

AGENDA & PRIORITIES COMMITTEE

April 18, 2017

9:00 a.m.

AGENDA

A. AGENDA ADOPTION

B. CONFIRMATION OF MINUTES

1. January 17, 2017
Agenda & Priorities Committee Meeting Minutes
-

C. CAO

1. Council Committees Bylaw
-

D. FINANCE & CORPORATE SERVICES

1. Assessment Forecasts and Reserves
-

E. PLANNING & DEVELOPMENT

1. Penalty Bylaw
-

F. MUNICIPAL

1. Strategic Plan Review – Objective 2.5.2
 2. Public Participation Policy/Communications
-

G. 2017 STRATEGIC PRIORITIES DEPARTMENTAL WORKPLANS

1. Public Works
 2. Planning
 3. Corporate Services
 4. Community & Protective Services
 5. Communications
 6. Agriculture Services & Landcare
 7. CAO
-

H. ADJOURNMENT

NEXT SCHEDULED MEETING – *June 19, 2017*



AGENDA & PRIORITIES COMMITTEE

AGENDA ITEM

PROJECT: Council Committees Bylaw		
PRESENTATION DATE: April 18, 2017		
DEPARTMENT: Municipal	WRITTEN BY: Christine Heggart	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation: MGA <input type="checkbox"/> County Bylaw/Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA:	STRATEGIES:
ATTACHMENT(S):		
RECOMMENDATION: That the Committee reviews, amends as required, and recommends the presentation of the draft Council Committees Bylaw to Council.		

BACKGROUND:

Council previously reviewed the Town of Rocky Mountain House's municipal inspection report and Administration advised Council of governance recommendations that could also be applicable to the County. Staff subsequently reviewed existing County bylaws related to Committees and developed a new draft of a Council Committees bylaw for Council's consideration.

BYLAW NO. TBD

BEING A BYLAW OF CLEARWATER COUNTY, IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF ESTABLISHING COUNCIL COMMITTEES.

WHEREAS the *Municipal Government Act*, R.S.A. 2000 C.M.- 26 as amended, provides that a Council may by bylaw establish standing and special committees of Council and delegate powers and duties.

AND WHEREAS the Council of Clearwater County recognizes the value of Committees to support and facilitate the achievement of Clearwater County's strategic plan, vision and goals and to advise Council on matters relevant to Committee mandates.

NOW, THEREFORE, upon compliance with the relevant requirements of the *Municipal Government Act*, the Council of the Clearwater County, Province of Alberta, duly assembled, enacts as follows:

1. TITLE

1.1. This Bylaw may be referred to as the "Council Committees Bylaw".

2. PURPOSE OF THE BYLAW

2.1 The purpose of this Bylaw is to govern the establishment and regulation of Council Committees and define the Committee's purpose and function.

3. DEFINITIONS

In this Bylaw:

3.1 "Act" means the *Municipal Government Act*, R.S.A. 2000, Chapter M-26

3.2 "Administration" means the Chief Administrative Officer (CAO) or any municipal employee under the CAO's authority as designate.

3.3 "Chair" means a person authorized to preside over a meeting.

3.4 "CAO" means the Chief Administrative Officer of Clearwater County or designate.

3.5 "Committee" means a Committee, Board or Commission or other body established by Council under the Act.

3.6 "Council" means the municipal Council of Clearwater County.

3.7 "Councillor" means a member of Council who is duly elected and continues to hold office and includes the Reeve.

3.8 "Ex-Officio" means membership by virtue of one's office. Ex-officio members form part of the quorum only when present at Committee meetings and, when present, shall vote.

3.9 "Member" is a Member of a Committee duly appointed by Council, under the Act, to that Committee.

3.10 "Member-at-Large" means a member of the public appointed by Council to a Committee of Council.

3.11 "Minutes" are the record of proceedings of a Meeting recorded in the English language without note or comment.

3.12 "Quorum" is a majority of those Members appointed and serving on Committee.

3.13 "Reeve" means the Chief Elected Official of the County.

4. ESTABLISHMENT

4.1 Council hereby establishes the following committees:

a. Agenda and Priorities (A&P) Committee

- i. The Committee may review, evaluate and make recommendations regarding: setting of priorities; bylaw development; policy development; business planning; financial planning and budget; legal services and agreements; land sale or purchase, and negotiations; personnel matters; or economic development and tourism activities.
- ii. The Committee is intended as a forum for discussion of key Issues facing the municipality, and as a Committee of Council only has the authority to recommend action to Council.
- iii. The A&P Committee shall consist of all members of Council.
 1. Annual Committee appointment.

b. Agricultural Services Board (ASB)

- i. Acknowledged within *Agricultural Service Board Act*.
- ii. Duties defined in section 2 of the *Agricultural Services Board Act* to include:
 1. Act as an advisory body to assist in matters of mutual concern;
 2. Advise on weed and pest control and soil and water conservation programs;
 3. Assist in control of animal disease;
 4. To promote, enhance and protect viable sustainable agriculture with a view to improving the economic viability of the agricultural producer; and,
 5. To promote and develop agricultural and landcare policies and programs to meet the needs of the municipality.
- iii. The ASB shall consist of two members of Council and five Members-at-Large.

c. CAO Performance Evaluation Committee

- i. Acknowledged within the *Act*, section 205.1.
- ii. Oversee the process for the establishment of annual objectives and annual appraisal of performance of the CAO, including an annual written performance evaluation and recommendation to Council regarding compensation.
- iii. The CAO Evaluation Committee shall consist of all members of Council.
 1. Annual Committee appointment.

d. Clearwater County Heritage Board

- i. Advises Council on matters relating to the Brazeau Collieries Mine Site, the Nordegg Heritage Centre Museum and Visitor Information Services and the Municipal Heritage Program, including municipally significant buildings.
- ii. The Clearwater County Heritage Board shall consist of two members of Council and five Members-at-Large.

e. Pest and Weed Control Appeal Board

- i. Acknowledged within the *Agricultural Pest Act*, section 14 (5) or authority delegated under the *Weed Control Act*, section 19.
- ii. To hear appeals of inspector's notices, local authority notices or debt recovery notices.
- iii. The appeal board may confirm, reverse or vary the inspector's notice, local authority's notice or debt recovery notice.
- iv. The Pest and Weed Control Appeal Board shall consist of five Councillors not appointed to the ASB.
 1. Annual Committee appointment.

5. MEMBERSHIP

- a. Committees shall be comprised of a number of participants, both Councillors and Members-at-Large, as indicated in the Committee Term of Reference and approved by resolution of Council.
- b. All Members of a Committee shall be appointed by Council, and unless otherwise provided in the Committees Terms of Reference, shall be a resident of Clearwater County.
- c. Members-at-Large shall be appointed by Council to a Committee for a term specified in the Committee Terms of Reference, that becomes effective as of the Organizational Meeting in each year, or as otherwise designated by Council.
- d. The Reeve shall be ex-officio Member of all Committees and the Reeve as such Member of the Committee, shall have all the powers and privileges of the same, including the right to vote upon all questions to be dealt with by such Committees.
- e. It shall be the duty of Administration to give notice of all meetings to all Members of each committee, to attend, and ensure accurate minutes are kept.
 - i. Administration may provide advice, research, information and additional support staff as required by the Committee.
- f. Administration shall not be a member of a Committee and may not vote on any matter.

6. TERM

- g. Members-at-Large shall be appointed by Council for a two-year term, unless otherwise provided in the Committee Terms of Reference.
 - i. In order to ensure the continuity of membership, appointments may be filled on a rotational basis.
- h. Councillors shall be appointed to Committees annually at the organizational meeting.
- i. Where a Committee position is left vacant for any reason, Council may appoint a replacement for the remainder of that term.

7. POWERS OF COMMITTEES

- j. A Committee shall not have the power to pledge the credit of the County, to pass bylaws, or to enter into any contractual agreements.
- k. The Committee shall provide a forum for examining timely issues relevant to its mandate, by considering topics from the following sources:
 - i. Receipt of requests or suggestions from Council,
 - ii. Requests or enquiries from the public, and
 - iii. Initiation from within the Committee.
- l. A Committee shall have the authority to form Ad Hoc Committees and task forces from among its members, to assist in carrying out its objectives and responsibilities under this Bylaw.
 - i. Ad Hoc Committees and Task Forces established by a Committee shall report to the Committee in a manner determined by the Committee.
- m. The Committee may prepare letters, recommendations resolutions, discussion papers and other documents as appropriate to Council.
- n. The powers of Committees established by this Bylaw are restricted to providing recommendations to Council, unless the Committee's approved Terms of Reference, or legislation, specifically provides otherwise.

8. REPORTING TO COUNCIL

- o. Councillors appointed to a Committee by Council shall be responsible to keep Council informed as to the Committee activities.
 - i. Reports of all Committees shall be made to the Council prior to the same being given to the public.
 - ii. Minutes of Committee meetings shall be forwarded to Council as information.

- p. Verbal Committee reports made to Council shall be made by a Member of the Committee.

9. GENERAL PROVISIONS

- q. Each Committee hereby established is deemed to be a Committee of Council and shall be responsible and accountable to Council.
- r. The Clearwater County Code of Conduct Bylaw shall govern Committees and shall be binding upon all Committee members, whether Councillors or Members-at-Large.
- s. Each Committee is hereby authorized to prepare a "Terms of Reference" document for recommendation to Council.
 - i. The Terms of Reference must be approved by Council and will include, at a minimum, the requirements for quorum and voting, number and composition of membership, desired skills of membership, roles of members, process for preparation and circulation of an agenda and minutes, and the role and appointment of the Chair of the Committee.
 - ii. The Terms of Reference may also provide guidance to roles, methods and frequency of communication between Council and Committees.
- t. Nothing included in this Bylaw shall restrict or prevent Council from creating or constituting further other Committees not referenced in this Bylaw.

10. EFFECTIVE DATE

10.1 This Bylaw comes into force and effect upon third and final reading.

READ A FIRST TIME this day of A.D., 2017.

READ A SECOND TIME this day of A.D., 2017.

READ A THIRD AND FINAL TIME this day of A.D., 2017.

REEVE

CHIEF ADMINISTRATIVE OFFICER

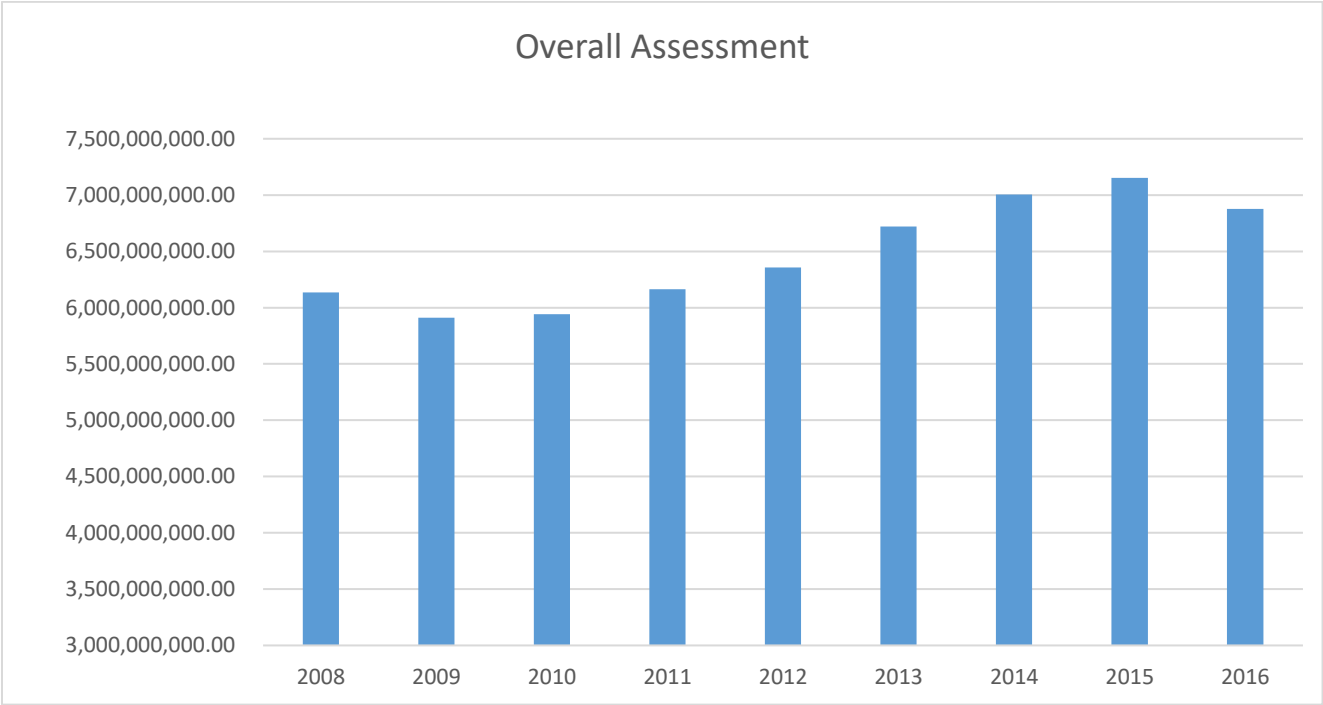
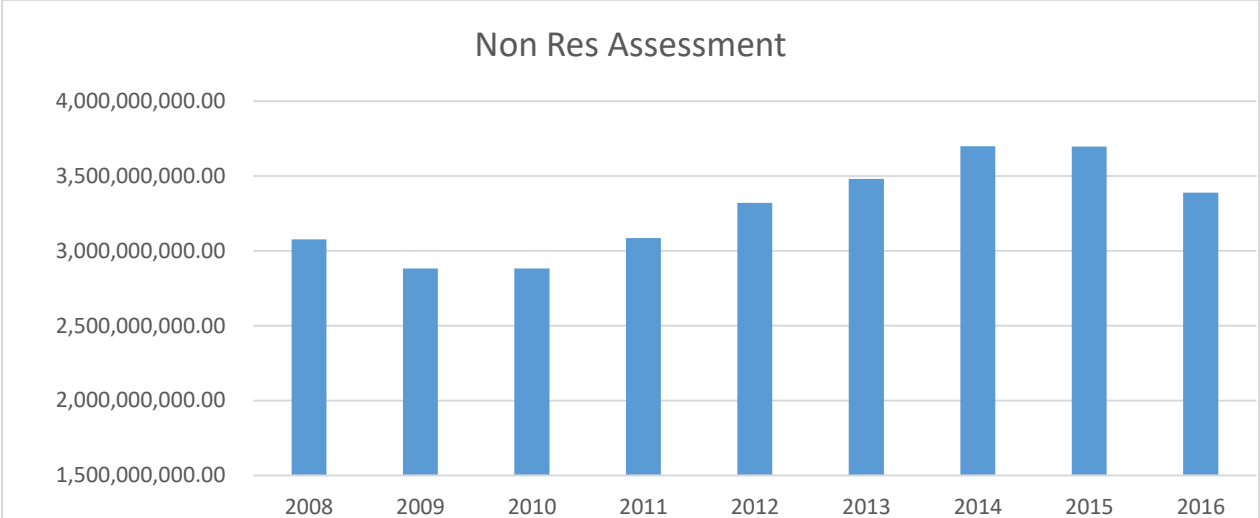


AGENDA & PRIORITY COMMITTEE AGENDA ITEM

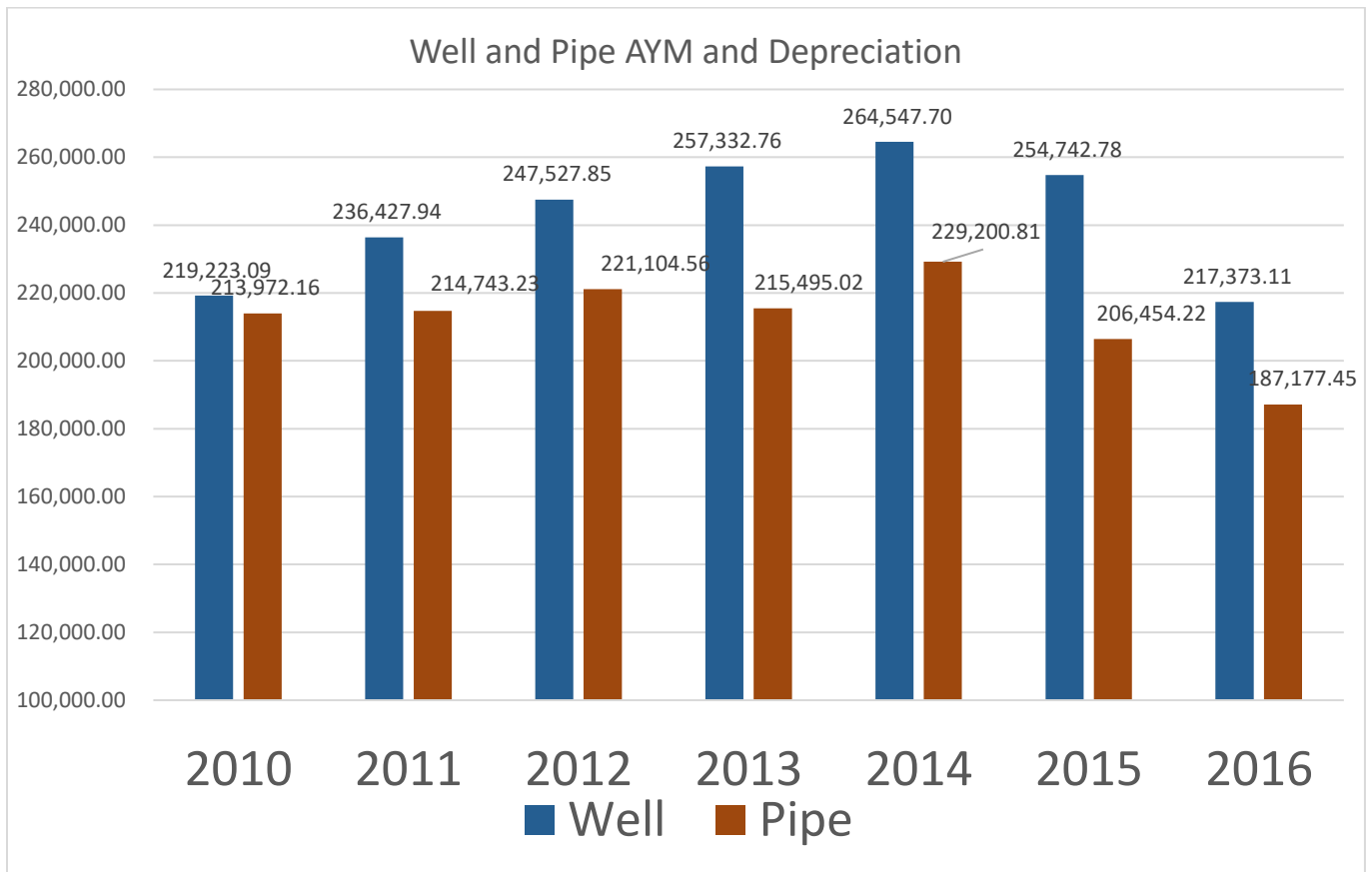
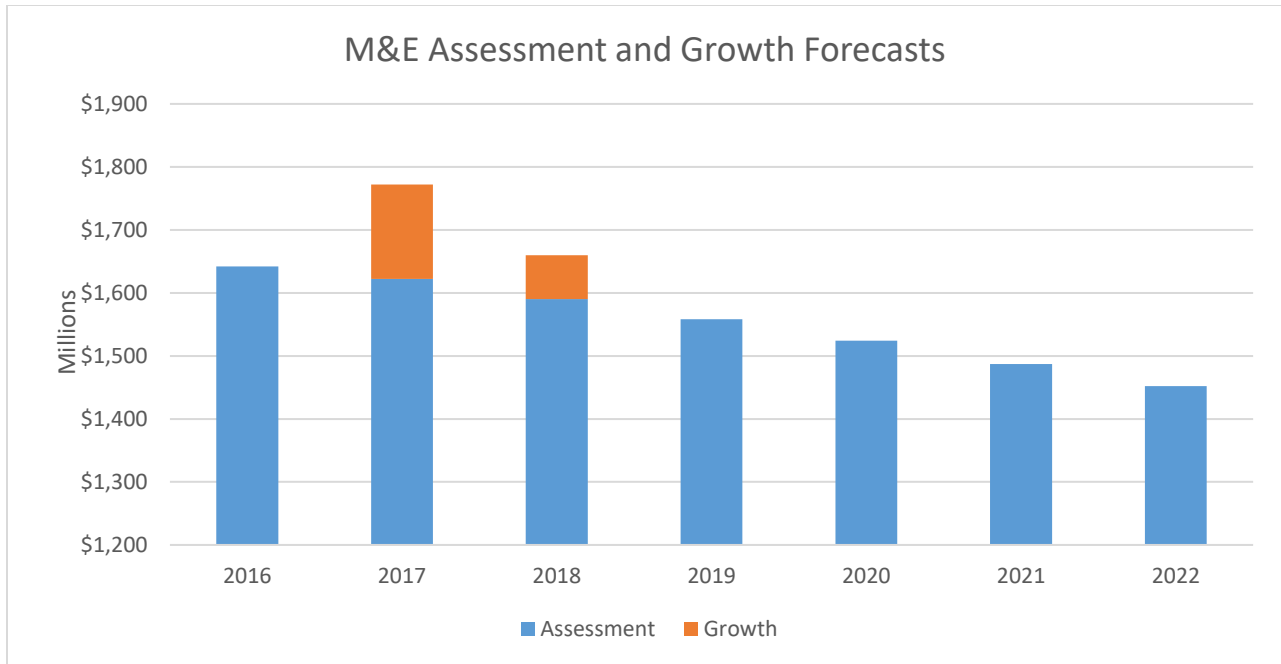
PROJECT: Assessment Forecasts		
PRESENTATION DATE: April 18, 2017		
DEPARTMENT: Assessment & Finance	WRITTEN BY: Denniece Crout, Rhonda Serhan, Rodney Boyko CPA, CMA	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Socially Responsible Governance for Long Term Sustainability	STRATEGIES: Fiscal Management
ATTACHMENT(S): Reserve balances		
RECOMMENDATION:		
<ol style="list-style-type: none"> 1. That the Committee review, amend as required, and approve the proposed tax policy review process; and, 2. The committee direct this item be brought back for discussion at the June A&P 		

BACKGROUND:

Clearwater County, while being in a very healthy financial position, must now ensure that our budgeting and financial practices are appropriate as we face the effects of an economic market correction. Over the past 5 years, the County has used conservative budgeting methods in relation to the well drilling tax and non-residential tax assessment, which has contributed to growth in the County's reserves by approximately \$36M. The attached graphs show assessment for the Non Residential Class and the overall assessment for the last nine years.

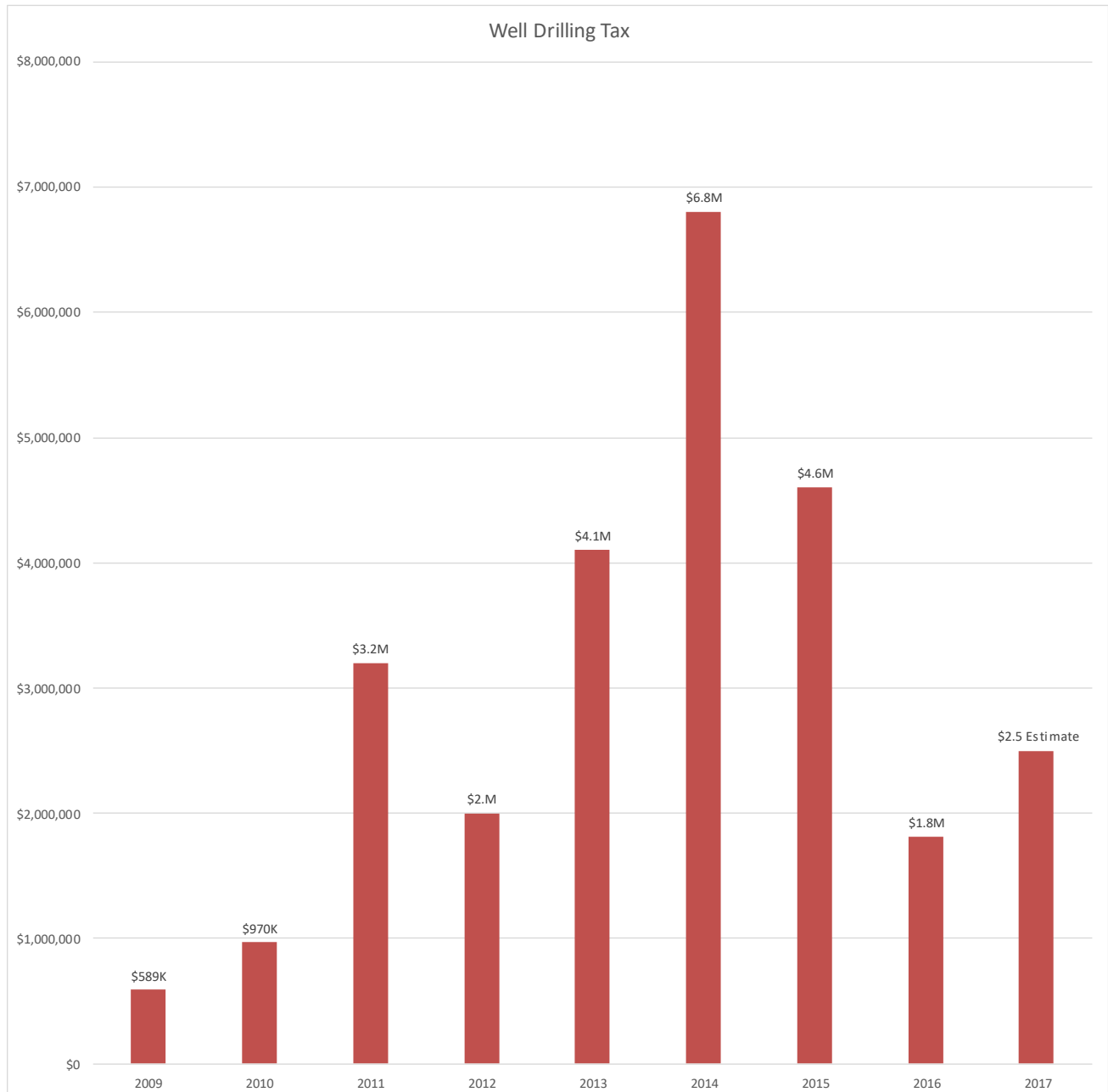


The market correction was evidenced in the 2017 Budget, as the County saw a decrease to tax revenue of \$2.2 million, solely based on reduced assessment. We are now facing a period of depreciation without significant additional growth to offset it. The attached graph shows the forecasted depreciation on the Machinery & Equipment categories.



While the graph does show some of the known projects forecasted for construction in 2017 & 18 and representatives of CAPP have noted that the Rocky Mountain House oil

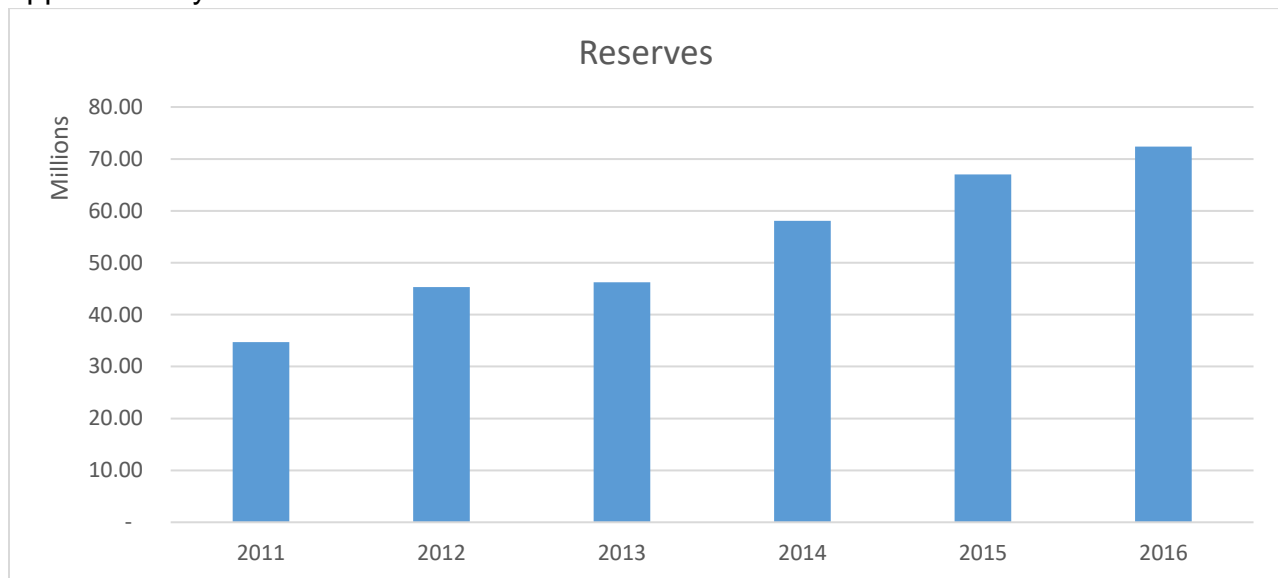
deposits are the area that the producers will most likely capitalize on, Administration is forecasting that the growth may not keep ahead of depreciation and adjustments related to the base year modifiers. Additionally, Well Drilling Tax is forecasted to increase for the 2017 year, however we are not anticipating returning to previous levels.



Given these trends Administration recommends that Council review its taxation philosophy in relation to the related to the 90/10 assessment ratio of Non-Res to Residential properties as well as the 3:1 tax ratio.

As Council considers its tax policies Administration believes that it is prudent for Council to discuss the current reserve levels in relation to the forecast revenue and projected

capital and operating expenses. The attached chart shows how our balances over the past few years have doubled, and when compared to our revenue, we are at a ratio of approximately 1.4:1.



Council must consider the processes and timing to utilize the reserves as well as the funding mechanisms. The current reserve policy was created in 1992, and while it still meets the criteria for financial controls, it does not provide much direction for financial planning.

Administration is recommending that Councils policy be revised to include minimum and maximum balances, funding mechanisms and rationale for when they are to be used. This will involve reviewing each reserve category and detailing the reasons for holding each one. Administration intends to complete this review in the coming months, and will require additional council direction as we recommend balances and adjustments that will link with the strategic plan and council's direction. This will be Council's opportunity to change direction on any of the reserve balances if desired, and administration can research the future estimated costs and bring them forward with the item for Council's deliberation at a regular council meeting.

While Reserves and assessment are major portions of our financial health and performance, a larger review of Financial management policies is required. Good financial planning requires direction on:

1. Reserve Methodologies
2. Service Levels
3. Long Term Capital Planning
4. Intermunicipal priorities
5. Intermunicipal revenue sharing (ICF Frameworks)
6. Taxation

Administration is seeking the Committee's direction on what level of review it wishes to consider and at what point this the planning process is forwarded to Council for Council's direction and decision. Administration will be reviewing these documents and plans and proposing amendments as we move through the 2nd quarter. Administration recommends that the A&P Committee be used to undertake the preliminary tax policy review. Concurrent to the tax policy review Council should review the associated documents. Administration is proposing the following options:

- Hold a 1-3 day policy session consisting of the following:
 - Review Reserve balances and relationship to 2017-2019 operating and capital plans
 - Review Methodologies and forecasts for 10- 20 year capital plans (e.g. paving, fire, facilities)
 - Review Strategic Plan and Funding of Priorities
 - Review ICC committee priorities
- Debate at Regular Council meetings throughout the remaining portion of 2017 prior to budget.

As the Committee considers the above processes, Administration recommends that the Committee also consider when it is appropriate to communicate changes in funding priorities with the ICC committee, other stakeholders (e.g. Chamber of Commences, CAEP, PAMZ) and the public.



Unrestricted surplus

Restricted surplus (Reserves):

	Balance Dec 31, 2011	Net Change	Projected Balance Dec 31, 2012
Unrestricted surplus	\$ 94,664	\$ (10,045)	\$ 84,619
Operating	205,187	(15,000)	190,187
Capital	1,529,954	-	1,529,954
Tax rate stabilization	5,916,415	(275,484)	5,640,931
Nordegg	691,518	(1,216,132)	(524,614)
Planning & recreation	232,405	1,548,737	1,781,142
NSRP	500,000	-	500,000
High speed internet towers	250,000	-	250,000
JEPP	10,000	-	10,000
Airport	64,500	-	64,500
Fire - capital	919,259	(491,053)	428,206
Disaster	562,274	100,000	662,274
Regional Fire	23,750	11,875	35,625
PW - capital	1,175,000	1,100,000	2,275,000
PW - paving	7,883,610	3,467,000	11,350,610
PW - gravel	3,782,953	625,000	4,407,953
PW - gravel reclamation	180,000	2,500,000	2,680,000
Resource roads	2,469,308	530,692	3,000,000
Sewer	6,196,781	2,015,000	8,211,781
Bridge deficit	1,325,000	650,000	1,975,000
GIS	-	60,000	60,000
ASB	680,000	-	680,000
	34,597,913	10,610,635	45,208,548
Total	34,692,577	10,600,591	45,293,168



Unrestricted surplus

Restricted surplus (Reserves):

	Balance Dec 31, 2012	Net Change	Projected Balance Dec 31, 2013
Unrestricted surplus	\$ 84,617	\$ (60,752)	\$ 23,866
Operating	190,187	1,899,260	2,089,447
Capital	1,529,954	-	1,529,954
Tax rate stabilization	5,640,931	-	5,640,931
Nordegg	(524,614)	(1,379,539)	(1,904,154)
Planning & recreation	1,781,142	440,000	2,221,142
NSRP	500,000	-	500,000
High speed internet towers	250,000	-	250,000
JEPP	10,000	-	10,000
Airport	64,500	-	64,500
Fire - capital	428,206	230,112	658,318
Disaster	662,274	100,000	762,274
Regional Fire	35,625	(11,809)	23,816
PW - capital	2,275,000	350,000	2,625,000
PW - paving	11,350,610	(4,050,610)	7,300,000
PW - gravel	4,407,953	-	4,407,953
PW - gravel reclamation	2,680,000	350,000	3,030,000
Resource roads	3,000,000	-	3,000,000
Sewer	8,211,781	(780,000)	7,431,781
Bridge deficit	1,975,000	3,500,000	5,475,000
GIS	60,000	60,000	120,000
West Country Roads	-	300,000	300,000
ASB	680,000	-	680,000
	45,208,548	1,007,414	46,215,962
Total	45,293,166	946,662	46,239,828



Unrestricted surplus

Restricted surplus (Reserves):

Work in Progress

County Facilities

Tax rate stabilization

Nordegg Development

Recreation Facility

NSRP

High speed internet towers

JEPP

Airport

Fire - capital

Disaster

Regional Fire

PW - capital

PW - paving

PW - gravel

PW - gravel reclamation

Resource roads

Sewer

Bridge deficit

GIS

West Country Roads

ASB

	Projected Balance Dec 31, 2013	Net Change	Projected Balance Dec 31, 2014
Unrestricted surplus	\$ 23,866	\$ 38,061	61,927
Restricted surplus (Reserves):			
Work in Progress	2,089,447	580,553	2,670,000
County Facilities	1,529,954	2,106,501	3,636,455
Tax rate stabilization	5,640,931	4,294,569	9,935,500
Nordegg Development	(1,904,154)	180,612	(1,723,542)
Recreation Facility	2,221,142	(145,000)	2,076,142
NSRP	500,000	-	500,000
High speed internet towers	250,000	2,000,000	2,250,000
JEPP	10,000	(10,000)	-
Airport	64,500	-	64,500
Fire - capital	658,318	278,592	936,910
Disaster	762,274	1,237,726	2,000,000
Regional Fire	23,816	(1,093)	22,723
PW - capital	2,625,000	100,000	2,725,000
PW - paving	7,300,000	1,170,046	8,470,046
PW - gravel	4,407,953	-	4,407,953
PW - gravel reclamation	3,030,000	942,047	3,972,047
Resource roads	3,000,000	-	3,000,000
Sewer	7,431,781	(1,110,726)	6,321,055
Bridge deficit	5,475,000	-	5,475,000
GIS	120,000	(120,000)	-
West Country Roads	300,000	300,000	600,000
ASB	680,000	(20,000)	660,000
	46,215,962	11,783,827	57,999,789
Total	46,239,828	11,821,888	58,061,716



Unrestricted surplus

Restricted surplus (Reserves):

Work in Progress

County Facilities

Tax rate stabilization

Nordegg Development

Recreation Facility

NSRP

High speed internet

Airport

Fire - capital

Disaster

Regional Fire

PW - capital

PW - paving

PW - gravel

PW - gravel reclamation

Resource roads

Sewer

Bridge deficit

GIS

West Country Roads

ASB

	Projected Balance Dec 31, 2014	Net Change	Projected Balance Dec 31, 2015
Unrestricted surplus	61,927	\$2,813,788	\$ 2,875,715
Restricted surplus (Reserves):			
Work in Progress	2,670,000	6,345,522	9,015,522
County Facilities	3,636,455	(367,480)	3,268,975
Tax rate stabilization	9,935,500	-	9,935,500
Nordegg Development	(1,723,542)	(1,107,431)	(2,830,972)
Recreation Facility	2,076,142	(1,911,602)	164,540
NSRP	500,000	-	500,000
High speed internet	2,250,000	-	2,250,000
Airport	64,500	-	64,500
Fire - capital	936,910	220,209	1,157,119
Disaster	2,000,000	100,000	2,100,000
Regional Fire	22,723	19,000	41,723
PW - capital	2,725,000	3,618,184	6,343,184
PW - paving	8,470,046	-	8,470,046
PW - gravel	4,407,953	-	4,407,953
PW - gravel reclamation	3,972,047	419,667	4,391,714
Resource roads	3,000,000	-	3,000,000
Sewer	6,321,055	-	6,321,055
Bridge deficit	5,475,000	(2,550,000)	2,925,000
GIS	-	76,000	76,000
West Country Roads	600,000	300,000	900,000
ASB	660,000	1,000,000	1,660,000
	57,999,789	6,162,069	64,161,858
Total	58,061,716	8,975,857	67,037,574



Unrestricted surplus

Restricted surplus (Reserves):

Work in Progress

County Facilities

Tax rate stabilization

Nordegg Development

Recreation Facility

NSRP

High speed internet

Airport

Fire - capital

Disaster

Regional Fire

PW - capital

PW - paving

PW - gravel

PW - gravel reclamation

Resource roads

Sewer

Leslieville Sewer

Bridge deficit

GIS

West Country Roads

ASB

Rental Income Facility Reserve

SAR Equipment Reserve

Clearwater Heritage Board

	Balance Dec 31, 2015	Net Change 2016	Projected Balance Dec 31, 2016
Unrestricted surplus	\$ 2,875,717	\$ (2,246,589)	\$ 629,128
Work in Progress	9,015,522	(984,667)	8,030,855
County Facilities	3,268,975	450,000	3,718,975
Tax rate stabilization	9,935,500	4,096,919	14,032,419
Nordegg Development	(2,830,972)	102,026	(2,728,946)
Recreation Facility	164,540	23,025	187,565
NSRP	500,000	-	500,000
High speed internet	2,250,000	1,650,000	3,900,000
Airport	64,500	-	64,500
Fire - capital	1,157,118	1,820,000	2,977,118
Disaster	2,100,000	(100,000)	2,000,000
Regional Fire	41,723	(14,250)	27,473
PW - capital	6,343,184	159,811	6,502,995
PW - paving	8,470,046	-	8,470,046
PW - gravel	4,407,953	-	4,407,953
PW - gravel reclamation	4,391,714	265,319	4,657,033
Resource roads	3,000,000	-	3,000,000
Sewer	6,321,055	-	6,321,055
Leslieville Sewer	-	6,216	6,216
Bridge deficit	2,925,000	(1,400,014)	1,524,986
GIS	76,000	76,000	152,000
West Country Roads	900,000	300,000	1,200,000
ASB	1,660,000	1,000,000	2,660,000
Rental Income Facility Reserve	-	55,000	55,000
SAR Equipment Reserve	-	-	-
Clearwater Heritage Board	-	81,636	81,636
	64,161,858	7,587,021	71,748,879
Total	\$ 67,037,575	5,340,432	\$ 72,378,007



AGENDA & PRIORITY COMMITTEE

AGENDA ITEM - #8

PROJECT: Proposed Penalty Bylaw		
PRESENTATION DATE: April 18 th , 2017		
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: #1 – Managing Our Growth	PRIORITY AREA: # 1.1 Plan for a well designed and built community.	STRATEGIES: 1.1.1 Ensure appropriate land use planning for public infrastructure, rural subdivisions, hamlets and commercial and industrial lands.
RECOMMENDATION: That the Committee review the information provided by Administration and approve bringing this item forward to a future Regular Council Meeting.		
ATTACHMENT(S): draft Fine/Penalty Bylaw		

BACKGROUND:

The Planning Department has been inundated with enforcement issues the last couple of years and because of that, Administration has identified a gap in the current system. At this time, Clearwater County has no process between writing a letter to an individual who is in violation of County rules and a Stop Order. To bridge this process gap, Administration is recommending the adoption of a penalty bylaw to put some teeth behind the letters sent to violators and hopefully bring a higher number of perpetrators into compliance more expediently and hopefully rectifying the situation prior to issuing a Stop Order. The following is a brief summary of the most frequent violations Planning deals with:

1. Illegal Development / No DPs

Attached is a draft form of an amending Bylaw for the Land Use Bylaw which repeals and replaces the existing Part Five: Enforcement. This proposed Amending Bylaw addresses the most typical issues the Planning Department deals with respect to **illegal development, illegal land use, not having a DP, etc.**

As it currently exists, the Part Five of the Land Use Bylaw is problematic because it's not particularly comprehensive and it also requires involvement of Council before the County may take enforcement action.

This draft is a fairly comprehensive replacement Part Five that contemplates enforcement action that includes issuing a Written Warning, Stop Order, Violation Tag and Violation Ticket. Also included, is a right of entry for the purpose of inspection and remedial and enforcement action.

Also, drafted is a "voluntary payment" under a Violation Tag is 50% of the Specified Penalty but, again, there's no magic to this and the County may consider what a voluntary payment to be.

2. Clean Up Orders

With respect to **clean up orders**, Clearwater County does not have a form of Community Standards or Nuisance Bylaw. To have enforcement provisions for this issue, a bylaw is required to set out provisions which describe what is allowed, prohibited, procedures for permits, etc. and then sets out the offences and enforcement options (including penalties and issuance of violation tickets) for violation of the bylaw provisions.

or

The County may simply proceed under Section 546.01 of the **Municipal Government Act** and issue an order requiring clean up under the Act. The County doesn't actually need a separate Bylaw to accomplish this type of enforcement.

3. Encroachments

One option here is to effectively pass a municipal land bylaw that sets out requirements for anyone who wants to make use of any County owned or controlled lands such as leases, licences, encroachments, etc. Alternatively, as we've seen in the Reserve Lands matter (Cartier Creek), the County can simply require people to move their property off the municipal land or have it moved by the municipality. If the issue involves a road, then the County has other rights and abilities to deal with illegal encroachments under the **Highways Development and Encroachment Act**.

For some quick comparisons:

- Wetaskiwin County's LUB:

5.6 Any person who contravenes any provision of the Bylaw is guilty of an offence and is liable upon summary conviction to pay the specified penalty for that offence as set out below. Any person who commits a second or subsequent offence under this Bylaw within one calendar year of committing a first offence under this Bylaw is liable on summary conviction to an increased fine as follows:

- First offence - \$500
- Second offence - \$1,000
- Third and subsequent offence(s) - \$5,000

- Red Deer County's LUB:

36.6 Specified Penalties for Offences under the Land Use Bylaw:

Section	Description of Offence	First Offence	Second Offence	Third or Subsequent Offence
16.1	Residential Development: Commence Development without Permit or proceed contrary to conditions	\$500.00	\$1,000.00	\$2,000.00
16.1	Industrial/Commercial/Institutional Development: Commence Development without Permit or proceed contrary to conditions	\$5,000.00	\$7,500.00	\$10,000.00
56.3	Altered Drainage	\$500.00	\$1,000.00	\$5,000.00
59.1	Unightly premises	\$500.00	\$750.00	\$1,000.00
59.6	Livestock in a residential district	\$500.00	\$1,000.00	\$2,000.00
80.1	Displaying a Sign in contravention of this Bylaw	\$500.00	\$1,000.00	\$5,000.00

- Lacombe County's LUB:

8. Initiation of Development Without Development Permit Approval or Failure to Meet Condition(s) of Development Approval

All Districts Except for Commercial, Industrial, Recreational and Agricultural (as noted below)

Permitted Use	\$ 500
Discretionary Use	\$1,000

Commercial, Industrial or Recreational District

Permitted Use	\$2,000
Discretionary Use	\$3,000

Agricultural District

Minor Business or Trade or Contractor Business	\$3,000
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Attached is a draft of a bylaw to assist Council in its discussion.

CLEARWATER COUNTY
BYLAW 2017-__

A Bylaw of Clearwater County to amend Bylaw 714/01, known as the " Land Use Bylaw"

WHEREAS the Council of Clearwater County deems it desirable to amend the Clearwater County Land Use Bylaw No. 714/01 for the purpose of implementing enforcement provisions that are in alignment with current legislation;

AND WHEREAS notification of this amending Bylaw was advertised in the _____ two (2) weeks prior to the Public Hearing date.

AND WHEREAS Council held a Public Hearing on _____, 2017 and has given consideration to the representations made to it in accordance with Section 692 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, and all amendments thereto;

NOW THEREFORE after due compliance with the relevant provisions of the *Municipal Government Act* RSA 2000, Ch M-26, as amended the Council of Clearwater County duly assembled enacts the following:

1. This Bylaw shall be known as the "Land Use Amending Bylaw".
2. The current "Part Five: Enforcement" of the Land Use Bylaw is repealed and replaced with "Part Five: Enforcement" as set out in Schedule "A".
3. This Bylaw shall come into effect upon the date of final passing by Council at Third Reading.

SCHEDULE "A"

PART FIVE: ENFORCEMENT5.1 General

- (1) In accordance with the provisions of the **Municipal Government Act**, R.S.A. 2000 Chapter M-26, this Part Five of the Land Use Bylaw outlines the procedures for enforcing the provisions of the Land Use Bylaw, Part 17 of the **Municipal Government Act** and its regulations, a Development Permit, a Subdivision approval or Development Agreement.
- (2) For the purpose of Sections 542 and 646 of the **Municipal Government Act**, an Officer and Development Officer are designated officers for the purposes of carrying out inspections, remedial actions and enforcement.
- (3) A Development Officer may enforce the provisions of the Land Use Bylaw, Part 17 of the **Municipal Government Act** and its regulations, a Development Permit, a Subdivision approval or Development Agreement by taking any or all of the following enforcement actions:
 - a. Issuing a Written Warning,
 - b. Issuing a Stop Order,
 - c. Obtaining an Injunction Order, and
 - d. Any other lawful and authorized action to enforce compliance.
- (4) An Officer may enforce the provisions of the Land Use Bylaw, Part 17 of the **Municipal Government Act** and its regulations, a Development Permit, a Subdivision approval or Development Agreement by taking any or all of the following enforcement actions:
 - a. Issuing a Written Warning,
 - b. Issuing a Violation Tag,
 - c. Issuing a Violation Ticket,
 - d. Obtaining an Injunction Order, and
 - e. Any other lawful and authorized action to enforce compliance.
- (5) Nothing within this Part Five shall limit or prevent the County from issuing a Stop Order in lieu of or in addition to issuing a Violation Ticket or taking any other enforcement action.

5.2 Interpretation

- (1) For the purpose of this Part Five, the following terms have the following definitions:
 - a. **Building** has the same meaning as defined in the **Municipal Government Act**;
 - b. **Bylaw Officer** means an individual employed by the County in the position of bylaw enforcement officer;
 - c. **Development Agreement** means an agreement entered into pursuant to Section 650, 651 or 655 of the **Municipal Government Act**;
 - d. **Emergency** means a situation where there is imminent danger or risk to public safety or of serious harm to property;

- e. **Injunction Order** means an injunction order obtained pursuant to Section 554 of the *Municipal Government Act*;
- f. **Land** means the aggregate of one or more areas of land described in a certificate of title issued by the Land Titles Office;
- g. **Occupant** means an individual or other party who occupies Land or a Building pursuant to a lease, license or other agreement with or authorization from the Owner;
- h. **Officer** means a Bylaw Enforcement Officer, Peace Officer and member of the Royal Canadian Mounted Police;
- i. **Owner** means the registered owner of Land pursuant to the *Land Titles Act*;
- j. **Peace Officer** means an individual employed by the County in the position of peace officer in accordance with the *Peace Officer Act*, R.S.A. 2006, Chapter P-3.5;
- k. **Person** means any individual, partnership, firm, corporation, municipality, association, society, political or other group, and the heirs, executors, administrators or other legal representatives of a Person to whom the context can apply according to law;
- l. **Reasonable Notice** means not less than 48 hours except in the case of an Emergency or extraordinary circumstance when no notice needs to be given;
- m. **Reasonable Time** means any time between 9 am and 6 pm on any weekday, with the exception of statutory holidays, or as otherwise agreed to in writing by the Owner or Occupant of the subject Land or Building;
- n. **Specified Penalty** has the same meaning as defined in the *Provincial Offences Procedure Act* (Alberta);
- o. **Stop Order** means an order issued pursuant to Section 645 of the *Municipal Government Act*;
- p. **Violation Tag** means a violation tag issued by the County pursuant to the *Municipal Government Act* and this Part Five;
- q. **Violation Ticket** means a violation ticket as defined in the *Provincial Offences Procedures Act* (Alberta);
- r. **Written Warning** means a written warning issued pursuant to this Part Five.

5.3 Right of Entry: Inspections, Remedial and Enforcement Action

- (1) After providing Reasonable Notice to the Owner or Occupant of Land or a Building in accordance with Section 542 of the *Municipal Government Act*, an Officer or Development Officer may enter into or onto any Land or Building at a Reasonable Time for the purpose of determining if the requirements of this Land Use Bylaw, Part 17 of the *Municipal Government Act* or its regulations, a Development Permit, Subdivision approval or Development Agreement are being complied with or for the purpose of carrying out remedial or enforcement action authorized by this Land Use Bylaw, the *Municipal Government Act* or an Injunction Order.
- (2) Notwithstanding 5.3(1), in an Emergency or extraordinary circumstance, the Officer or Development Officer does not need to provide Reasonable Notice to the Owner or Occupant

and the Officer or Development Officer may enter upon or into Land or a Building without the consent of the Owner or Occupant at any time.

- (3) No Person shall prevent or obstruct an Officer or Development Officer from carrying out any official duty pursuant to this Land Use Bylaw.
- (4) If a Person prevents, obstructs or interferes with an Officer or Development Officer carrying out any official duty under this Land Use Bylaw or if a person refuses to produce anything to assist the Officer or Development Officer in the inspection, remedial action or enforcement action, then the County may apply to the Court of Queen's Bench for an order pursuant to Section 543 of the **Municipal Government Act**.

5.4 Written Warning

- (1) Where the Development Officer or Officer determines that a development, land use or use of a Building is in contravention of this Land Use Bylaw, Part 17 of the **Municipal Government Act** and its regulations, a Development Permit, a Subdivision approval or Development Agreement, he/she may issue a Written Warning to the Owner and/or Occupant of the subject Land and/or Building and/or the person responsible for the contravention.
- (2) The Written Warning shall:
 - a. Describe the subject Land or Building by municipal address or location and/or legal description,
 - b. State the nature of the contravention,
 - c. State what remedial measures or action must be taken in order to remedy the contravention,
 - d. State a time within which the Owner and/or Occupant must complete the remedial measures or action which, unless a matter posing a safety risk to life or property, must not be less than seven (7) days from the date of delivery of the Written Warning,
 - e. Advise that if the Written Warning is not adhered to, the County may undertake further enforcement measures pursuant to the Land Use Bylaw and the **Municipal Government Act**.

5.5 Stop Order

- (1) Where the Development Officer determines that a development, land use or use of a Building is in contravention of this Land Use Bylaw, Part 17 of the **Municipal Government Act** and its regulations, a Development Permit, a Subdivision approval or Development Agreement, he/she may issue a Stop Order to any or all of the Owner and/or Occupant of the subject Land and/or Building and/or the person responsible for the contravention.

(2) The Stop Order shall:

- a. Describe the subject Land or Building by municipal address or location and/or legal description,
- b. State the nature of the contravention,
- c. Direct the Owner, Occupant and/or person responsible for the contravention to:
 - i. Stop the development or use of the Land or Building in whole or in part as directed by the Stop Order,
 - ii. Demolish, remove or replace the development,
 - iii. Carry out any other actions required by the Stop Order so that the development or use of Land or Building is brought into compliance with this Land Use Bylaw, Part 17 of the **Municipal Government Act** and its regulations, a Development Permit, a Subdivision approval and/or Development Agreement

within the time period set out in the Stop Order

- d. Unless a matter posing a safety risk to life or property, the time period for bringing the development, Land or Building into compliance must not be less than fourteen (14) days from the date of delivery of the Stop Order,
- e. Advise that the party(ies) to whom the Stop Order is issued may appeal the Stop Order to the Subdivision Development Appeal Board in accordance with Section 685 of the **Municipal Government Act**,
- f. Advise that if the Stop Order is not adhered to, the County may undertake further enforcement measures pursuant to the Land Use Bylaw and the **Municipal Government Act** including but not limited to:
 - i. entering onto or into the Land or Building and performing the necessary remedial action pursuant to Section 542 and 646 of the **Municipal Government Act**,
 - ii. obtaining an Injunction Order,
 - iii. issuing a Violation Tag,
 - iv. issuing a Violation Ticket, and/or
 - v. registering the Stop Order on the certificate of title to the subject Land pursuant to Section 646 of the **Municipal Government Act**,
- g. Advise that the costs and expenses incurred by the County in enforcing the Stop Order may be added to the tax roll of the subject Land whereby the amount will be deemed to be a property tax imposed under Division 2 of Part 10 of the **Municipal Government Act** from the date that it was added to the tax roll and will form a special lien against the

Land in favour of the County from the date it was added to the tax roll, in accordance with Section 553 of *the Municipal Government Act*.

5.6 Service of Written Warnings, Stop Orders and Violation Tags

- (1) In any case where an Officer or Development Officer issues a Written Warning, Stop Order or Violation Tag to any Person pursuant to this Part Five, the Officer or Development Officer shall affect such service either:
 - a. by causing a written copy of the Written Warning, Stop Order or Violation Tag to be personally delivered to the Person named in the Written Warning, Stop Order or Violation Tag,
 - b. in the case of an individual, by causing a written copy of the Written Warning, Stop Order or Violation Tag to be delivered and left with a person of at least 18 years of age at the Person's residence,
 - c. in the case of a corporation, by sending a written copy of the Written Warning, Stop Order or Violation Tag by registered mail to the registered office of the corporation, or by delivering it personally to the manager, secretary or other executive officer of the corporation or the person apparently in charge of a branch office of the corporation at an address held out by the corporation to be its address,
 - d. by causing a written copy of the Written Warning, Stop Order or Violation Tag to be delivered to and left in a conspicuous place at or about the subject Lands or Building; or
 - e. by causing a written copy of the Written Warning, Stop Order or Violation Tag to be mailed or delivered to the last known address of the Person as disclosed in the land

registry system established by the Land Titles Act of Alberta as shall appear to the Officer or Development Officer most appropriate in the circumstances,

and such service shall be adequate for the purposes of this Bylaw.

5.7 Offences

- (1) Any Person who
- a. violates or contravenes or causes, allows or permits a contravention of Part 17 of the ***Municipal Government Act*** or its regulations,
 - b. violates or contravenes or causes, allows or permits a contravention of any provision of the Land Use Bylaw,
 - c. contravenes or fails to comply with a Development Permit or any conditions forming part of the Development Permit,
 - d. contravenes or fails to comply with a subdivision approval or any conditions forming part of a subdivision approval,
 - e. contravenes or fails to comply with the provisions of a Development Agreement,
 - f. fails to comply with the directions set out in a Stop Order within the time frame specified,
 - g. authorizes or proceeds with any development that is at variance with the description, specification or plans that were the basis for the issuance of the Development Permit,
 - h. authorizes or proceeds with any subdivision that is at variance with the description, specification or plans that were the basis for the issuance of the subdivision approval,
 - i. continues development after a Development Permit has expired or has been revoked or suspended,
 - j. continues with subdivision after the subdivision approval has expired, been revoked or suspended,
- is guilty of an offence and is liable upon summary conviction to a fine in an amount not to exceed \$10,000.00, imprisonment for not more than one year, or to both fines and imprisonment.
- (2) It is the intention of Council that all offences created under the Land Use Bylaw be interpreted to be strict liability offences.
- (3) Where a contravention of the Land Use Bylaw is of a continuing nature, a contravention shall constitute a separate offence in respect of each day, or part of a day, on which that offence continues.

5.8 Penalties

- (1) A Person who is convicted of an offence pursuant to this Land Use Bylaw shall be liable to pay the Specified Penalty as set out below:
- a. For a first offence, a Specified Penalty of \$500.00;
 - b. For a second offence of the same offence within a twelve (12) month period, a Specified Penalty of \$1000.00; and

- c. For a third or subsequent offence of the same offence within a twenty-four (24) month period, a Specified Penalty in the sum of not less than \$1,000.00 and not more than \$2,500.00.
- (2) Payment of any penalty or fine imposed pursuant to this Land Use Bylaw does not relieve a Person from the necessity of paying any fees, charges or costs for which that Person is liable under the provisions of this Land Use Bylaw or any other bylaw or enactment.

5.9 Violation Tag

- (1) An Officer is hereby authorized and empowered to issue a Violation Tag to any Person whom the Officer has reasonable and probable grounds to believe has contravened any provision of this Land Use Bylaw, Part 17 of the **Municipal Government Act** and its regulations, a Development Permit, a Subdivision approval or Development Agreement.
- (2) The Violation Tag shall be in a form approved by the Chief Administrative Officer and shall state:
 - (a) The Person's name,
 - (b) The offence,
 - (c) The appropriate voluntary penalty for the offence as specified in this Bylaw,
 - (d) That the voluntary penalty shall be paid within (10) days of issuance of the Violation Tag in order to avoid further prosecution; and
 - (e) Any other information as may be required by the Chief Administrative Officer.
- (2) Where a contravention of this Bylaw is of a continuing nature, further Violation Tags may be issued by the Officer provided, however, that no more than one Violation Tag shall be issued for each day that the contravention continues.
- (3) Where a Violation Tag has been issued in accordance with this Land Use Bylaw, the Person to whom the Violation Tag has been issued may, in lieu of being prosecuted for the offence, pay to the County cashier the penalty within the time frame specified in the Violation Tag.
- (3) The voluntary penalty for a first offence shall be 50% of the Specified Penalty for a first offence of that particular offence. The voluntary penalty for a second and each subsequent offence shall be 50% of the Specified Penalty for a second and subsequent offence of that particular offence.
- (4) Nothing in this Bylaw shall prevent an Officer from immediately issuing a Violation Ticket.

5.10 Violation Ticket

- (1) An Officer is hereby authorized and empowered to issue a Violation Ticket to any Person where the Officer has reasonable and probable grounds to believe that Person has contravened any

provision of this Land Use Bylaw, Part 17 of the ***Municipal Government Act*** and its regulations, a Development Permit, a Subdivision approval or Development Agreement.

(2) A Violation Ticket may be served on such Person who is an individual, either:

- a. by delivering it personally to such Person, or
- b. by leaving a copy for such Person at his/her residence with an individual at the residence who appears to be at least 18 years of age,

and such service shall be adequate for the purposes of this Bylaw.

(3) A Violation Ticket may be served on a Person which is a corporation, either:

- a. by sending it by registered mail to the registered office of the corporation, or
- b. by delivering it personally to the manager, secretary or other executive officer of the corporation or the person apparently in charge of a branch office of the corporation at an address held out by the corporation to be its address,

and such service shall be adequate for the purposes of this Bylaw.

(4) This Section does not prevent an Officer from issuing a Violation Ticket requiring a Court appearance by the Defendant in accordance with the ***Provincial Offences Procedures Act***.



AGENDA & PRIORITIES COMMITTEE AGENDA ITEM

PROJECT: Strategic Plan Review – Strategy 2.5.2		
PRESENTATION DATE: April 18, 2017		
DEPARTMENT: Municipal	WRITTEN BY: Ron Leaf	REVIEWED BY: Ron Leaf
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation: <input type="checkbox"/> County Bylaw/Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Advocacy	STRATEGY: 2.5.2 Foster partnerships and discuss issues of mutual concern with adjacent municipalities and First Nations in order to appropriately plan capital infrastructure programs.
ATTACHMENT(S):		
RECOMMENDATION: That Council endorses or amends 2015-2018 Strategic Plan, strategy 2.5.2		

BACKGROUND:

As Council is aware, Strategy 2.5.2 of Council’s Strategic Plan indicates that Council will endeavour to meet at least once per term with the Councils of:

- Brazeau County
- Wetaskiwin County
- Ponoka County
- Lacombe County
- Red Deer County
- Mountain View County
- M.D. of Bighorn
- Summer Village of Burnstick Lake
- Council or the Reeve to meet with Chief or Council of Sunchild, O’Chiese and Bighorn First Nations.

Council has over the past few years achieved this objective by having an informal supper meeting during the spring and fall AAMD&C conventions. Councillor Maki has requested that Council review this strategy and discuss whether the desired outcome may be achieved through other means.

As Council reviews Strategy 2.5.2, I suggest that Council considers expanding the purpose of the meetings to reflect broader topics beyond capital and infrastructure planning. For example, the meeting with Yellowhead County concerned management of crownlands, including the Sasquatch program and the Intermunicipal Collaboration Framework (ICF) requirements. The recent meeting with the M.D. Bighorn concerned wildland parks, management of crownlands, waste management and ICF requirements.

The purpose of public participation policy is to indicate the mechanisms or opportunities for the public to comment, make suggestions, discuss and receive information. Although the chart above is not an exhaustive list, it demonstrates categories of public participation used with respect to municipal governance.

In terms of policy commitments, there are many forms of engagement that won't be used in all circumstances, but that may be used selectively as needed or desired. For instance, staff will be moving ahead in the development of a benchmark public opinion survey to gauge views and values and index quality of life desires. This forms part of the 2017 Communications Plan, and wouldn't specifically be identified in a policy commitment.

The goal of the County's Communications Plan is to outline priorities and strategies in an effort to better communicate with staff, the public, media and government. Developing key messages play an important role in the communications planning process, and confirming clear and concise statements assists staff and Council to be better prepared to answer questions and communicate with the public.

Reflecting on the current year's budget and directions flowing from Council's strategic plan, below are some key messages for Council's consideration and endorsement.

Public Lands Management

Foundational Message:

There is a need to better manage recreational use of public lands.

Support Messages:

- For recreational use of public lands to be sustainable, a management framework is required for the eastern slopes area within the Province of Alberta.
- There is a need for a designated, managed and funded provincial trail system.
- There is a need to build more campground capacity and the establishment of designated camping nodes, where random-style camping is permitted.
- As the Province tightens regulations on recreational use in some specific areas, recreational users are simply pushed out and move to another area that they perceive to have no rules.
- There is a need to consider public safety and the costs associated with emergency service provision.

Economic Development

Foundational Message:

The region needs to be more proactive in its promotion and enhance its ability to grow, in order to diversify revenue streams and foster further community development.

Support Messages:

- A balanced, strategic approach to growth is needed in order to stimulate opportunities for investment in the region.
- With collaboration amongst municipal partners, initiatives to encourage economic development are underway (Caroline development) or being developed (Joint Development Area) to address the lack of industrial and commercial lands that inhibits growth.

- The County's investment in the development and marketing of hamlet of Nordegg furthers the plan to re-designate lands in order to allow for residential and commercial growth.
- Tourism initiatives, such as the David Thompson Country regional tourism group, support economic development and growth for communities and operators.

Assets and Fiscal Management

Foundational Message:

The County manages its infrastructure, assets and finances with a long-term view.

Support Messages:

- The strategic plan sets the tone and provides a vision for future directions of the municipality.
- Proactive policy development and evaluation of municipal programs and services is important.
- The three-year budget and ten-year capital plan allow for managed/planned maintenance and replacement programs.
- The County's reserve management strategy supports consistency in budgets, taxation and allows for long-term planning.

Governance

Foundational Message:

Council must balance community input with its vision and its responsibilities to make important decisions regarding policy and service levels in relation to the municipality as a whole.

Support Messages:

- Council supports a collaborative regional services philosophy, as demonstrated by many joint initiatives and agreements.
- Responsibilities of Council include making decisions that balance the needs and wants of the community with organizational and financial capacity, in a fiscally responsible and sustainable manner.
- Council participates on various community boards and advocates locally and provincially to support the development and continuity of quality of life services for the community (policing, healthcare, recreation, emergency services...).

January 16th, 2017
STRATEGIC PRIORITIES WORKPLAN
DEPARTMENT: PUBLIC WORKS

<p>Project Title: 2017 Asphalt Overlay</p> <p>Outcome/Success Measure:</p> <p>To increase the weight carrying capabilities of the surfaced roads within the municipality combined with a maintenance cycle.</p> <ul style="list-style-type: none"> • Tender the 2017 Asphalt Overlay program. This program includes re-surfacing, side slope improvement and other work for the Prairie Creek Road from the junction of Hwy 22 to Hwy 752 (23.2 Km)- Completed • Construction to commence- Summer 2017 <p>Completion Date: October 2017</p>	<p>Project Title: Caroline Land Development/ Salt Sand Storage Facility</p> <p>Outcome/Success Measure:</p> <p>Develop property acquired in the Village of Caroline to contribute to the economic prosperity of the area as well as to provide a new Salt /Sand Storage facility to service the southern portion of the Municipality.</p> <ul style="list-style-type: none"> • Purchase new property- January 2015.- Completed • Amend Village of Caroline M.D.P, A.S.P, L.U.B- March 2015.-Completed • Awaiting Alberta Environment Approval for Wetland Assessment – Completed • Site grading / road construction Phase 1- Summer 2017 • Site preparation, asphalt surfacing and salt /sand facility construction- Summer 2017 • Awaiting Public Lands Approval for small wetland area contained in Industrial lots.- completed • Storm Pond Excavation – completed • Send out RFP for Operations Building- Completed • Construct Operations Building- Fall 2017 <p>Completion Date: December 2017</p>
<p>Project Title: 2017 Gravel Road Rehabilitation</p> <p>Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Rehabilitate / Shoulder pull approximately 32 km (20 miles) of road throughout the municipality. • Annual Spring Road Assessments- June 2017 • Construction to commence- May 2017 <p>Completion Date: October 2017</p>	<p>Project Title: Condor replacement of wastewater collection mains.</p> <p>Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Engineering design for replacement to be completed in 2017. • 300 metres of wastewater collection main lines to be replaced in 2018. <p>Completion Date: October 2017</p>

<p>Project Title: 2013 Flood Rehabilitation/ Infrastructure Protection Projects</p> <p>Outcome/ Success Measure: To rehabilitate or Protect Infrastructure that has been effected by the 2013 Flood funded through the Provincial DRP or FREC programs.</p> <p>Clearwater Campground Re-Construction (16 Lots)</p> <ul style="list-style-type: none"> • Provincial Approval for Recreational Lease Expansion- Completed • Clear access road and lots- Completed • Construction- June 2017 <p>Completion Date: August 2017</p>	<p>Project Title: Condor Access Road / Rocky Wood Road Grade Widening</p> <p>Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Acquire Land and Design road widening of the Condor Access Road from Hwy 11 to the Hamlet of Condor (0.5Km)- Summer 2017 • Construction to commence- Summer 2018 • Tender and construct road widening and surfacing of the Rocky Wood Road from Old Hwy 11A south to end of chip seal (1.2Km) • Construction to commence- Summer 2017 <p>Completion Date: October 2018</p>
<p>Project Title: Hamlet of Condor Lagoon and Lift Station Upgrades</p> <p>Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Clearwater County has prepared and submitted the application for funding under the Alberta Municipal Water/Wastewater Partnership (AMWWP) program and the Federal Clean Water Wastewater Fund (CWWF), which includes: Hamlet of Condor Sewage Lagoon Rehabilitation and Hamlet of Condor Lift Station. • Desludging of lagoon to take place, if construction upgrades occur, in 2017. • If funding is approved, Lagoon and Lift Station Construction upgrades to commence 2017. <p>Completion Date: November 2017</p>	<p>Project: Title: Nordegg Wastewater Roper Pump Repair</p> <p>Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Repair of second Wastewater Roper Pump as per repair/ maintenance schedule. <p>Completion Date: October 2017</p>
<p>Project Title: Gravel Pit Crushing Requirements</p> <p>Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Anticipate crushing to occur in the Martin, Cooper and Frisco Pit. • Transfer of 14,000 tonnes of ¾" crush from the Frisco Pit to the Varty Stockpile site. <p>Completion Date: October 2017</p>	<p>Project Title: Beaver Flats Road Reconstruction</p> <p>To design, tender and reconstruct the Beaver Flats Road from Hwy 12 north 12.8Km.</p> <ul style="list-style-type: none"> • Acquire land and design – Summer 2017 • Tender Road Reconstruction –Spring 2018 • Commence Construction – Summer 2018 <p>Completion Date: October 2018</p>

<p>Project Title: Nordegg Mobile Home Park Outcome/Success Measure: Construct the basic infrastructure to support the development of the Nordegg Mobile Home Park</p> <ul style="list-style-type: none"> • Design of the overall Mobile Home Park complete with road infrastructure and servicing for water and sewer – June 2017 • Creation of tender documents for construction-July 2017 • Construction completion – October 2018 <p>Completion Date: October 2018</p>	<p>Project Title: Gravel Pit Reclamation Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Reclamation work to be completed within the Martin Pit. • Reclamation Plan, as per Alberta Environment and Parks requirement, to be detailed for the Clearwater/Bigface Gravel Pit. <p>Completion Date: October 2017</p>
<p>Project Title: Bridge Structure(s) Rehabilitation Program Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Clearwater County to prepare and submit an application for funding under The Alberta Provincial Strategic Transportation Infrastructure Program (STIP) – Local Road Bridge Program (LRB). <p>Replacement construction anticipated to occur on the following bridge structures;</p> <ul style="list-style-type: none"> • Bridge Culvert BF07463 (WNW 12-38-4W5M) • Bridge Culvert BF07440 (SSE 35-38-7W5M) • Bridge Culvert BF70707 (WNW 02-38-4W5M) • Bridge Culvert BF70149 (WSW 31-35-5W5M) • Bridge BF09970 (WNW 36-40-6W5M) • Bridge BF78254 (INE 15-38-14W5M) • Bridge 75501 (SSW 33-40-7W5M) <p>Completion Date: October 2017</p>	<p>Project Title: Administration Building and Operations Facility Outcome/Success Measure:</p> <p>To design Phase 1 and 2 of an Administration Building and Operations Facility. Construct Salt/Sand Storage facility and site preparation.</p> <ul style="list-style-type: none"> • Request for Proposal for Design Consultant Tender Award- Completed • Lot grading and site earthworks- Complete • Salt Storage facility construction- Complete • Design of Phase 1 and 2 Administrative Building and Operations Facility- Complete • Perimeter Fence Construction –Complete • Cold Storage building to facilitate the storage of the salt/sand loader and the storage of other equipment. –Complete • Tender for Construction Phase 1 or Phase 1 & 2- To Be Determined
<p>Project Title: Joint Development Area Water/Wastewater Servicing Outcome/Success Measure: To design and construct a municipal water/ wastewater system that meets the needs of the J.D.A</p> <ul style="list-style-type: none"> • Council Approval of Joint Development Area, Joint Services Agreement and IDP Amendments (Develop Area Structure Plan) July 2017 • Council Approval for funding preliminary design and construction (Sewer Reserve)- July 2017 • Detailed design of water / wastewater infrastructure- To be Determined • Secure easements for infrastructure corridors- To be determined • Procurement, construction commencement of water/wastewater infrastructure- To be determined <p>Completion Date: To be determined</p>	<p>Project Title: Regional Waste Operations Review Outcome/Success Measure: Evaluate all operational programs and determine the efficiency of each.</p> <ul style="list-style-type: none"> • Develop an 18 month plan for moving forward to present at the Tri Council meeting June, 2017 • Review Leachate reduction options- June 2017 • Secure additional land for future landfill requirements- October, 2018 • Review all operational programs for efficiency- November, 2017 • Create a 5 year business plan for adoption by partnering Council’s February 2018 <p>Completion Date: November, 2018</p>

April 18th, 2017
STRATEGIC PRIORITIES WORK SHEET
DEPARTMENT: Planning & Development

<p>1. Project Title: Nordegg Development Outcome: To complete the development of Nordegg in accordance with Council's plan. Key objectives:</p> <ul style="list-style-type: none"> • To continue developing Nordegg for the sole purpose of selling lots. • To complete the "Developer" role and solely be governance. <p>Completion: Ongoing</p>	<p>2. Project Title: Nordegg Trail System Outcome/Success Measure: Identify/map/plot a logistic trail system in the Nordegg area. Key objectives:</p> <ul style="list-style-type: none"> • To have some recognizable and identifiable trail systems in the vicinity. • To increase visitation and enhance the tourism in the West Country. • Trails consultant has a preliminary draft and will be meeting with P&D staff within the next month. DONE • Public consultation is planned for August long weekend DONE • Compile public feedback from the consultation and bring back to Council DONE • Trail construction – IN PROCESS <p>Completion: Ongoing</p>
<p>3. Project Title: Nordegg Building Maintenance Outcome: To protect and prolong Clearwater County's infrastructure. Key objectives:</p> <ul style="list-style-type: none"> • To enhance the aesthetics of Nordegg • To retain some useable buildings in Nordegg. • P&D has hired one maintenance person and is still seeking a qualified person to take the lead position. • The second position is now filled. <p>Completion: Annual</p>	<p>4. Project Title: Joint Development Area Outcome: To create a viable private/ public partnership for the development of a mutually beneficial business park. Key objectives:</p> <ul style="list-style-type: none"> • To guide development north of Rocky Mountain House. • P&D staff have met with Town staff and are collaborating on a mutually beneficial strategy to move forward. • The preliminary traffic study has been completed. • The storm water concept plan has been completed. • The Master Drainage Plan has been completed. <p>Completion: TBD</p>
<p>5. Project Title: IDP Review Outcome: to review the IDP and ensure it remains a relevant document. Key objectives:</p> <ul style="list-style-type: none"> • To guide and direct future growth and development within the Town of Rocky and the portion of Clearwater County within the plan area. 	<p>6. Project Title: MDP Review Outcome: to meet the requirements of section 12.2.25 of the MDP that requires the MDP to be reviewed at least every 6 years to promote its relevance and effectiveness. Key objectives:</p>

<p>Completion: Anticipating September 2017</p>	<ul style="list-style-type: none"> • to provide a vision of what Clearwater County desires to be 25 to 30 years from now. • To ascertain from Council the degree of review. <p>Completion: Fall of 2018</p>
<p>7. Project Title: West County Development Outcome: To provide the opportunity for private development in the West Country Key objectives:</p> <ul style="list-style-type: none"> • To facilitate private development in the nodes. • To attract recreation and tourism development to the west country • Continue conversations with the GoA (Paul Radchenko – AB Tourism and Jamie Bruha – AB Env & Parks) • Encourage the Province for an agreement on Saunders Alexo • If the new regional plan permits, form a partnership/agreement with the province to encourage the development of the remaining nodes. <p>Completion: ongoing</p>	<p>8. Project Title: Infraction / Penalties Bylaw Outcome: To create a process between a letter of notification and a court ordered “stop order” Key objectives:</p> <ul style="list-style-type: none"> • To expedite compliance in the majority of infraction cases. <p>Completion: TBD</p>

April 18, 2017
STRATEGIC PRIORITIES WORKPLAN
DEPARTMENT: CORPORATE SERVICES

<p>Project Title: TECHNOLOGY AND INFORMATION MANAGEMENT SYSTEMS 1. Align Service levels with Organizational needs</p> <p>Outcome/Success Measure: A reliable network with the appropriate software/hardware for employees to complete workload efficiently with minimal unplanned outages</p> <p>Relevant Strategic Area(s): Infrastructure and Asset Management</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Provide users with Hardware that aligns with their needs (mobility initiative) • Develop service standards and administrative policies that address on business operations • Review Hardware and Software settings on all network infrastructure and correct as required. (internal infrastructure audit) <p>Completion Date: First Quarter 2017 Hardware and Software substantially complete. Service Standards and Policies remain to be formalized</p>	<p>Project Title: TECHNOLOGY INFORMATION MANAGEMENT SERVICES 2. Disaster Recovery / Business Continuity</p> <p>Outcome: A reliable copy of Network data in an offsite location that is readily accessible in emergency situations or if service is disrupted.</p> <p>Relevant Strategic Areas: Infrastructure and Asset Management.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Develop plan and procedures for disaster recovery situations • Establish backup location with reliable connection, access and support • Setup existing equipment and implement backup protocols • Provide appropriate staff access and tools for disaster recovery <p>Completion: Third Quarter 2017</p>
<p>Project Title: TECHNOLOGY INFORMATION MANAGEMENT SERVICES 3. Technology Process Review</p> <p>Outcome/Success Measure: Reduce workload and staff FTE through automation and other Technological processes.</p> <p>Relevant Strategic Area(s): Well Governed and Leading Organization</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Source Technology that can create efficiency in current work processes • Identify service levels that can be amended <p>Completion: Postponed</p>	<p>Project Title: FINANCE 1. Review of Financial Procedures and Systems</p> <p>Outcome/Success Measure: Accommodate increased workload and increase efficiency in the budgeting and reporting process.</p> <p>Relevant Strategic Area(s): Well Governed and Leading Organization</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Reorganize staff workloads to compensate for changes to regional waste and regional fire procedures • Increase efficiency of budget preparation and eliminate duplication • Improve performance monitoring and reporting. <p>Completion: Third Quarter 2017</p>

<p>Project Title: ASSESSMENT 1. Centralized Assessment Change over</p> <p>Outcome/Success Measure: Direction from the Province on new Central Authority.</p> <p>Relevant Strategic Area(s): Well Governed and Leading Organization</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Continue the dialogue with the ministry to confirm the procedure and direction for the change over to a centralized authority for industrial assessment. • Determine accountability methods to ensure provincial information matches current County Standards <p>Completion: Fourth Quarter 2017</p>	<p>Project Title: HUMAN RESOURCES 1. Tri-annual Compensation Survey</p> <p>Outcome/Success Measure: Economic review to ensure the County remains an Employer of Choice for recruitment and retention of staff. Economic review to ensure compensation and benefits for Council are in keeping with best practices within Central Alberta.</p> <p>Relevant Strategic Area(s): Well Governed and Leading Organization - Workforce.</p> <p>Key objectives:</p> <ul style="list-style-type: none"> • Identify relevant comparators [benefit programs, cost-share, bench-marked positions for comparison, salary ranges] for contractor to conduct external survey. • Meet Council requirements [3 year review]. • Review data to ensure the County is meeting Council objectives to remain in the 65th percentile for compensation practices. • Complete analysis and develop appropriate recommendations. <p>Completion: Second Quarter</p>
<p>Project Title: HUMAN RESOURCES 2. Preparing for change in the workplace: impact of legalization of marijuana by Gov't of Canada</p> <p>Outcome/Success Measure: Clearwater County needs to plan for the impact on its worksites in accordance with occupational health and safety legislation and human rights legislation.</p> <p>Relevant Strategic Area(s): Well Governed and Leading Organization - Workforce.</p> <p>Key objectives:</p> <ul style="list-style-type: none"> • Ensure leadership/management receive initial information to plan for training. • Ensure staff education and training is budgeted. • Review existing policies and/or identify new policies required [this impacts on both Health and Safety and Employment]. <p>Completion: December 2017</p>	

April 11, 2017

STRATEGIC PRIORITIES WORKPLAN

DEPARTMENT: Community Protective Services

1. Project Title: **Economic Development - High Speed Internet Review**

Outcome: Continuation of work to meet the 2015 – 2018 Strategic Plan priority that Council will “*continue to research opportunities to further advocate and support high speed infrastructure development in Clearwater County*”.

Key Objectives:

- Aid Clearwater Broadband Foundation in development of proposal to Council relating to broadband development in Clearwater County
- Research and, subject to Council approval, apply for Connect to Innovate funding;
- Investigate CRTC funding potential

KPI: Direction on County role and level of funding from Council to support high speed infrastructure .

Completion: work suspended pending outcome of Clearwater Broadband Foundation funding request

2. Project Title: **Protective Services – CREMA Regionalization Framework**

Outcome: To implement CREMA programs, within approved resources, through a supportive/coordinating role of a Regional Director of Emergency Management and direct involvement and approvals from the Emergency Management Committee, each Municipal Council and each municipalities’ CAO/DEM.

Key Objectives:

Evaluate and expand a regional emergency management agency and response and depth of capability to respond to an emergency/disaster. Achieving a goal of 72 hour staffing capacity with County, Town and Village staff.

KPI:

- Completion of one (1) EOC activation exercise.
- Review and address EOC physical plant & technological updates.
- Schedule and complete training courses in three (3) areas of response preparedness: Incident Command System, Emergency Operations/Coordination Center (EOC/ECC), and Emergency Social Services (ESS).
- Review the Regional Community Emergency Management Plan to reflect administrative and program changes. **Completion:** December 31, 2017

Training programs on schedule and all work anticipated within approved budget. Continuing work through 2017.

3. Project Title: **Clearwater County and Regional Economic Development Initiatives**

Outcome: Continued development of Regional Economic Development initiatives

Key Objectives:

- Coordinate Economic Development initiatives with Town, County and stakeholders (e.g. Chambers) to improve area profile.

KPI:

- Support Regional Tourism Committee to build on tourism initiative
- Broaden communication program and social media presence to promote Village/Town/County
- Continued partnership with three Chambers and other regional partners (e.g. CAEP)

Completion of Regional Tourism Committee and focused Tourism Operator events. Feedback continues very positive.

1st Phase Communications online June 2017.

RMH / Nordegg Chamber actively engaged. VOC representation obtained. Continued offers to Caroline Chamber.

Central Alberta / Provincial Associations and various networking opportunities resulting in higher profile and promotion of West Country with gaining support for Clearwater Initiatives.

Outcome: Continue to assist to develop independent, cooperative and private sector opportunities towards diversification of Clearwater County and Regional economy. This will include facilitating or influencing inter-municipal agreements, obtaining external partnerships, and developing networks and communication pathways to promote regional economic growth and business retention.

Key Objectives:

- Prioritization of focus towards Economic Development with a focus towards tourism/recreation along with continued other regional initiatives.
- Focus towards Economic Development towards promotion of commercial and industrial development opportunities along with continued other regional initiatives.

KPI: Maintain the current active membership of the Regional Tourism Group.

4. Project Title: **Community Services -Cemeteries Program**

Outcome: Continue work with community groups relating to operations of registered cemeteries

Key Objectives:

- Investigate municipal organizations, practices and resources to identify best practices and complete a GAP analysis and identify adequate resources to level of service.

KPI: Completion of geo based mapping within budget and initial reporting to identify a future state requiring longer term allocation of County resources.

Completion: November 1, 2017

- Discussion with current managers/coordinators / owners of cemeteries within Clearwater County to identify current needs and future challenges being faced at a local ownership level. A focus will be towards a risk management approach to identify a future state requiring longer term allocation of County resources.

KPI: Complete stakeholders meetings.

KPI: Adequately address current and future demands on County staffing resources for the operations and management of cemeteries and/or forecasted planned transitions or unforeseen sudden transitions from current cemetery managers.

Completion: November 1, 2017

Initial and subsequent stakeholder meets held or to continue to be scheduled upon need.

RFP/Quotes for surveying completion to be released May, 2017. Work to be completed within 2017 budget by Oct, 2017

<p>KPI: Work with and aid Chambers of Commerce and partnering municipalities in continuing roll out of regional branding as a part of their individual marketing efforts.</p> <p>KPI: Look to reinvigorating (RMH to Nordegg Trail) or initiating other larger scale projects associated to the promotion of tourism and recreation. (The Rocky Nordegg Trail is affected by North Sask Regional Plan details. Recommend project be one of the discussion points with Minister Phillips should she meet with Council)</p> <p>Meetings with Provincial stakeholders regarding development nodes and RMH/Nordegg Trail resulting in increasing communications and reported involving several Ministries. Potential of moving forward with higher level discussions with exploration/confirmation of “partnership” and “funding” opportunities and choices of commitments.</p> <p>Completion: December 31, 2017</p>	<p>5. Project Title: Radio Infrastructure and Communications System</p> <p>Outcome: Continue to have a reliable and sustainable radio and communications infrastructure to support municipal emergency response agencies and County departments to successfully meet business needs and in meeting legislative requirements.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Complete a detailed asset and support services review to ensure resources are adequately in place and forecasted to ensure current and future capital infrastructure and support resources. <p>KPI: Confirm estimated 2018 forward capital infrastructure forecasts to ensure accurately reflecting current and future allocations for upgrades and replacements within the capital budgeting process.</p> <p>Completion: November 1, 2017</p> <p>Not yet started</p>
<p>6. Clearwater Regional Fire Rescue Services</p> <p>Outcome: Complete processes needed for the construction and opening of a Fire Station to replace both Station 10 (Leslieville) and Station 20 (Condor).</p> <p>KPI: Phase I Secure the purchase of land within approved budget.</p> <p>Completion: Phase I: May, 2017, pending Council approval</p> <p>KPI: Phase II Completion of site and facility concept design. Tender/RPF documents advertisement and award late 2017.</p> <p>Completion: Phase II: July, 2017</p> <p>KPI: Phase III Completion of site and facility engineering and design, tender documents preparation, advertisement, evaluation and award.</p> <p>Completion: Phase III: September 2017.</p> <p>KPI: Phase IV Construction and completion of facility.</p> <p>Completion: Phase IV: December 31, 2018</p> <p>Project Management and Primary Consultant retained. Site concept design to confirm land size needed for purchase, preliminary design for budget confirmation and finalized land selection to be completed as soon as practically possible.</p>	

2016 STRATEGIC PRIORITIES WORK SHEET
DEPARTMENT: (COMMUNICATIONS)

<p>Project Title: Council Communications</p> <p>Outcome: Support Council’s communications with public and government officials, and help portray how Council is achieving its Strategic Plan objectives.</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1) Review and confirm Council’s Communications goals and key messages. Completion Date: Second quarter 2017 2) Development of a “State of the County” address. Completion Date: Fourth quarter 2017 3) Support Council committee communications. Completion Date: Ongoing 	<p>Project Title: Intergovernmental Relations</p> <p>Outcome: Coordinate communications and advocacy efforts of items that are intermunicipal, provincial or federal in nature.</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1) Research, development of communications materials and support for advocacy matters and intergovernmental relations. Completion Date: Ongoing 2) Develop relevant materials and communicate decisions resulting from the work of the ICC. Completion Date: Ongoing
<p>Project Title: County Communications</p> <p>Outcome: Enhance the opportunities for public education and awareness of County programs and services.</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1) Content development, production and distribution of six <i>County Highlights</i> newsletters. Completion Date: December, 2017 2) Ongoing content development and maintenance of the existing County website, social media sites, advertising and media relations. Completion Date: December, 2017 3) Coordinate, produce and distribute news releases regarding County endeavours. Completion Date: Ongoing 	<p>Project Title: Citizen Engagement</p> <p>Outcome: Citizen engagement and public consultation that meets and exceeds MGA requirements.</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1) Review and confirm Council’s public engagement goals. Completion Date: Second quarter 2017 2) Development of a public participation policy. Completion Date: Second quarter 2017 3) Coordinate, produce and conduct benchmark public opinion survey. Completion Date: Fourth quarter 2017
<p>Project Title: New Website Development</p> <p>Outcome: Refresh existing County website functionality and accessibility (i.e. both traditional computer and mobile devices).</p> <p>Key Objectives:</p> <ol style="list-style-type: none"> 1) Development of Terms of Reference for the redevelopment of Clearwater County website, in consultation with County departments/IT. 2) RFP for website re-development project. 3) Oversight of development of website, content management and testing. 4) Launch new County website. Completion Date: December, 2017 	<p>Project Title: Election 2017</p> <p>Outcome: Enhanced information and more efficient and effective nomination and election process.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Development of an improved prospective Councillor’s information package, including meeting calendar. • Recruitment and oversight of contracted Returning Officer and polling officers. Completion Date: November 2017.

April 18th, 2017

STRATEGIC PRIORITIES WORKPLAN

DEPARTMENT: Agricultural Services and Landcare

<p>1. Project Title: AG Recreation Facility Outcome: Support the Rocky Ag Society investigate the viability of an AG Rec. Facility Key Objectives</p> <ul style="list-style-type: none"> • Keep council informed through updates as necessary and coordinating an Ag Society Delegation to council <p>Completion: June 2017</p> <p>Ongoing</p>	<p>2. Project Title: Eradicable Weed Program Review Outcome: Ensure the Eradicable Weed program, continues to function as an effective and sustainable early detection rapid response tool.</p> <p>Key objectives</p> <ul style="list-style-type: none"> • Discuss program review with the ASB <p>Completion: February 2017</p> <p>Completed</p> <ul style="list-style-type: none"> • Present ASB with first draft of a new Eradicable Weeds policy. <p>Completion: June 2017</p>
<p>3. Project Title: Summer Tour Outcome: Increase participants awareness of Councils key messaging regarding west country management.</p> <p>Key Objectives</p> <ul style="list-style-type: none"> • Plan and implement a safe and informative tour. <p>Completion: September 2017</p>	

April 16, 2017
STRATEGIC PRIORITIES WORK SHEET
DEPARTMENT: CAO

<p>Project Title: Regional Waste Legislative & Governance Review: Outcome: Development of new Regional Agreement & New Committee Bylaw Relevant Strategic Areas(s): Governance, Regional Services, Regulatory compliance Key Objectives:</p> <ul style="list-style-type: none"> • Review and update of current Regional Waste Agreement • Develop new Regional Waste Board Bylaw clarifying roles and responsibilities of Councils, Committee and County Administration as Managing Partner • Development of CAO Team roles, responsibilities and processes to guide regional waste operations <p>Completion Date: Third quarter 2017</p>	<p>Project Title: Regional Fire Legislative & Governance Review: Outcome: Development of new Regional Agreement & New Committee Bylaw Relevant Strategic Areas(s): Community well-being, safe community, regulatory compliance Key Objectives:</p> <ul style="list-style-type: none"> • Review and update of current Regional Fire Agreement • Develop new Regional Fire Committee Bylaw clarifying roles and responsibilities of Councils, Committee and County Administration as Managing Partner • Development of CAO Team roles, responsibilities and processes to guide regional fire operations • Draft Agreement, including Committee Roles, presented at Apr 13 Fire Committee meeting. • Final Draft anticipated to be presented to Committee in May, presentation to May/June Joint Council meeting <p>Completion Date: Second quarter 2017</p>
<p>Project Title: Acting Director – Regional Fire Outcome/Success Measure: Increase department efficiency and effectiveness with respect response, investigation and education endeavors Relevant Strategic Area(s): Community well being, safe community, regulatory compliance Key Objectives:</p> <ul style="list-style-type: none"> • Hire Regional Chief (achieved March 1) and Deputy Chief (Asst.) • Development of response protocols to ensure timely and effective deployment of fire apparatus and manpower - continuing • Development policies to ensure compliance with OHS & Employment Act regulations – (CRFRS incorporated into County HR and Safety orientations, 	<p>Project Title: Modernized Municipal Government Act Outcome/Success Measure: Compliance with regulatory requirements associated with MMGA Relevant Strategic Area(s): Well Governed and Leading Organization, regulatory compliance Key Objectives:</p> <ul style="list-style-type: none"> • Include review implications of Act to Strengthen Municipalities • Preliminary discussions re: ICFs with adjacent rural munis and Town & Village CAOs; awaiting templates from Mun. Affairs (deadline Dec 31, 2019) • Code of Conduct, Public Participation policy – 2nd quarter (pending release of regulations and Mun. Affairs' templates) • Assessment of scope of work associated with IDP & Collaborative Framework with

<p>operations, incident reporting & investigation, etc.)</p> <ul style="list-style-type: none"> • Develop implementation plan for ERM report recommendations relating to Regional Service – (in CRFRS 2017 workplan) <p>Completion: Third Quarter 2017</p> <ul style="list-style-type: none"> • Transition responsibility of CRFRS to CPS Director – 1st quarter 2018 	<p>adjacent rural municipalities & Burntstick Lake</p> <ul style="list-style-type: none"> • Administrative discussion re: Caroline IDP <ul style="list-style-type: none"> ○ IDP work for 2018 <p>Completion: Third Quarter 2017</p>
<p>Project Title: Broadband</p> <p>Outcome: Council motion and budget defining scope of service supported</p> <p>Relevant Strategic Area(s): Well Governed and Leading Organization - Workforce.</p> <p>Key objectives:</p> <ul style="list-style-type: none"> • Define deliverables and timeframe • Establish budget for project. • Development of contracts or tender documents as required • Pending outcome of CBF review <p>Completion: Second Quarter</p>	<p>Project Title: Intergovernmental Projects</p> <p>Outcome: Support for agencies or committees of local or regional significance</p> <p>Relevant Strategic Area(s): Intergovernmental relationships</p> <p>Key objectives:</p> <ul style="list-style-type: none"> • Support for and participation on ICC • Continue support to CAAMDC & AAMDC as Zone Secretary. <p>Completion: Ongoing</p>
<p>New</p> <p>Council Lobby (wish to confirm)</p> <ul style="list-style-type: none"> • Rural Broadband funding programs and criteria (Provincial and Federal gov'ts) • Capacity Market education; potential resolution to fall AAMD&C • Completion: Capacity Market - September, 2017 	<p>New</p> <p>Organizational Capacity report</p> <ul style="list-style-type: none"> - Report to Council on ability of County administration to meet existing and anticipated goals and regulatory obligations. <p>Completion: July 2017</p>