

CLEARWATER COUNTY
STRATEGIC PLAN
2012 - 2014



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Executive Summary

Clearwater County is a rural municipality undergoing a transition to rural/urban community with higher population densities. While we wish to capitalize on the opportunities that come with change and growth we also wish to maintain the best of our rural roots. Recognizing the challenges before this community, Council and its administration participated in a strategic planning process for the purpose of developing the following document.

Through the adoption of this Strategic Plan, Clearwater County Council articulates its vision for the Clearwater community and identifies its priorities and the goals and strategies it plans to carry out in order to achieve its vision for the community. This Strategic Plan will be central to the development of Council's quarterly and annual priorities and will be also be used as a "tool" for evaluating and responding to the service demands and growth pressures being experienced by Clearwater County.

Clearwater County Council has identified five major thrusts or "Key Focus Areas" they must address to be effective as a governing body and to ensure that the County fulfills its mandate as a municipality¹. Each Key Focus Area (KFA) has associated goals and strategies that are intended to provide context and detail with respect to Council's intent with respect to addressing the community's needs and expectations. These KFAs are:

- 1. Governance and Intergovernmental Relations** – To support and enhance Council's decision making role relating to policy development, long and short term planning, and service and program evaluation. Also, to support Council's relationship and communication with its residents, neighboring municipal councils, federal and provincial officials and key stakeholders.
- 2. Land and Economic Development** – To manage current and projected growth and to respond to the various trends, impacts and demands, land development pressures and the economy within Clearwater County.
- 3. Quality of Life** – To maintain and develop sustainable services, facilities and programs that encourages and supports a safe, healthy, active and vibrant community.
- 4. Infrastructure & Asset Management** - To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
- 5. Human Resource Development** – To ensure that appropriate staffing levels are maintained and that staff is properly trained and work within a safe, healthy and supportive environment in order to provide quality municipal services.

¹ Section 3, Municipal Government Act, Revised Statute of Alberta 2000 Chapter M-26

Introduction

Current Situation

Clearwater County is a large rural municipality located in central Alberta, along the south eastern slopes of the Rocky Mountains.

Total Area of Municipality (hectares)	1,800,000	Population	12,278
Number of Hamlets	5	Water Mains Length (kilometers)	1.1
Length of all Open Roads Maintained (kilometers)	2365	Wastewater Mains Length (kilometers)	6
Number of Dwelling Units	4698		

Clearwater County is home to agriculture, oil and gas, forestry, sand and gravel and tourism industries. The largest concentration of agricultural land is located in the eastern sectors of the municipality, while the much larger western portions are mostly forested or mountainous.

The Town of Rocky Mountain House and the Village of Caroline are the major service centers for County residents providing access to health, school, cultural and recreation facilities. The Hamlets of Leslieville, Withrow, Condor, Alhambra and Nordegg provide opportunities for a variety of lifestyles and host a range of cultural, commercial and municipal emergency services.

Council's Strategic Plan

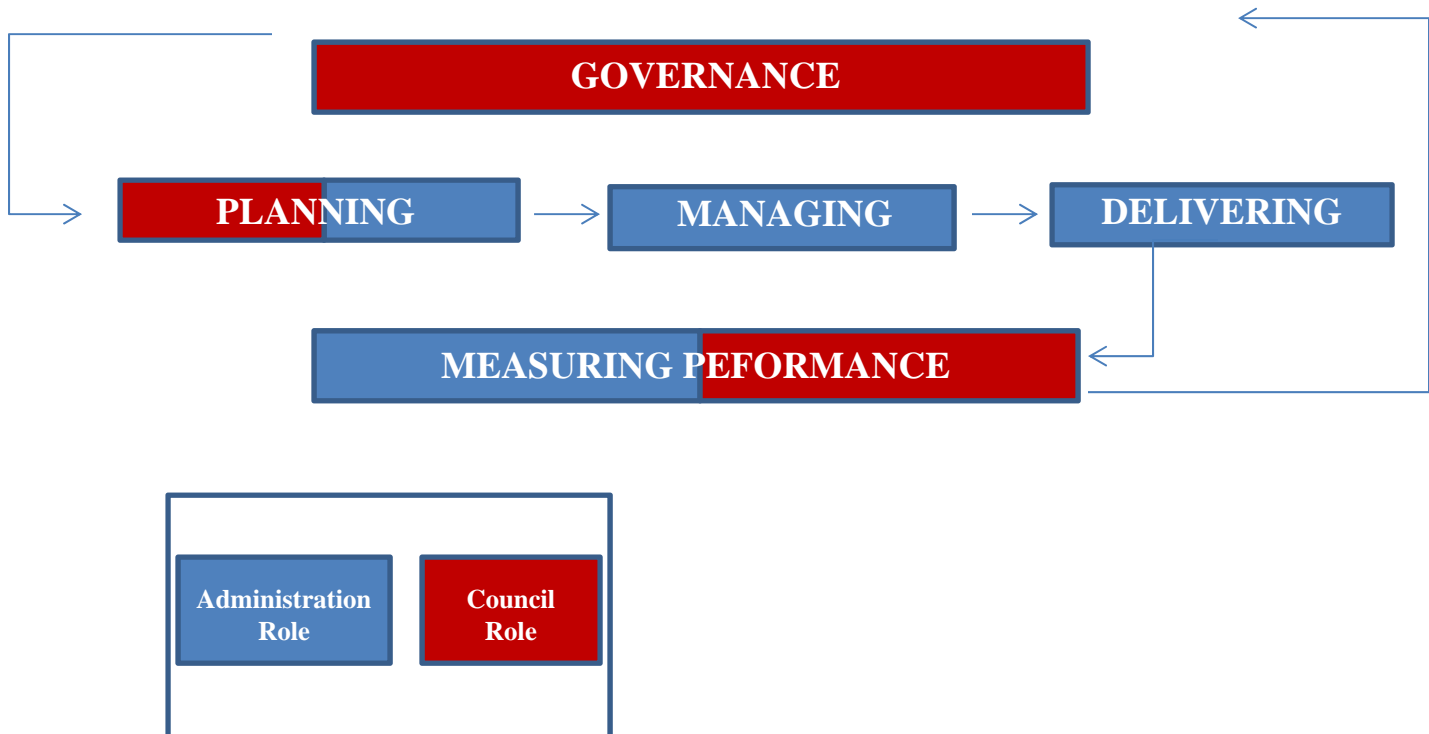
As Council strives to balance the needs and wants of County citizens and businesses, communicating Council's vision of what the community will look like in the future in terms of economy, services and infrastructure, is important. The Clearwater County 2012 – 2014 Strategic Plan sets out Council's values, priorities and direction for our community, thereby providing a the context for discussion surrounding Council's decisions and action plans.

In 2011, Clearwater County Council revisited both the Vision, Mission and Core Values statements adopted in 2004 as well as the Strategic Plan adopted in 2008, to ensure that the document best reflects where we, as a community, are today and where Council sees this community going in the future. Council's review, coupled with the input by the various perspectives received from the numerous volunteer and management boards and committees of Council, have formed the basis for many of the goals and strategies reflected within this document.

Council's Strategic Plan is a critical document that is used for developing the annual budget and work plans - which determine what programs and services the County offer both in the short term and the long term.

This Strategic Plan reflects a partnership between Council, as the elected and governing body, and Council's Administration, which exists to carry out the policies and programs approved by Council. The roles and responsibilities of Council and Administration are broadly represented in the diagram below.

Governance Model



Vision

Clearwater County will provide high quality local government services to all residents and businesses, support safe and viable communities and maintain competitive municipal tax rates.

Mission

Clearwater County will be a diverse, well planned, safe, clean and active municipality. Through innovation and leadership, it will be a highly desired place to live, work, play or operate a business.

Core Values

1. The affairs of the County will be conducted in an open, honest and respectful manner. A high degree of integrity and approachability is expected of all County officials and staff.
2. All County officials and staff are accountable for their actions and decisions. Councillors are accountable to the electors, and staff is accountable through the Chief Administrative Officer to Council. All decisions are expected to be made in the best long term interests of the municipality as a whole.
3. Clearwater County staff is valued. The County endeavours to be an employer of choice and encourages personal and professional development.
4. The financial well-being of the County is of primary importance, and will be monitored and protected.
5. The County will be proactive in developing efficient and effective relationships or partnerships that provide benefit for residents and businesses.
6. The County recognizes and supports the Town of Rocky Mountain House, the Village of Caroline and the Summer Village of Burnstick Lake as independent local governments and will strive to share and enhance service responsibilities wherever practical for the benefit of residents of each municipality.
7. The County recognizes the three First Nations governments (Sunchild, O'Chiese and Bighorn) and the importance of fostering ongoing relationships.
8. A high regard will be paid to environmental education and stewardship. Opportunities to explore and enjoy natural assets will be developed and provided to local residents and other users in cooperation with other governments and the private sector. Industry and other users of the land will be expected to conduct their activities in a responsible manner.

Issues & Challenges

While not a comprehensive list of all the challenges facing Clearwater County, the following are some of the more significant issues affecting the broader Clearwater community and delivery of municipal services.

Financial Sustainability

- Beginning in the mid 80's through to today, municipalities throughout Alberta have accepted responsibility for a range of services previously provided by the Provincial Government. The effect of this “downloading” coupled with the reduction or discontinuation of Provincial grants has resulted in a significant shift of funding from provincial grants to the local tax base.²
- Shifts in the oil and gas sector from conventional to unconventional gas production will affect non-residential assessment which contributes approximately 85% of the municipal tax base. The potential impact of this change is currently not understood and is being studied.
- The pricing of oil has a significant impact on the maintenance and upgrade of the County's road structure. Road maintenance comprises roughly 12% of the annual County operating budget, while road upgrades makes up approximately 50% of the capital budget. An increase in the price of oil therefore constitutes a major variable in terms of the County's construction and maintenance costs both short and long terms.
- Changes in Provincial and Federal environmental legislation and associated standards will require upgrades of existing water and waste water infrastructure and training.
- Urban centres throughout the Province are experiencing similar financial and operational pressures and are shifting portions of those costs to rural municipalities.
- Costs are increasing due to inflation and economic factors. Costs are also rising due to increased service level expectations and demands by residents and/or industry.
- Recent operational reviews of utility services indicate that utility costs are being subsidized by property taxes. There is a need to move towards full cost recovery using a “user pay” basis for municipal services such as water, wastewater, solid waste management and sewage disposal from private septic systems.
- Clearwater County Council wishes to maintain competitive municipal taxes for this area as this provides an economic advantage for the area. This strategy is affected by infrastructure demands and increases in community services.

² Municipal Spending in Alberta: A Re-examination

Land Use Planning

- Clearwater County is a rural municipality that is transitioning to a rural-urban community. Competing expectations and needs by agricultural, industry and residential sectors of the community are becoming increasingly evident and, at times, divisive. Please see Clearwater County Code (2010) at clearwatercounty.ca.
- The Municipal Development Plan (MDP) was extensively reviewed and revised in 2010, the purpose of the document is to strike a balance between growth and the existing environment. Please see the MDP's Community Vision and Eight Guiding Principles at clearwatercounty.ca
- Council is committed, through its land use planning processes, to achieving orderly, beneficial and economically appropriate development that benefits the broader municipality without overly impacting on the rights of property owners.
- The lack of developed industrial and commercial lands is impacting the potential for expansion of existing businesses and location of new businesses to the area. The lack of industrial land is also contributing to conflict between industrial, residential and agricultural landowners as the need for industrial land is being addressed through other provisions within the MDP or Land Use Bylaw.
- The *Land Use Framework* and *Water for Life* strategy may significantly impact municipal responsibilities relating to land use planning and may require additional planning processes and/or compliance requirements. These Provincial Government processes must be monitored.
- Our long range road development strategies are affected by changing Provincial transportation policies.

Community Engagement & Communication

- Due to the County's large geographic area, residents and businesses associate with urban centres, schools or areas other than Rocky Mountain House and Caroline (e.g. Rimbey, Sundre, Innisfail, Drayton Valley, etc.) which creates multiple "target audiences" regarding the various initiatives of Council and its staff. Communication with the citizenry and business community is therefore difficult with no one communication method (e.g. web, newspaper, community hall meeting) meeting everyone's needs).
- Reliance on local newspapers (i.e. Mountaineer and Western Star) and "word of mouth" as the principle means of communication is no longer effective.
- Citizen expectations for immediate and detailed information regarding a wide variety of issues are increasing.
- The development of a County webpage and provision of online information has been positive however, some residents are disadvantaged in accessing this information due to limited availability of high speed internet or other technological limitations.

Demographic Shift

- Aging of “baby boomers” is resulting in decrease in volunteers which is of particular concern with respect to fire services and recreational programming.
- Increases in “seniors” population is resulting in increased demand for infrastructure and services (housing, transportation, emergency services) specific to this demographic group.

Aging Infrastructure - Roads & Bridges

- Clearwater County repairs and maintains nearly 2365 kilometres of road, of which approximately 340 kilometres are surfaced.
- County’s road networks serve both residential and industrial users. Council continues to see increased expectations regarding the quality of surfaced and gravel roads and the management of dust.
- With 173 bridges, many of which are more than 40 years old, the County “bridge deficit” exceeds \$85 million. The transfer of responsibility from the Province to municipalities for the replacement or upgrade of this infrastructure may require a significant increase in municipal taxes or the closure of bridges and County roads.
- Ninety four and a half kilometers (27%) of the County’s current surfaced roads are at a ban free standard. These ban free roads are:
 - Sunchild (48km)
 - Prairie Creek(23.2km)
 - Taimi Road (9.7 km)
 - Airport Road (6.4km)
 - Rainy Creek Road (7.2km)

Council recognizes that “banning surfaced roads” restricts industry, which creates additional maintenance on adjacent gravel roads and effects the community primarily through the creation of dust which impacts quality of life, health (both human and animal), and public safety.

Key Focus Areas (KFA)

1. Governance and Intergovernmental Relations

To support and enhance Council's decision-making role relating to policy development, long and short term planning, and service delivery evaluation.

This KFA will be achieved through a process of proactive policy development, evaluation of municipal programs and services and an annual review of this strategic plan. Public consultation and effective communication with stakeholders, municipal partners and adjacent Councils will form an integral part of this KFA.

Goal 1: Council will review, and amend, as required, its Strategic Plan to ensure that this document remains relevant in regard to Council's governance, communication and service delivery priorities.

Strategy 1: *Council will, by monitoring provincial and federal legislation and initiatives, ensure that the Strategic Plan remains current and relevant in relation to changes in Provincial or Federal policy or direction(s).*

Strategy 2: *Council will review the input it receives from its various committees and board through community engagement sessions and from industry and business stakeholders, which will be considered in Council's update of the Strategic Plan.*

Strategy 3: *Council will review annually and formally update the Strategic Plan every three years.*

Goal 2: Clearwater County will develop a communication and community engagement plan to inform and educate the community regarding Council's key priorities, projects and programs.

Strategy 1: *By February of each year Council will approve a schedule for divisional based "community hall" meetings to improve the opportunity for dialogue with residents, business and organizations.*

Strategy 2: *Council will continue to support the development of the County web page and will investigate other social media internet based tools, such as Facebook, as key components of the County's communication strategy.*

Strategy 3: *Council will utilize local print media, principally the Rocky Mountain House Mountaineer, Sundre Round-up and Western Star, as key components of the County's communication strategy.*

Strategy 4: *Council will continue to participate on industry stakeholder groups (e.g. SPOG, West Central Stakeholder, West Fraser, Weyerhaeuser) to remain aware of industry issues and concerns.*

Strategy 5: *Council will continue to utilize the perspectives and recommendations of its various Boards and Committees to guide Council in policy and program development, program evaluation and budgetary development.*

- Goal 3:** Council will formalize an annual program and service delivery evaluation process to ensure that Council's goals and objectives remain relevant to the changing dynamics in the community and to ensure that programs and services are being provided in an efficient and effective manner.
- Strategy 1:* Council will review annually the AB Municipal Affairs "Indicator Graphs" to compare Clearwater County's performance in relation to similar municipalities in the province.
- Strategy 2:* Council and its administration will develop "key deliverables" and performance measures relating to key services and projects, as a component of the budget approval process.
- Strategy 3:* Council will issue a "Year in Review" report summarizing key accomplishments and financial outcomes each year.
- Goal 4:** Council will actively seek opportunities to enhance its relationships with officials from:
- the Town of Rocky Mountain House, Village of Caroline and the Summer Village of Burnstick Lake; and
 - adjacent rural municipalities being Brazeau County, Wetaskwin County, Ponoka County, Lacombe County, Red Deer County, Mountainview County, and the M.D. of Bighorn;
 - the Sunchild, O'Chiese and Bighorn First Nation communities.
- Strategy 1:* Council will invite members of the Town of Rocky Mountain House and the Village of Caroline to the spring and fall Alberta Association of Municipal Districts and Counties (AAMD&C) meetings to facilitate better understanding by these partners of the challenges facing rural municipalities. Similarly, a member(s) of Council will attend the Alberta Urban Municipalities Association (AUMA) conference to better understand the challenges facing urban municipalities.
- Strategy 2:* Council will endeavor to meet at least twice annually with the Village of Caroline and the Town of Rocky Mountain House Council to discuss issues of mutual benefit or concern.
- Strategy 3:* Council will endeavor to meet at least once with the Councils of:
- Brazeau County,
 - Wetaskwin County,
 - Ponoka County,
 - Lacombe County,
 - Red Deer County,
 - Mountainview County,
 - and the M.D. of Bighorn
- between October 2012 – October 2014 to discuss issues of mutual benefit or concern.
- Strategy 4:* Council or the Reeve will endeavor to meet at least once with the Chief or Council of the Sunchild, O'Chiese and Bighorn First Nations between October 2012 – October 2014 to discuss issues of mutual benefit or concern.
- Strategy 5:* The Reeve, Deputy Reeve or another Council designate will attend the Central Alberta Reeves and Mayors meetings to remain aware of regional urban and rural issues within central Alberta and to present Clearwater County's perspectives or concerns on matter of regional or provincial significance.

- Goal 5:** Council will strive to enhance relationships with our local MLA and MPs to promote Clearwater County goals and objectives.
- Strategy 1:* Council will meet at least annually with the two Members of Parliament for Wildrose and Wetaskwin representing Clearwater County to discuss issues concerning federal legislation, programs or initiatives.
- Strategy 2:* Council will meet at least twice annually with the Member of Legislative Assembly (Rimbey-Rocky Mountain House – Sundre) representing Clearwater County to discuss issues concerning provincial legislation, programs or initiatives.
- Goal 6:** Council will promote a collaborative regional services philosophy and enhance provision of regional services to the greatest extent possible.
- Strategy 1:* Council will continue to support regional service delivery (e.g. recreation, fire, FCSS, Assessment Review Board) and will continue to investigate opportunities to develop further regional partnerships with the Town of Rocky Mountain House and the Village of Caroline or other municipal governments or with the Wildrose School Division, adjacent municipalities (e.g. Red Deer County) or other non-government agencies (e.g. Rocky Rural Electrical Assoc.).
- Goal 7:** Council will actively pursue opportunities to discuss with the Premier, Cabinet Members, and Deputy Ministers issues concerning provincial legislation, programs or initiatives.
- Strategy 1:* Council will achieve this goal through opportunities provided during the spring and fall AAMD&C conventions.
- Strategy 2:* Council will achieve this goal regional initiatives (e.g. Central Alberta Association of Municipal Districts and Counties (CAAMDC) meetings) activities and educational events.
- Strategy 3:* Council will make direct representation to Ministers and/or Deputy Ministers or other senior provincial staff, when deemed appropriate.

2. Land and Economic Development

To manage the current and projected growth of businesses and population and to respond to the various trends, impacts and demands affecting land development or the economy within Clearwater County.

This KFA will be achieved by identifying and managing growth opportunities and challenges. This KFA will also support a proactive approach to growth management and community impacts relating to social, economic, and societal dynamics, including land stewardship – both private and public. Additionally, through a combination of County initiatives and joint projects with our urban centres, Chambers of Commerce, and regional economic partnership opportunities - the County will develop an economic development plan which supports and promotes industry, business and agri-business opportunities in the County.

Goal 1: Ensure the statutory land use and land development documents of the County properly direct land development and human settlement within the County with consideration on impacts to neighbouring municipalities, in particular the Town of Rocky Mountain House and Village of Caroline.

Strategy 1: Council will monitor the effectiveness of the guiding principles and policies reflected in the 2010 Municipal Development Plan (MDP) and will begin a review of the MDP by 2016.

Strategy 2: Council will monitor the effectiveness of the guiding principles and policies reflected in the Intermunicipal Development Plan and in conjunction with the Town of Rocky Mountain House and will consider the need for a review of the IDP in 2012.

Goal 2: Council will encourage development in and around Hamlets that is complementary to the function and character of the community with a view to encouraging economic and residential development.

Strategy 1: Council will develop and market the community of Nordegg, as financial resources permit and in accordance with the Nordegg Development Plan and Design Guidelines.

Strategy 2: Council will evaluate the strengths and weaknesses for the development of Condor and Leslieville and provide direction for when each of these hamlet growth studies will take place.

Goal 3: The County will develop an economic development plan which supports and promotes industry, business and agri-business and tourism opportunities in the County.

Strategy 1: Council will seek to partner with the Town of Rocky Mountain House, the Rocky Chamber of Commerce, the Caroline Chamber of Commerce and the Nordegg Chamber of Commerce or with project specific partners on initiatives aimed at improving the economic climate within Clearwater County.

- Strategy 2: Council will study future economic opportunities and directions for oil & gas, tourism, agriculture and forestry through the development of a "Reeve's Economic Summit" working group.*
- Strategy 3: Council will explore and develop options and partnerships to aid in the development of the Rocky/Nordegg Trail.*
- Strategy 4: Council will work with AB Economic Development and AB Sustainable Resource Development to encourage development in the David Thompson Nodes in a manner that is complementary to the function and character of the area with a view to encouraging tourism and economic development.*
- Strategy 5: Council will undertake the planning for all or portions of each of the David Thompson Development Nodes and will develop infrastructure to facilitate development on a cost recovery basis.*
- Goal 4: Ensure land use and land stewardship practices of agricultural and acreage owners continue enhance environmental sustainability within Clearwater County.**
- Strategy 1: Council will continue to support the activities and programs of the Agricultural Services Board as administered and implemented by the Agricultural Services and Landcare department particularly with respect to weed control, riparian and wetland management and land stewardship.*
- Goal 5: Council will continue to monitor the impacts of recreational uses within the West County.**
- Strategy 1: Council will participate to the greatest extent possible with other municipalities and public committees involved with the study of sustainability of the public lands/eastern slopes area of the County.*
- Strategy 2: Council will continue to encourage AB Sustainable Resource Development and AB Parks & Protected areas to develop trail and recreation areas to reduce the levels of random recreation/environmental damage occurring within the West Country.*
- Strategy 3: Council may directly participate, as circumstance and funding allows, in the development of site specific trails or recreation areas.*

3. Quality of Life

To maintain and develop sustainable services, facilities and programs that encourages and supports a safe, healthy, active and vibrant community.

Goal 1: Continue to evaluate, plan and support the recreation, cultural and leisure needs within the Rocky/Caroline/ Clearwater community.

Strategy 1: *Council will continue to appoint members to the Rocky Mountain House and DT Recreation Boards, Caroline Ag Society and the Rocky Mountain House and Caroline library boards and will rely on these groups as the principle organizations overseeing and governing the development, provision and evaluation of recreation, cultural and leisure programming and facility development within the County.*

Strategy 2: *Council will continue to rely on volunteers, profit and not-for-profit organizations for the provision of recreation, culture or leisure programs not organized or offered by the local Recreation Boards.*

Strategy 3: *Council will, in partnership with the Village of Caroline and the Caroline Agricultural Society contribute to the completion of Phase 2 of the South East Recreation Ground.*

Goal 2: Evaluate and plan the current public safety and emergency services needs within the broader Rocky/Caroline/Clearwater community.

Strategy 1: *Council will continue to support the Clearwater Regional Fire Services in satisfying the County's legislated responsibilities in regard to fire prevention, suppression and training and will rely principally on volunteer firefighters for the provision of fire department related emergency services.*

Strategy 2: *Council will continue to support the Clearwater Regional Emergency Management Agency (CREMA) in meeting Council's legislated responsibilities with regard to emergency and disaster response, preparedness and recovery.*

Strategy 3: *Council will continue to support the County Community Highway Patrol program and support partnership(s) with the RCMP with respect to infrastructure protection and public safety needs of the travelling public.*

Strategy 4: *Council will continue, through partnerships with the Town of Rocky Mountain House and the Wildrose School Division to support the School Resource Officer program and the proactive child, adult and community education services provided through this program.*

Goal 3: Council would like to see broader high speed Internet availability throughout most of Clearwater County.

Strategy 1: *Council will continue to research opportunities to further advocate and support high speed infrastructure development in Clearwater County.*

Goal 4: Ensure future healthcare needs of community and aging population (hospital, physician recruitment, emergency medical services)

Strategy 1: *The County will continue to actively participate on and support the Doctor Recruitment committee.*

- Strategy 2: The County, in partnership with the Town and Village Councils, and other community stakeholders (e.g. Town/Village Chambers, local doctors) will develop a lobby strategy for advancing the construction of a new hospital to service the Rocky, Clearwater, Caroline area.*
- Strategy 3: The County will meet annually with Alberta Health Services regarding the levels of Emergency Medical Services provided within the Clearwater community.*

4. Infrastructure & Asset Management

To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.

This KFA will be achieved through collaboration with stakeholders in completing an inventory of all County assets and liabilities, developing an operational plan to manage these resources, and assessing the value and need of all land holdings.

Goal 1: Protection of the investment of the current surfaced infrastructure and existing bridge inventory is a high priority with a view to developing existing surfaced roads to a ban free standard.

Strategy 1: Asphalt overlay will be scheduled at an average rate of 23 kilometers per year

Strategy 2: Council will review annually, and amend if required, its Paving Priority Plan which will comprise a 3 year paving plan and 7 year forecast of roads to be resurfaced.

Strategy 3: Bridges will be replaced as funded by the Provincial Government grant.

Goal 2: Council will ensure the County owns, or has access to, strategically located aggregate supply to ensure a minimum fifty (50) year gravel supply with the intent of securing a one hundred (100) year gravel supply by 2015.

Strategy 1: Once per term, Council will be advised of the operational and capital requirements related to the maintenance and construction of County gravel and paved roads.

Strategy 2: Council directs that administration continue its evaluation of private land purchase and lease of public lands in securing the required gravel sources required to meet Council's 100 year gravel objective.

Strategy 3: Council will explore partnering with adjacent rural municipalities on opportunities for development of joint pits.

Goal 3: Ensure that County operates effective and efficient water and wastewater systems that meet or exceed Provincial requirements.

Strategy 1: Commissioning of a new wastewater treatment facility in 2013.

Strategy 2: Continue to monitor the interest within the Withrow community of exploring a wastewater collection & treatment system.

Strategy 3: Reinitiate contact with the Alhambra community regarding the need for a wastewater collection and treatment system.

Strategy 4: Evaluate the Condor and Leslieville wastewater systems and develop preliminary engineering and preliminary cost estimates to meet new environmental standard for both systems.

Strategy 5: Assume responsibility for new multi-lot subdivision water & waste water systems following commissioning by applicable provincial departments and completion of applicable warranty period.

- Strategy 6: Council will continue to pursue cost recovery with respect to operational utility costs.*
- Goal 4:** Council will continue to participate on the Rocky Mountain Regional Solid Waste Authority (the “Authority”) to ensure that the County continues to have cost effective solid waste management.
- Strategy 1: Council will request, annually, a report identifying the short and long term objectives of the Authority concerning such areas as operations, increasing financial stability, increasing waste diversion and enhancing services and communications with the general public.*
- Goal 5:** To explore the potential for improving administrative efficiencies through partnership with other public agencies (e.g. Town, REA) including the study of developing a joint facility.
- Strategy 1: Evaluate the current operational, spatial and special requirements of the County with respect to current and future operational and special requirements associated with County operations.*
- Strategy 2: Identify potential local or regional partners and explore the viability or cost efficiencies associated with integrating services deliver (e.g. billing) or developing joint facilities to reduce costs and/or improve service delivery.*

5. Human Resource Development

To ensure that appropriate staffing levels are maintained and staff are properly trained and work within a safe, healthy and supportive environment in order to provide quality municipal services.

This KFA will be achieved through the active recruitment, retention and development of the human resources required to provide a high level of service to our stakeholders by promoting Clearwater County as a good place to work and developing proactive plans for job recruitment, retention and succession planning.

Goal 1: To maintain a high quality health and safety program that complies with AB Health & Safety legislation through the continued development or improvement of the County's Health & Safety program and development or implementation of recognized best practices.

Strategy 1: Clearwater County will maintain its membership with the Alberta Municipal Health & Safety Association and its participation in the Provincial Partners in Injury Reduction program

Strategy 2: Clearwater County will recognize and support the development of a Health & Safety Committee comprised of membership from all departments and members of the Regional Waste and Regional Fire departments

Strategy 3: Results of the annual safety audits will be shared with staff and with Council by December 31 of each year.

Goal 2: Clearwater County will continue to have the required and qualified staff to provide municipal programs and meet legislative and contractual requirements.

Strategy 1: To enhance human resources services within the County office through the creation of a new HR staff position in 2012.

Strategy 2: Training opportunities will be provided to all permanent full time staff to augment or improve their required skill sets.

Strategy 3: Annual employee satisfaction survey will be completed by November 30, with the results shared with staff and Council.

Strategy 4: The CAO will provide to Council, annually, an update on the succession plans of the various County departments.