

What, Why, How?

Wheatland County's Community and Development Services department provides a wide range of both hard and soft services to the County and Region as a whole. The Team provides current and long-range planning services, and safety code services to the County in order to ensure the goals and objectives of our statutory documents are followed and maintained. In addition, the department provides Community Service planning in order to ensure that our public spaces are both planned according to our statutory plans, and maintained to an appropriate service delivery standard. The department also provides economic development services. These services include business support services and engagement to aid in retain or expanding existing operations in the County, promotion of the County to attract new investment and visitation and collaboration with multiple stakeholders to showcase business vitality and County readiness to promote investment based on values predetermined by the County's vision, mission and values.

Current planning services provided by the department include the processing of Area Structure Plans, Concept Plans, Redesignation, Subdivision, Development Permit and Safety Code permit applications. Long range planning is also a key component of the services provided by the Team, which include coordinating with external consultants on Area Structure Plans as well as working internally on the Municipal Development Plan (MDP), Land Use Bylaw (LUB), and other statutory and policy document review. The Team also focuses its time on updating planning policies and constantly refining procedures to ensure a high level of customer service and professionalism. Planning focuses a significant amount of time on interacting with ratepayers, addressing front counter drop-ins and both telephone and e-mail inquiries. A key department focus is both educating and informing the public on the planning and development process so they are well-informed if they choose to undertake a planning application within the County.

Community Service planning is provided by the broader department, and includes parks planning and coordination with the Transportation and Agriculture Department to ensure that proper maintenance is being upheld and executed on the County's public spaces (parks, greenspaces, beaches and other flora). Community Services ensures that we are meeting our statutory objectives as set out in the MDP by:

- 1. Recognize the importance of recreational opportunities in the County and valuing the positive role of parks, and other gathering places in the everyday lives of residents;*
- 2. Encourage high quality recreational facilities that meet the needs of all residents, across all age, economic, and cultural backgrounds;*
- 3. Protect and expand natural areas that are used for outdoor recreation activities, and preserve them for traditional uses such as hunting, fishing, and hiking;*
- 4. Promote the development of a range of sites for different parks and recreational activities.*



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Where There's Room to Grow

Additionally, the Community Services policies set out in the MDP indicate that the County will follow a set of guiding principles. They are:

- 1. The County shall support the Community Enhancement Regional Board and its efforts to improve recreational services;*
- 2. The County encourages recreational opportunities of all types, accessible to both urban and rural residents;*
- 3. The County shall continually explore the acquisition and re-use of land for new parks and recreation facilities;*
- 4. The County shall ensure the new capital expenditures on recreational facilities and avoid duplicating existing area facilities;*
- 5. The County may consider the development of recreational uses that are low-impact, passive, and do not require permanent structures.*



photo: Jolene Sansome

Community and Development Services also implements and executes its Economic Development Strategy through the Economic Development Officer (EDO). Economic Development analyzes social, economic, and environmental trends, internal and external policies and statutory documents, cross-references County planning and development policies with these trends, and collaborates interdepartmentally, and with industry and local stakeholders to solicit feedback and execute strategies. Municipal Economic Development is about setting a stage for business retention and investment by being a conduit and a resource for investment and information.

Under this new roadmap and the umbrella mission of the County's Mission to serve the needs of our diverse rural community, the department will focus on

- Developing and maintaining strong relationship internally and externally;*
- Meeting Customer needs;*
- Being positioned for organizational success;*
- Fostering a culture of public service;*
- Sound policies and decisions for sustainability;*
- Promoting visitation to the County.*

Community and Development Services will focus on the execution of operational reviews to look at process and outcomes and expectations of the department and its stakeholders, while considering industry standards and best practices.

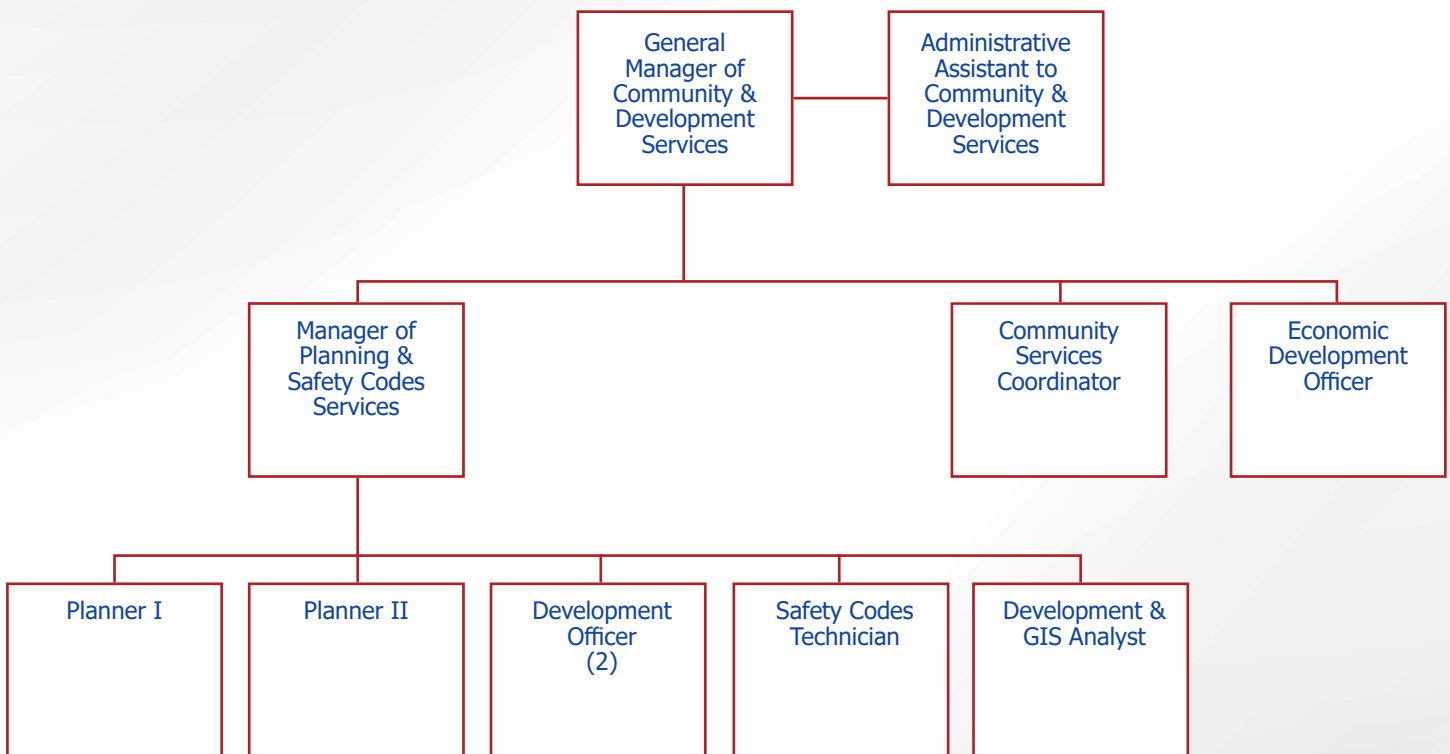


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Where There's Room to Grow



Who?



Community and Development Services currently has, and requires, a very qualified cross-section of educated, as well as accredited Planners, Public Engagement Specialists, Economic Developers, Development Officers, Geographic Information System's professionals and Supervisors. Staff complement will continuously be evaluated by the General Manager, in coordination with the Manager of People Services.



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Where There's Room to Grow

Department Goals for 2019-2021

2019

- Fill the department staff compliment by year-end;
- Begin instilling the philosophy of “moving from ‘how it won’t work’, to ‘how can we make it work’”?
- Collaborative environment re-instated with other departments to ensure applications are streamlined: “File Review”
- Continue to work on creating the new or revised Intermunicipal Development Plans (IDPs) and Collaboration Framework’s (ICFs) with adjacent municipalities (11 in total);
- Work on, and roll-out a customer friendly website section explaining the planning and development practices and processes, as well as user-friendly literature for distribution;
- Establish a customer service as a top priority and continue to improve on excellent customer service practices;
- Continue to collaborate with adjacent municipalities on the Calgary Metropolitan Regional Board (CMRB) and update policies and documents;
- Begin the MDP and Regional Growth Management Strategy (RGMS) update process;
- Begin evaluating County Hamlet’s and begin working with Council to develop an action plan to assist in developing the MDP;
- Continue to update the LUB and create Part 2 regulating the CMRB Plan area;
- Complete update on all policies related to Planning and Development
- Continue to create new communications materials and methods for residents and stakeholders;
- Collaborate and begin the Master Parks, Recreation, and Culture Plan;
- Begin education campaign for Community Services;
- Begin exercises to develop Wheatland County’s economic development brand;
- Incorporate all economic development strategies into Planning documents during the amendment process;
- Research rural broadband options;
- Develop a Wheatland County Signage program to support way-finding and to convey a consistent image of the County and to coordinate with tourism initiatives;
- Initiate the creation of a Geographic Informations Systems (GIS) program and implement applications of GIS into our development and planning processes;
- Educate internal staff on new GIS systems and support all departments where needed;
- Modernize systems and processes using applications of GIS, and new data management systems in collaboration with Corporate Services;
- Evaluate existing ASPs and either repeal or amend where required.



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Where There’s Room to Grow

Department Goals for 2019-2021

2020

- Continue evaluation, creation, implementation, amendment, or repealing process on all County-wide community and development services policies;
- Complete any remaining IDPs and ICFs by April 1, 2020, update the RGMS and MDP so they align with the ICFs and IDPs;
- Continue implementing the Economic Development Strategy;
- Continue implementing the GIS system framework into the departments application process;
- Continue collaboration with adjacent municipalities on the CMRB and update policies and documents accordingly;
- Execute the Hamlet Plan for Gleichen and update the MDP accordingly;
- Create Part 2 of the LUB regulating the CMRB Plan Area;
- Finalize the Parks, Recreation, and Culture Master Plan;
- ASPs should be completely finalized and repealed by the beginning of 2021;
- Attempt to bring MDP and RGMS documents to Council for Consideration by year-end;
- Redevelopment / Landscape Plan for old Gleichen School Site.

2021

- Complete MDP and RDMS if needed;
- Complete the GIS implementation strategy;
- Complete all ASPs required for implementing or repealing;
- Continue LUB amendments;
- Continue updating the Economic Development implementation plan.



photo: Jolene Sansome



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Where There's Room to Grow

2019

Fill department complement by year-end

- Reorganizational report completed;
- Analysis and integration of report structure into department;
- Recruit for existing and future vacancies

- Begin recruitment immediately; focusing on business operations of the department and filling gaps accordingly
- Work with Manager of People Services and the rest of the Senior Management Team (SMT) to ensure a smooth transition and collaboration.

Move from "how it won't work" to "how can we make it work"

- Evaluate department performance in the first three months;
- Solicit feedback from staff on what can improve;
- Listen to ratepayers concerns;
- Execute collaboration;
- Evaluate customer service approaches

- Ensure staff are evaluating the process and bringing suggestions to the table – team collaboration and support;
- SMT support;
- Council support;
- Key division / department collaboration

Bring back collaboration into the process

- Oversight needs to be minimized;
- An increased awareness of the appropriate internal staff regarding specific applications will increase as a result;
- Minimize the back-and-forth with applicants on requests for additional information / documentation / studies / letters.

- GM of Transportation and Agriculture and GM of Community and Development Services to agree to monthly file review meetings with appropriate staff;
- Administrative Assistant for Community and Development Services to gather files from staff and set monthly agenda.



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2019

Continue to work on revised / create new IDP's and ICF's with adjacent municipalities (11 in total)

- Complete a number of the updates to existing IDPs;
- Commence the drafting of new IDPs (backlog);
- Utilize internal resources when needed (some municipalities do not like being directed to consultant and prefer to work directly with staff);
- Implement and incorporate the information from the IDPs into the RGMS and MDP

- Continue to monitor standing agreement consultants work on IDP;
- Provide regular status updates to Council in monthly reports;
- Ensure sufficient budget is available for consultants and staff operating time allotment;
- Continue public engagement campaign.

Work on, and roll-out a customer friendly website section explaining the planning and development practices and processes, as well as user-friendly literature for distribution

- Visually appealing and simple graphics and descriptions of the processes and procedures for planning and development to be incorporated into the County's existing website;
- Develop literature for processes: amendments, subdivision, permitting, and associated costs for each.

- Internal planning staff to use best-practices from other Alberta municipalities;
- Communications to assist in uploading to website and creating pamphlets for distribution



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Where There's Room to Grow

2019

Continue to place emphasis on improving the customer service experience for the applicant who comes to the County Administration building to discuss Community and Development services and process.

- Priority is the applicant/resident/customer who comes into the office;
- Ensure the front counter is covered, and that adequate space is provided to thoroughly explain and go through plans, when required.

- Continue to monitor standing agreement consultants work on IDP;
- Provide regular status updates to Council in monthly reports;
- Ensure sufficient budget is available for consultants and staff operating time allotment;
- Continue public engagement campaign.

Continue to collaborate with adjacent municipalities on the CMRB

- Continue to have the GM represent the County;
- Maintain and continue to build a strong understanding as a department of regional planning;
- Continue interdepartmental collaboration in terms of providing information to the CMRB (i.e., GIS materials, MDP review etc...).

- GM attendance at key meetings at the CMRB (additional staff when / if required);
- Ensure policy and statutory plan alignment – planning staff;
- Continued updates and dialogue with Council – briefings, potential implications, education and training when the County is impacted / if it could be impacted.



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Where There's Room to Grow

2019

Initiate the RGMS and MDP updates – committee and strategy

- Formulate an internal working group committee on the policy updates, and appoint a Team / Project Lead for this;
- Subcommittees formed when required – action plans and deliverables executed;
- Public consultation and outreach to gauge initial thoughts from the Community on what needs to be addressed;
- Research other best practices with recently adopted MDP's and Growth strategies.

- Form a pre-discussion group;
- Project Lead to form interdepartmental committee and sub-committees;
- Lead to keep track of what needs to be accomplished through a project management plan;
- Updates to Council regularly;
- Budget accordingly
- Finance, Public Works, Planning, Safety – all department support.

Begin evaluating County Hamlet's and begin working with Council to develop an action plan to assist in developing the MDP

- Evaluate human resources and determine if external assistance is required to begin engaging with Hamlet residents;
- Develop action plan to address which Hamlet's will be addressed in sequence;
- Conduct strong public engagement with community to ensure a plan that is responsive and in line with community vision and identity of each Hamlet.

- Evaluate human resource capabilities – CDS department
- Draft an RFP if necessary for the appropriate services, strong in public engagement;
- Best practices, collaboration, and innovation internally and with community;
- Economic Development to ensure recommendations are in-line with Economic Development Strategy.



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Where There's Room to Grow

2019

Continue to update the LUB and create Part 2 regulating the CMRB Plan area

- Maintain constant review and revision of the LUB to respond to County needs and to meet requirements of the CMRB Plan area for the County
- Continued interdepartmental collaboration in regards to Wheatland County information to be provided to CMRB;
- Ensure Council's strategic direction and guidance on planning and land-use decisions in the Plan area is brought forward to the Board.

- GM to attend TAG meetings;
- Continued internal discussions and meetings when necessary to gather data and information for the Board;
- Continued communications with Council and discussion through reports, Council meetings and Planning and priorities meetings.

Complete update on all policies related to Planning and Development

- Incorporate Council's direction on policies into the MDP, LUB, and other plans, working with consultants when required.

- Work with consultants to prepare amendments (where required) to planning and development policies.
- Identify internal resources to undertake processes.



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Where There's Room to Grow

2019

Continue to create new communications materials and methods for residents and stakeholders

- Continued collaboration with Communications to develop better departmental understanding of what is required for materials;
- Ensure alignment with new regulations and changing procedures in department and County;
- Increase Community and Development Services presence on website through modernization – better planning and development visual aids, economic development web platform;
- Innovative public engagement techniques;
- Support communication of Culture/Community events; regional (County, Hamlets, Villages)

- Staff collaboration and focus on communications;
- A strong focus in our RFP's on communications and engagement when needed;
- Existing communications materials (brochures etc...) to be updated when needed;
- Engage with Council and residents to learn what is working, and what is not working;
- Support through website, social media assistance in tourism marketing.

Collaborate and begin the Master Parks, Recreation, and Culture Plan

- Incorporate Parks, Recreation, and Culture into decision-making and our statutory and non-statutory documents;
- Ensure alignment of statutory plans with recreational and park planning principles;
- Input and planning considerations to be provided to the Community Services Coordinator.

- Community Services Coordinator to be Team Lead and adhere to the Council-approved Terms of Reference for the Plan;
- Invite and encourage participation of the Coordinator to all meetings related to the plan;
- Coordinator to review all long-range planning documents and integrate into the new Master Plan.



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Where There's Room to Grow

2019

Begin education campaign for Community Services

- Identified a knowledge gap regarding Community Services: Parks and Recreation significant; cultural and park planning; public spaces; why community services exist?

- Community Services Coordinator to put together a plan on education campaign, working closely with GM of Community and Development Services;
- Roll out with a Council 101 to start;
- Begin inviting County ratepayers to sessions through 2019-2020.

Develop Maintenance Standards for Community Services

- Resulting from the Internal Service Agreements made between Community Services and Maintenance staff, improve the quality and prioritization of work that we undertake to maintain the County's public spaces.

- Community Services Coordinator to lead the development of these standards;
- Work collaboratively with Public Works department;
- Present standards to Council 4th quarter 2019.

Begin exercises to develop Wheatland County's economic development brand

- "why" invest in Wheatland County? Begin to ponder and engage to solicit the answers;
- Tie in all aspects of economic development efforts so they can occur effectively;
- Optimize into a communications "pitch", ready for multiple communications mediums.

- EDO to Lead and engage with County staff, Council, and residents in 2019-2020.
- Work closely with Communications and GM to refine and budget where required.



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Where There's Room to Grow

2019

Incorporate all economic development strategies into Planning documents during the amendment process

- EDO to be involved in process at the early stage;
- Initiate the comprehensive policy review process: Planning Lead and EDO to work closely together (Hamlets, ASPs, MDP etc.);
- Identify gaps in our current processes that would assist in being more business/economic friendly department.

- EDO to learn how planning staff undertake pre-application meetings;
- Educate EDO where necessary on the planning and development process;
- Planning and EDO to collaborate on current and long-range application circulation for comments and feedback.

Research rural broadband options

- Pick up where the County previously left off with a more economically focused lens for full service, County broadband internet access;
- Explore different infrastructure options

- Economic Development Officer lead.

Develop a Wheatland County Signage program to support way-finding and to convey a consistent image of the County and to coordinate with tourism initiatives

- Continued collaboration with Communications to develop way-finding throughout the County.
- Explore opportunities to piggyback off of events and tourism initiatives to develop a coordinated platform to develop images and consistent branding.

- Economic Development Officer to lead and collaborate with community groups, residents, Council, and tourism agencies.



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Where There's Room to Grow

2019

Initiate the creation of a Geographic Information Systems (GIS) program and implement applications of GIS into our development and planning processes;

- Current County resources are antiquated and require a modernization overhaul in order to be more user friendly, contain more accessible data for ratepayers and the public, and to produce more effective and engaging materials for public consumption.

- GIS and Development Analyst to develop a preliminary workplan and collaborate with all divisions;
- Budget and present findings accordingly;
- Evaluate existing contracts with vendors, data, information, and platforms.

Educate internal staff on new GIS systems and support all departments where needed

- Ensure that key staff are equipped with the basic knowledge of the GIS platform and the useful applications of GIS for County operations;
- Attempt to layer statistical data in mapping for economic development purposes for site selection and if possible, port to economic development website – create synergies.

- GIS and Development Analyst to develop workplan and incorporate this education component within;
- Work with department heads and division leads to educate and be a resource.

Modernize systems and processes using applications of GIS, and new data management systems in collaboration with Corporate Services

- Collaboration with Community and Development Services
- Continue evaluation of existing systems (Munisight, Geomedia, etc) for internal and external use;
- LocalIntel.

- Internal and external user features for mapping and data are antiquated;
- Ultimate goal of longterm project is to both initiate a review and establish new systems for our data sharing for internal County staff and external users.
- Work closely with Assessment Division.



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Where There's Room to Grow

2019

Evaluate existing ASPs and either repeal or amend where required

- The County has many ASPs in place that are either antiquated and out of date, or require updating to meet the needs of the community's / neighbourhoods, and the updated policies;
- Undertaking major MDP review; this will work in tandem.

- Planning and Development to lead this internally;
- Determine operating budget as well as determine if external assistance will be required.

2020

Continue evaluation, creation, implementation, amendment, or repealing process on all County-wide community and development services policies

- The review, replace, amendment, and adoption process for the MDP, RGMS, LUB, and ASP documents will take extensive staff resources and dedicated time;
- Expected completion of 4th quarter, 2020.

- Planning and Development to lead in collaboration with other County departments;
- Potential for consultant assistance;
- Budget accordingly.



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Where There's Room to Grow

2020

Complete any remaining IDPs and ICFs by April 1, 2020, and incorporate them into the RGMS and MDP

- Within the major policy review process, the need to complete all intermunicipal collaboration work is required by the date of April 1, 2020

- Continue to work with existing consultants and internal staff to complete the task;
- Update any committees including Council, where necessary.

Continue implementing the Economic Development Strategy

- Through the development of the strategy, a roadmap was created, and the new EDO has refined the map into an implementation plan with granular details on how to "get there";
- Layout and implement a tourism (visitation) marketing plan with budget;
- Process will continue through to 2021 and beyond.

- Continue collaborating with key internal and external stakeholders – private and governmental, non-profit.
- Identify key grants to assist in funding any initiatives that would qualify.

Continue implementing the GIS system framework into the departments application process

- With the new GIS process implemented into the permitting and planning application systems, new and refined visuals and data sharing will enhance our processes.

- Continue to work with ESRI and implement new and best practices into our processes;
- Budget accordingly and work with senior management during budget process;
- GIS and Development Analyst to lead.



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Where There's Room to Grow

2020

Continue collaboration with adjacent municipalities on the CMRB and update policies and documents accordingly

- As an ongoing member in the CMRB, new initiatives and projects will continue for the regional growth plan, water resource and utility planning, and others;
- Impacts will be studied and integrated into County decision-making.

- GM to lead the ongoing collaboration efforts with adjacent and regional partners;
- Work with Council and educate accordingly.

Execute the Hamlet Plan for (Gleichen) and update the MDP accordingly

- Resulting from the policy review of our MDP, begin working on a Hamlet Plan immediately and update all policy documents accordingly (Gleichen used as a first example)

- Evaluate internal resources and budget accordingly.

Update Part 2 of the LUB regulating the CMRB Plan Area

- Bridging from the collaboration goal in 2020, ensure that Part 2 of the LUB is updated as new policies and amendments are proposed that impact our County.

- GM to continue to work with CMRB staff;
- Planning staff to lead any amendments to Part 2.

Finalize the Parks, Recreation, and Culture Master Plan

- The Terms of Reference finalized the Master Plan toward the 3rd and 4th quarter of 2020;
- As a result of the collaboration efforts, the plan will be comprehensive in nature and impact several divisions and external stakeholders through extensive consultation.

- The Community Services Coordinator to lead and finalize the Master Plan;
- Will present to Council and prepare a project plan moving forward.



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Where There's Room to Grow

2020

ASPs should be completely finalized and repealed by the beginning of 2021

- To keep this ongoing initiative on the forefront of our work, ASPs need to be prioritized in 2020;
- Working with departments and stakeholders, the department will aim to understand the growth patterns and requirements of the community.

- Planning staff to lead this;
- Evaluate resources and budget accordingly.

Attempt to bring MDP and RGMS documents to Council for Consideration by year-end

- By 4th quarter 2020, the department will have a clear idea of when the major policy updates will be completed;
- Continue the collaboration efforts internally and externally in order to ensure we are adhering to the established timelines.

- Main committee will play a lead role in completing the tasks;
- Subcommittees to continue supporting the work;
- Budget accordingly.

Complete MDP and RGMS if needed

- Continuous engagement, status reports to Council and community members/groups, finalizing the updates by 2021 is expected

- Continued collaboration internally and externally;
- Budgeting accordingly;
- Planning staff to be the Lead.



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Where There's Room to Grow

2020

Complete the GIS implementation strategy

- The strategy will begin in the Community and Development Services Department;
- By 2021, key staff should be educated on the applications of GIS software and data for effective internal use.

- GIS and Development Analyst to lead;
- Work with other key internal staff;
- Budget for software improvements accordingly.

Complete all ASPs required for implementing or repealing

- By 2021, all ASPs will have gone through a thorough review and have been reported to Council for status updates and feedback.

- Planning to continue to lead;
- Budget accordingly for resource allocation.

Continue updating the Economic Development implementation plan

- Modernizing our open data, web presence, economic branding, wayfinding, business retention and expansion information will be complete;
- Ensuring materials are updated, partnerships are refined and created will be a long-term and ongoing strategy;
- All planning and development policies will incorporate an economic development lens.

- EDO to Lead and collaborate;
- Budget accordingly.



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Where There's Room to Grow



Wheatland County Protective Services Strategic Planning Document - March 2020

Kris Permann Senior Community Peace Officer

Wheatland County Protective Services is a supplemental level of law enforcement for the purpose of providing public safety to County infrastructure, the people using this infrastructure and the property within. We strive to keep the peace, promote public safety and deliver professional service to meet the needs of our communities. Our mandate is to increase public safety within the boundaries of our appointments.

The Protective Services strives to align its priorities with Council's values of Innovation, Transparency, Honesty, Ethical Behaviour, Professionalism, and Consistency.

Who we are:

The officers who staff the Protective Services department come from various backgrounds and experiences. They bring this knowledge to their roles and strive to provide professional quality services to our residents.



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Where There's Room to Grow





Strategic Priority: Promote and Enhance Road Safety and Infrastructure Protection

Summary

Protective Services peace officers are focused primarily on traffic safety and road protection. Officers work varying shifts year-round, in all areas of Wheatland County. Together, they engage the community to ensure compliance in a variety of areas and investigate incoming complaints from members of the community. Peace officers operate under the authority of the Solicitor General and abide by the procedures listed in the Peace Officer Act.

Wheatland County has approximately 4200 Square kilometers of road infrastructure and our peace officers work to ensure protection of this infrastructure through compliance with the Traffic Safety Act, Wheatland County road bans, overweight permits and load enforcement. Peace officers conduct patrols on all Wheatland County roads, excluding primary highways, which are the jurisdiction of the RCMP.

Protective Services will contribute to and support initiatives that promote road safety. This includes taking every opportunity to work with citizens, communities, other municipal departments and external agencies to encourage compliance with the rules of the road, while emphasizing the need for road safety as traffic volumes increase on local and provincial roads.



Goals and initiatives

- 1) Educate road users through traffic enforcement and interactions
- 2) Using the patrol report to record hot spots for occurrences and requests for increased patrols
- 3) Provide traffic control for parades and special events
- 4) Enforce road bans
- 5) Conduct Commercial Vehicle enforcement such as overweight and over dimensional violation warnings and tickets

Key performance indicators

- 1) Conduct at least 12 dedicated traffic operations throughout the year
- 2) Conduct a minimum of 10 patrols in hot spots per month
- 3) Provide traffic control for special events such as Ironman Triathlon, Terry Fox Run
- 4) Conduct a minimum of 25 patrols per month on banned roads during road ban season per year
- 5) Conduct a minimum of 24 traffic stops for commercial vehicle inspections per year



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Where There's Room to Grow



Strategic Priority: Support and Assist local Emergency Services

Summary

Protective Services plays an important role in responding to situations that pose an immediate risk to health, life, property and/or environment. Some emergencies require urgent intervention, while others may simply need mitigation. There are three primary emergency services that serve the public, including police, fire and emergency medical services. Effective emergency service management requires agencies from many different services to work closely together and to have open lines of communication. The ultimate purpose of effective emergency management programs is to save lives, preserve the environment and protect property and the economy, by eliminating or reducing risks.

Protective Services will work closely with all regional emergency services agencies and professionals to provide quality and timely response to emergencies to citizens and visitors. This includes providing traffic control, scene safety, and overall support needed during an emergency event.



Goals and initiatives

- 1) Assist with traffic control and scene safety at collisions, as requested
- 2) Respond to emergency public safety occurrences
- 3) Assist with suspicious vehicles and persons
- 4) Assist with police/fire/emergency medical services response to incidents, as requested
- 5) Liaise with partner Peace Officer agencies for the purposes of information gathering/sharing, training, traffic joint forces operations

Key performance indicators

- 1) Given the numerous factors involved, and the unpredictable nature of emergency events, the key performance indicator for this strategic priority will be the consistent recording and reporting of all above events where assistance was provided and the results of those efforts, which can be evaluated at post-event debriefings.

Strategic priority:



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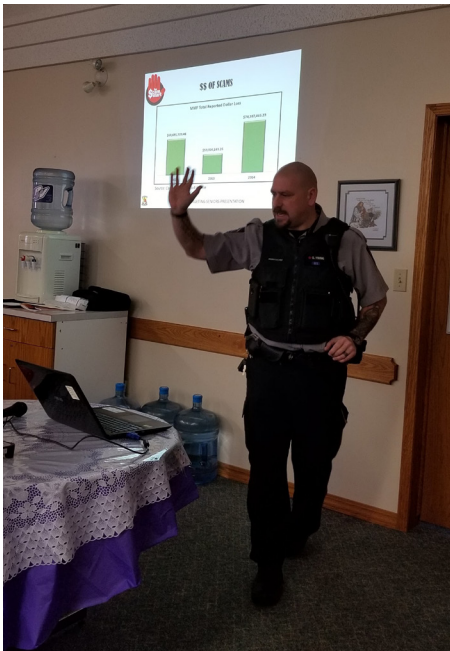
Where There's Room to Grow



Enhancement of Quality of life for County residents and visitors

Summary

In accordance with Wheatland County's strategic priority of enhancing our resident's and visitor's quality of life Protective Services will contribute to enhancing services to increase the quality of life for the citizens by addressing concerns involving properties which fall into a state of being either unsafe, unsightly or otherwise non-compliant with Wheatland County's bylaws or the Municipal Government Act. Taking into consideration the severity and significance of a property concern will be the focus of Protective Services' collaborative approach to solving problems identified by complaints received from the public. Protective Services will also work with senior administration, Council, RCMP, and other groups in order to advocate to the Provincial Solicitor General Department for officers to have "Enhanced Authorities" which may include investigation of minor criminal matters and non-injury traffic collisions.



Goals and initiatives

- 1) *Address unsightly premises*
- 2) *Work with Planning and Development team members to address complaints and concerns from County residents*
- 3) *Be proactive in educating the public on Wheatland County's Bylaws*
- 4) *Strive to obtain voluntary compliance from offenders first and foremost*
- 5) *Advocate to Province for Enhanced Authorities*

Key performance indicators

- 1) *Respond to property complaints within 2 business days*
- 2) *Follow up with all complainants regarding property concerns*
- 3) *Track, record and summarize property investigation results in reports to Council*
- 4) *Target all long grass properties within hamlets in the County by the end of summer*
- 5) *Assist other County departments by attending property inspections as required*
 - Being positioned for organizational success;
 - Fostering a culture of public service;
 - Sound policies and decisions for sustainability;
 - Promoting visitation to the County.

Community and Development Services will focus on the execution of operational reviews to look at process and outcomes and expectations of the department and its stakeholders, while considering industry standards and best practices.





Strategic Priority: Community Relationships and Support Meaningful Community Engagement

Summary:

Wheatland County peace officers are front line representatives of the county. Their ability to engage the citizens they serve is the foundation of their relationship with the community. Peace officers are first and foremost public educators; they provide clear and concise information pertaining to laws and regulations, and a number of other municipal and social services provided by various other departments and agencies. The goals and initiatives below support meaningful community engagement, while increasing cooperation and compliance. They also foster a degree of trust that cannot be overvalued. Connecting with the community before correcting unlawful behaviour is the key to efficient law enforcement operations.



Goals and Initiatives

- 1) *Provide the RCMP information that maybe used for public awareness presentations in schools and other public forms.*
- 2) *Provide the educational materials available to the public including;*
 - a. *Rural Crime Reduction*
 - b. *Summer Street Proofing Tips*
 - c. *The Little Black Book of Scams*
 - d. *Animal Control*
 - e. *Bike Rodeos*
 - f. *Crime Prevention Through Environmental Design*
 - g. *Internet Safety & Scams*
 - h. *Play Safe Stranger Awareness*
- 3) *Participate in and support community special events, open houses, school presentations such as working with school resource officer, and other community engagement opportunities*

Key Performance Indicators

Provide monthly activity reports



WHEATLAND COUNTY

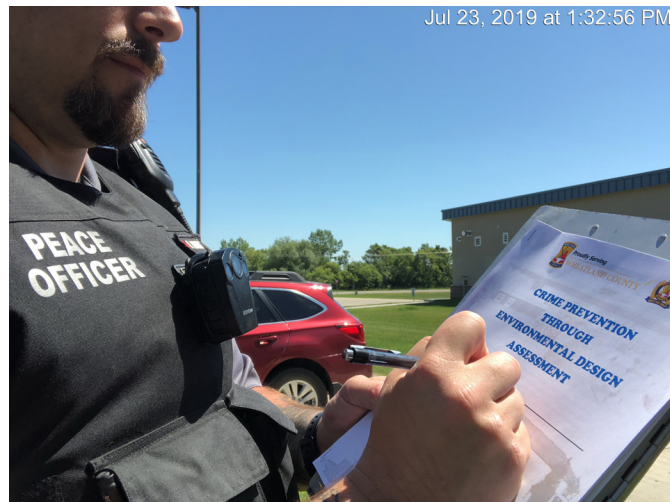
Where There's Room to Grow





Strategic Priority: Assist other County departments and Neighbouring Municipalities

In accordance with Wheatland County's interest in inter-departmental and inter-municipal cooperation, Protective Services will collaborate with all county departments to deliver quality services in a timely and efficient manner. This will be completed by working together to provide general services and response to citizen concerns, service on mutual committees, and collaborating on various projects as outlined in the goals and initiatives below. By removing barriers in communication, understanding and information sharing, Protective Services will work successfully within the County's service delivery framework, resulting in the quality public service Wheatland County's citizens have come to expect and enjoy.



Goals and initiatives

- 1) *Assist other departments, including Agricultural Services, Public Works and Engineering, Planning and Development, Parks and Recreation, and Assessment and select municipalities*
- 2) *Assist Planning and Development with investigational support including property inspections, issuance of enforcement orders.*
- 3) *Assisting Assessment with properties posing potential safety hazards*
- 4) *Provide safety and security planning assistance for community special events*
- 5) *Assist contracted villages within Wheatland County with community safety matters and bylaw investigation support*

Key performance indicators

- 1) *Track attendance of interdepartmental and intermunicipal meetings, and ensure the timely sharing of information*
- 2) *Track assistance files and provide consistent recording and reporting of all above events where assistance was provided and the results of those efforts which can be evaluated at the debriefings*
- 3) *Provide monthly activity reports to council and other Wheatland County departments to assist with internal communications of activities*

