town owned facilities.

C) Resources

The Dept. operates with two personnel and related equipment. Public Works provides assistance for construction programs as required.

APPROVED BY COUNCIL

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