

AGENDA & PRIORITIES COMMITTEE

June 19, 2017

9:00 a.m.

AGENDA

A. AGENDA ADOPTION

B. CONFIRMATION OF MINUTES

1. April 18, 2017
Agenda & Priorities Committee Meeting Minutes
-

C. MUNICIPAL

1. Preliminary Financial Policy
 2. September Agenda & Priorities Committee Meeting
-

D. INFORMATION ITEMS - 2017 STRATEGIC PRIORITIES DEPARTMENTAL WORKPLANS

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

E. ADJOURNMENT



A&P AGENDA ITEM

PROJECT: Preliminary Financial Policy		
PRESENTATION DATE: June 19, 2017		
DEPARTMENT: Corporate Services	WRITTEN BY: 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 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): “Setting the Stage” Powerpoint Presentation		
RECOMMENDATION: That the Agenda & Priorities committee reviews and amends the attached presentation and recommends including the information as part of the fall Council Orientation process.		

BACKGROUND:

Clearwater County administration brought forward an item to the April A&P committee meeting to apprise council of the market changes that Clearwater is facing and the concerns that we have around decreasing assessment, primarily in the Machinery and equipment categories. The committee recommended this be discussed further at the June A&P meeting. Before administration can complete the financial policy with direction on reserve and tax policies, the trends, service levels and strategic planning process must be addressed.

Administration will present the trends that affect the County, and the effect on the County’s long term plans. It is intended that the committee will discuss the trends and strategies that administration will take forward to the new Council in the fall.

Administration will focus the discussions around ensuring success for the new council and the Vision for the future.

Consistent with the A&P committee mandate, administration does not expect the Committee to make decisions on the changes to the plans, but to provide the directions

for administration to research and bring back to Council at a future date with the background information that allows Council to have the appropriate discussion.

Administration has attached the power point presentation with the speaking notes attached for the committees review. Additional information may be added to the slides verbally during the discussion.



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Setting the Stage

Setting your successors up for Success

Agenda

1. Setting the stage for a new Council
2. Trends facing the municipality
3. Strengthening linkages between the Strategic Plan, Budget and other approved plans



- Setting the stage and planning for the orientation for a new Council following the fall election
 - What information will we need to bring forward as an orientation
 - First 60-100 days
- Trends facing the municipality.
- Strengthening the link between the strategic plan, budget and other plans
 - One of the desires of Council is to improve communications
 - With the current staffing resources, we have been reliant on what is in the strategic plan and our proactivity will rely on us pulling from those plans
 - Identify future financial challenges and opportunities, allowing the leadership group to plan ahead and develop “a roadmap” to minimize/eliminate challenges and take full advantage of opportunities.

Ground Rules

- Intention is to discuss concepts and outline future discussions
- Will not be making any decisions, however will use “Parking Lot” concept to track future items
- Not about preparing a budget
- Is about linking our strategic plans, future trends, operational and capital service levels into an outline for financial policy



- Intend to go until 2 pm. Will break for lunch and other times as necessary
 - Intent is to discuss concepts and outline future discussions
 - Will be a combination of presentation and committee discussion.
- Will not be making any decisions at these meetings
 - Will be using a parking lot concept (to help keep the meeting on track and to not lose track of the discussion items that will be discussed at a different point)
 - Item, Director responsible, and when it will come back (Consistent with the A&P guidelines)
 - May be two parking lots
 - Council projects
 - Admin Parking Lot for 2018-2021
- Not about casting a budget or financial policy in stone, however this is the communication of the new realities and leaving markers for the next council
- This is the beginning of a process that we will use to tie our strategic plans to our operations to our budget and performance measures
 - County has a strong foundation with many strategic and operational plans. The missing piece is the link between all the plans and the adjustments made by Council motions and discussions during the term
 - Without formally defined service levels there can be discrepancy between what the public desire, what Council mandates and what administration does

Why are we doing this?

- Administration will ask Council to confirm:
 - Does the material covered appropriately identify the priorities for the new governing body?

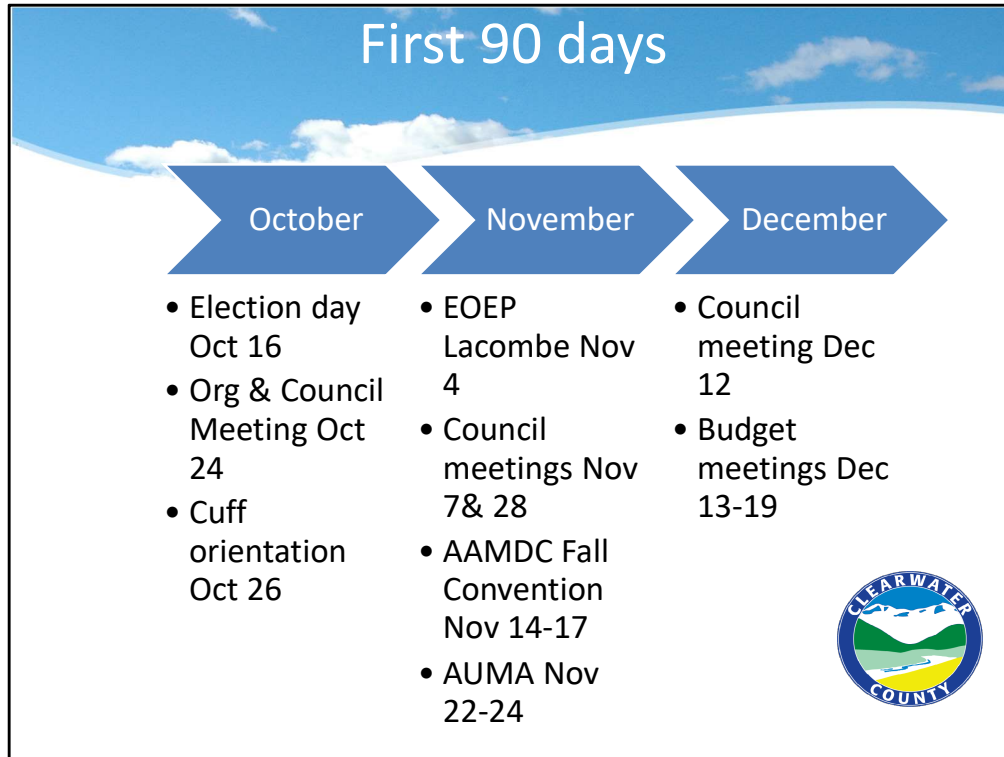


Setting the Stage

- Collective decision making of Council is a scarce resource
- Preparing the orientation for the next Council
 - What do we do
 - What is our financial strategy
 - What do we tell our successors
 - What trends are we facing
- Next steps

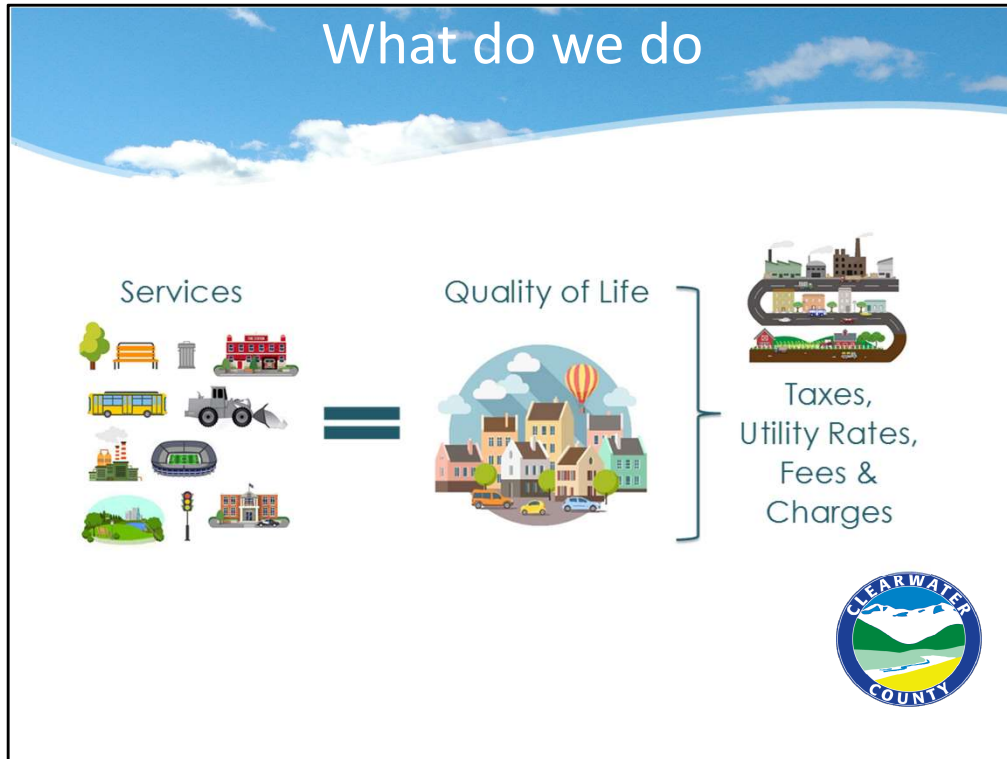


- Setting the Stage
 - In accounting we always first determine the scarcest resource
 - The most scarce resource the county has is the collective decision making power.
 - There are only 20-25 meetings within a year to meet the mandate of a \$60 million organization with over \$712 million in assets
 - Preparing the orientation for the new council
 - Service levels determined by council in past decisions guide administration in developing plans and budgets
 - What is municipal financial Strategy and what is our strategy
 - What Trends is the municipality is facing



First 90 days

- The beginning of the term of a new council is a busy one. Within the first 90 days, the council has a full schedule
- The County has a major infrastructure program and many decisions need to be made within the first 3 months, however it doesn't stop there. The strategic plan is scheduled for review in January, plus the remaining plans must be updated to keep the County moving forward.



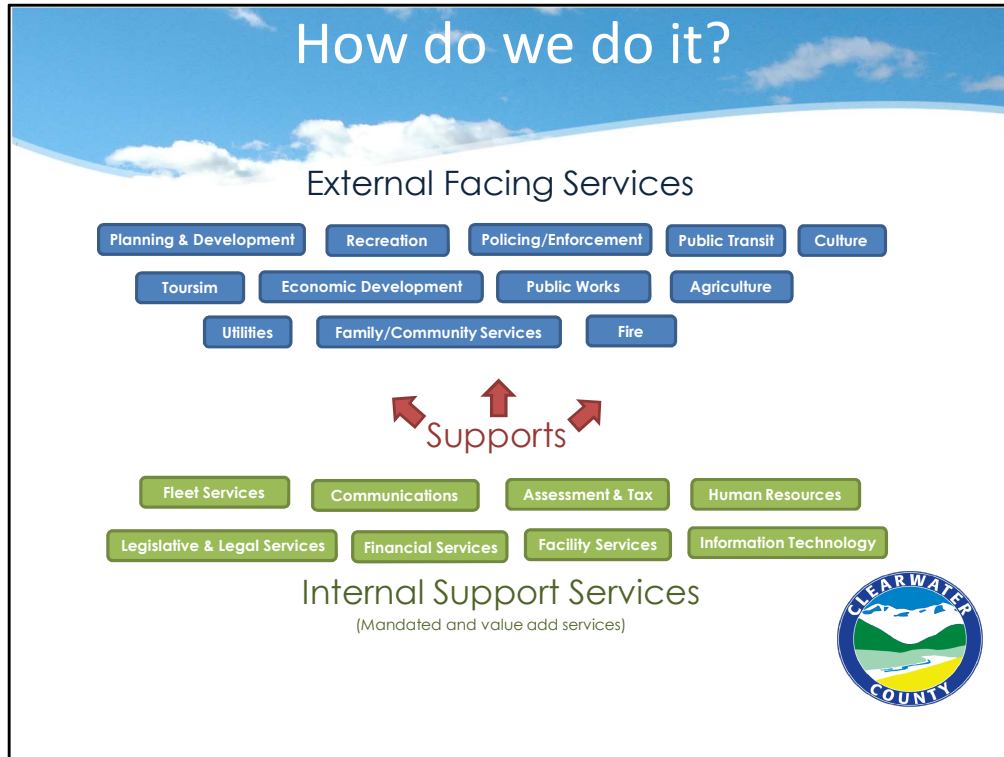
As part of the orientation, the new council needs to know what we do.

This is the Municipal Service Equations - Everything we do as a municipality fits into this equation.

We will refer back to it again a little further into the presentation



- This flow chart is an excerpt from Council's Strategic Plan
- All of the items from the previous slides are captured within one of the boxes in the flow chart
 - If we enter into areas that are not on either the last slide or this one then we will lose focus or efficiency



You can further break down the organization into External Facing and Internal Support.

Neither of these is more important than the other as they both necessary and you cannot have one section with out the other

- External cannot function without the internal support
- Internal support is not necessary without the external facing

These are all defined by the plans in the previous slide

Trends impacting Clearwater

1. Financial
2. Demographics
3. Workforce
4. Societal
5. Legislative

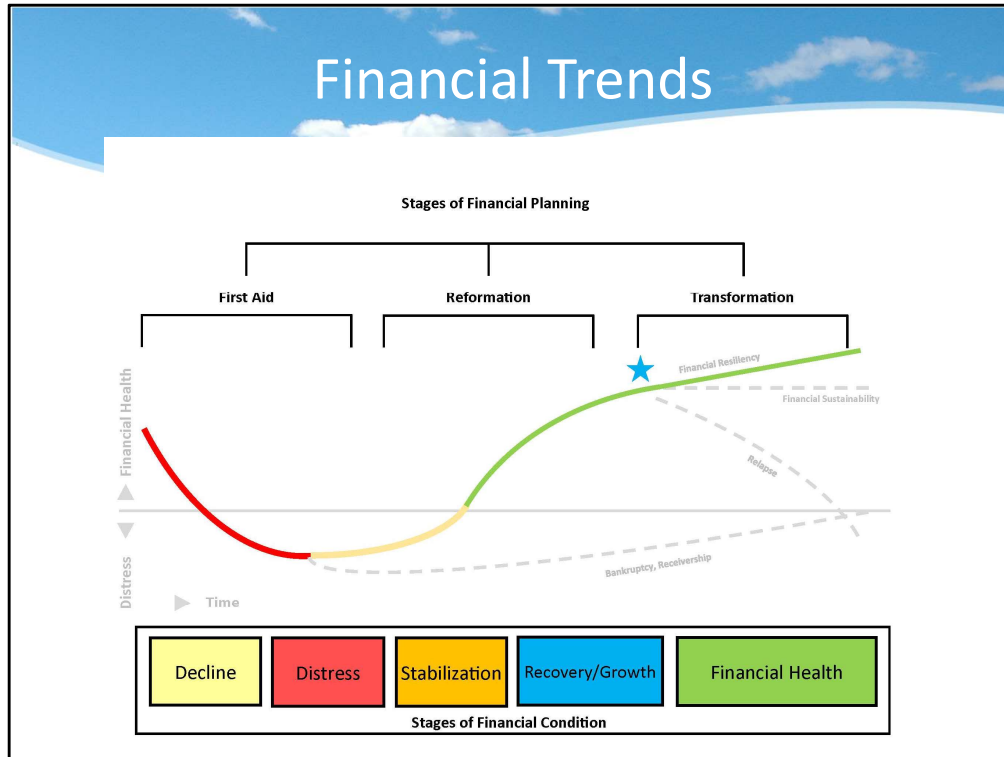


The diagram illustrates the relationship between services, quality of life, and financial aspects. On the left, 'Services' is represented by icons of a school bus, a fire truck, a police car, a trash can, and a house. In the center, 'Quality of Life' is represented by a globe with icons of a house, a car, a person, and a tree. On the right, 'Taxes, Utility Rates, Fees & Charges' is represented by icons of a house, a car, a person, and a tree. An equals sign connects the 'Services' and 'Quality of Life' icons to the 'Taxes, Utility Rates, Fees & Charges' icons.



The logo for Clearwater County, featuring a circular design with a mountain, a river, and a sun, surrounded by the text 'CLEARWATER COUNTY'.




- We have broken the trends facing the County into these 5 categories
- The following slides we will go into each area deeper




- Clearwater County is currently at the peak of the Financial Cycle.
- Decisions moving forward can make us Resilient, Sustainable or move us into decline
 - Administrations recommendation will be to move us to becoming Financially Resilient
- What is difference between Financial Sustainability & Resiliency
 - Broadly, sustainability refers to the ability of administrators to maintain an organization over the long term. Resiliency gives admin the ability to grow in times of adversity
- How we react to the changes ahead are what will determine where we end in this cycle in the coming years

Financial Trends

- Increased Costs of Services
 - MPI vs CPI
- Declining Linear and NR Assessment
 - Tax Neutrality vs Declining Revenues
- Facing a new reality
 - Oil prices have stabilized at the current levels and are not anticipated to increase beyond current levels
 - Softwood Lumber Tariffs are uncertain
 - Retail has recovered to 2012 levels


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1. Financial Trends (note that these are draft speculative forecasts)

- i. Increased cost of services (Comment on MPI vs CPI)
 - i. International GFOA have developed a Municipal Price Index due to the incompatibility of CPI with Municipal operations
 - i. Alberta MPI has averaged approx. 1.1% higher than CPI between 2010&2015 (2016 numbers are not yet available)
 - ii. When trying to match budgets to CPI or zero this results in a loss of services instead of the intended maintenance mode
 - ii. Decreasing linear and Oil & Gas Revenues
 - i. Assessment is not forecast to grow significantly in the coming years therefore depreciation will result in lower assessment
 - ii. Tax Neutrality – The structure of the Property tax system allows for adjustments to rates to allow for the decline or growth in assessment. Council chose in the 2017 budget to reduce the tax burden by not increasing the rate to offset the loss in assessment. Future Councils will need to review this and determine if they want to continue this practice. If so it will result in declining revenues and therefore decrease in quality of life
- iii. Facing a new reality -- Economic Summary (Todd Hirsch May 30, 2017)
 - i. Oil is expected to stay at \$50 (WTI) for 2017 & 18 which has stabilized the Energy Sector however that is not enough for growth
 - ii. Changes in International Politics


- i. Softwood Lumber Tariff Uncertainty
- i. Retail hit its highest point in 2014 and its lowest point in 2016 losing 8% however it has grown back but not to previous levels. We are now where we were in 2012

Demographic Trends

- Declining Population
- Static Development
- Changing Demographic

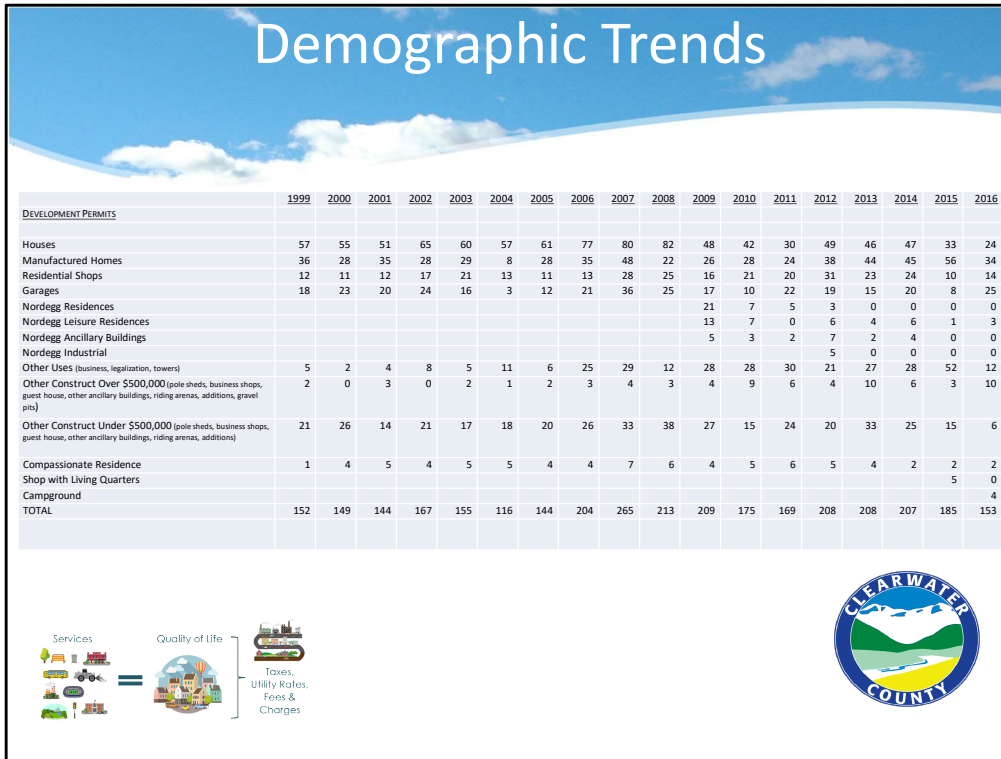


The diagram illustrates a cycle where Services and Quality of Life are linked by an equals sign. Services are represented by icons of a school, a fire truck, and a bus. Quality of Life is represented by a globe with a house and a tree. Taxes, Utility Rates, Fees & Charges are represented by icons of a house, a power line, and a dollar sign.

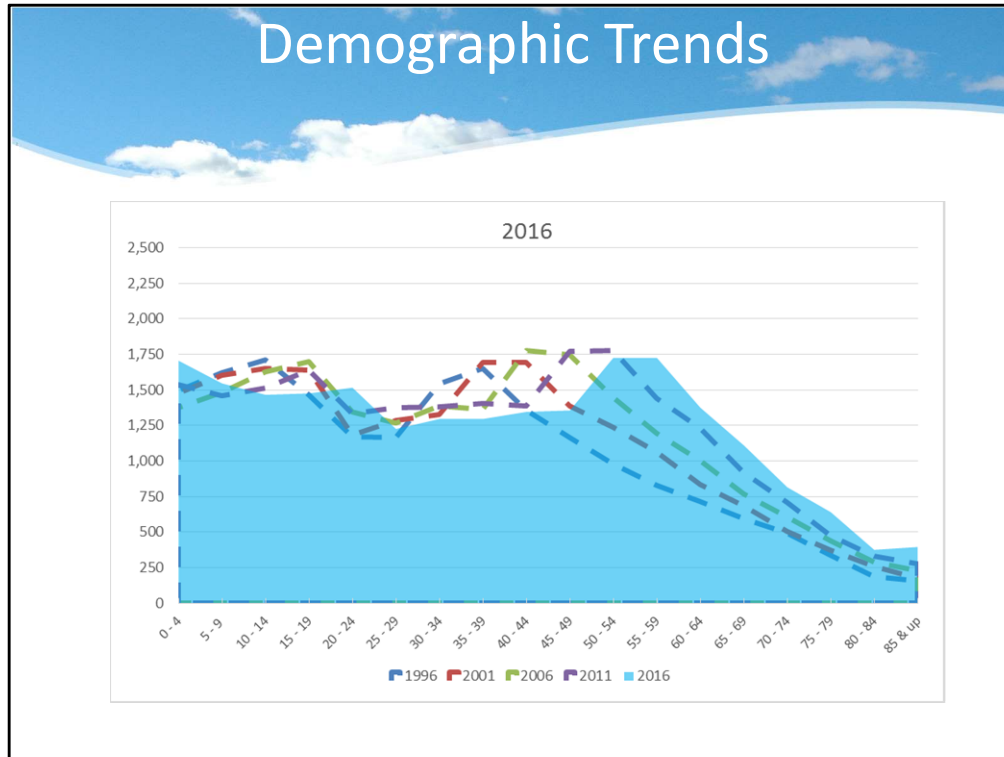


The logo for Clearwater County, featuring a circular emblem with a mountain, a river, and a sun, surrounded by the text 'CLEARWATER COUNTY'.

- Clearwater is facing a time of change in regards to our Demographics
 - From 1996-2011 was a period of steady growth (13% over the 15 year period)
 - 1996 – 10895
 - 2001 – 11505
 - 2006 – 11830
 - 2011 – 12290
 - The 2016 census however showed a decrease in population by 3%
 - 2016 – 11945



- Development permit numbers stayed consistent over the years, however we have seen a decline from the high points in 2008 with more significant decline in the last two years



1. Based on information from Stats Can in May 2016 on age of residents in Central Alberta Census Area
2. We are also seeing a change to the demographics in our area
 1. Population Trends
 - i. Population in our area is aging
 - ii. Bell Curve trend ([2016 age demographics census forecast](#))
 1. Decisions made by one side of curve effect the members on other side
 1. Some residents do not want to pay for new schools and hospitals, however that decision leaves aging infrastructure for the upcoming generation
 2. Aging Demographic
 - i. Seniors Housing & Westview Lodge future sustainability
 - ii. Aging in place strategies
 - i. More and more seniors are choosing to remain in their original homes longer (results in less affordable homes for younger generation)
3. The major effect of this is that decisions we make must be made on our predictions of the future not on our results of the past
 1. Example - Funding of Seniors complexes, or Recreation facilities

that accommodate seniors, not only children (walking tracks vs arenas)

2. Changes to Residential taxation and fee revenues will affected fixed incomes

Workforce Trends

- Expectation to do more with less
- Increasing service levels are affecting our staff resources
- Increased standards create adverse effects on staffing levels
- Automation and/or Contracting of Services




1. Workforce Trends and Organizational Capacity (How are we achieving the County needs/services) can refer back to the menu of services discussed earlier in the slides

- i. Expectation to do more with less is increasing constantly
 - i. This is also a societal trend as citizens are expecting the gov't to do more. (will go into more depth later in the presentation)
- ii. Increased levels of service are tapping out our resources
 1. Example. Mechanics workload with Reg Fire Fleet
 2. Trend to take less Vac time , stay at work longer hours during the day.
 3. Regional plans and workloads have significantly affected the pace of projects
 1. Intermunicipal plans - ICC
 2. IDP
 3. Regional relationships
- iii. Increased standards
 - i. Example - Need for dual certifications in mechanic shop by OH&S, Increased reporting requirements (grants, safety, etc)
- iv. Contracting vs Employees (possible solution)

1. Loss of commitment to org as contractors ensure diversity of customers to mitigate risk
- i. Staffing Strategies
 - i. 65 percentile and comparison to other municipalities
 - ii. Aging/Long standing workforce – many employees are 15+ years or nearing retirement and in critical positions
 - iii. Technical positions are getting harder to fill
 - iv. Seasonal staff are quickly closing the gap between our wages and minimum wages

Societal Trends

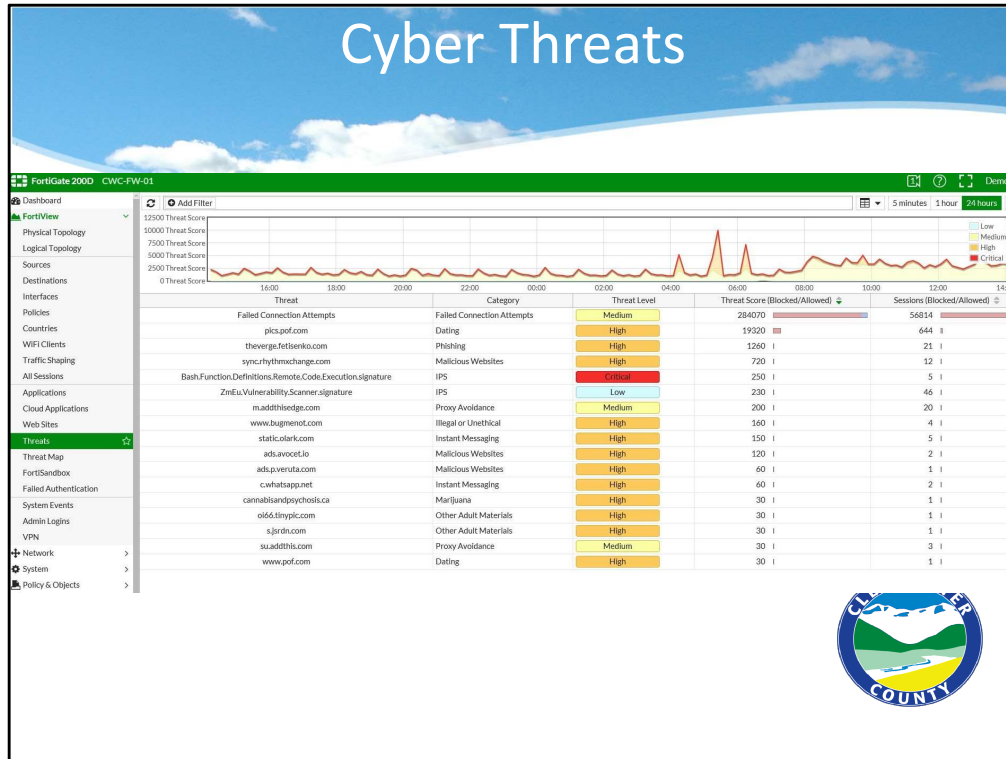
- Growth in the adversarial nature of citizens and groups
 - Enforcement, Tax appeals, Cyber attacks
- Decrease in Volunteerism
- Affordable Housing

The diagram illustrates the relationship between services, quality of life, and costs. On the left, 'Services' are represented by icons of a school, a bus, a car, and a house. An equals sign points to a central globe labeled 'Quality of Life'. To the right, 'Taxes, Utility Rates, Fees & Charges' are represented by icons of a house, a car, and a utility meter.

The logo for Clearwater County, featuring a circular emblem with a mountain, a river, and a sun, surrounded by the text 'CLEARWATER COUNTY'.

1. Growth in Adversarial Nature of Citizens (results in increased costs and goes directly against the desire to grow the community)
 - i. Enforcement needs in Development (to the point of needing a bylaw officer)
 - ii. 2016 Tax Appeals (>800)
 - iii. Cyber Attacks (go to next slide to show the issue)
 - i. Globally there has been an increase in attacks to all industries
 - i. U of C Ransomware
 - i. Cost the university \$20,000
 - ii. MD of Opportunity
 - iii. Alberta Health
 - ii. These events come from all over the globe and are not particular to any age/demographic
- i. Decrease in Volunteerism therefore increased reliance on Government –
 - i. Example operation and funding of Community Halls
 - ii. Cemeteries – young people do not want to take on the burden of maintaining the site and the administration
- ii. Affordable Housing

- i. Greater push for the government to do more about housing
- ii. Nordegg Trailer Park



This is a clip from our Firewall showing the Threats that the system faced in 24 hours.

- Over 280,000 attempts to connect to our network (roughly 20,000 per hour)
- 250 Critical threats (trying to add a code to our system to bring down/crash our network)
 - Mostly happen at 5-7 am before staff are on shift
 - These come from all over the world and are non-specific in their target

Legislative Trends

- Increased Legislative Requirements
- Provincial Downloading

Services



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Quality of life



Taxes,
Utility Rates,
Fees &
Charges

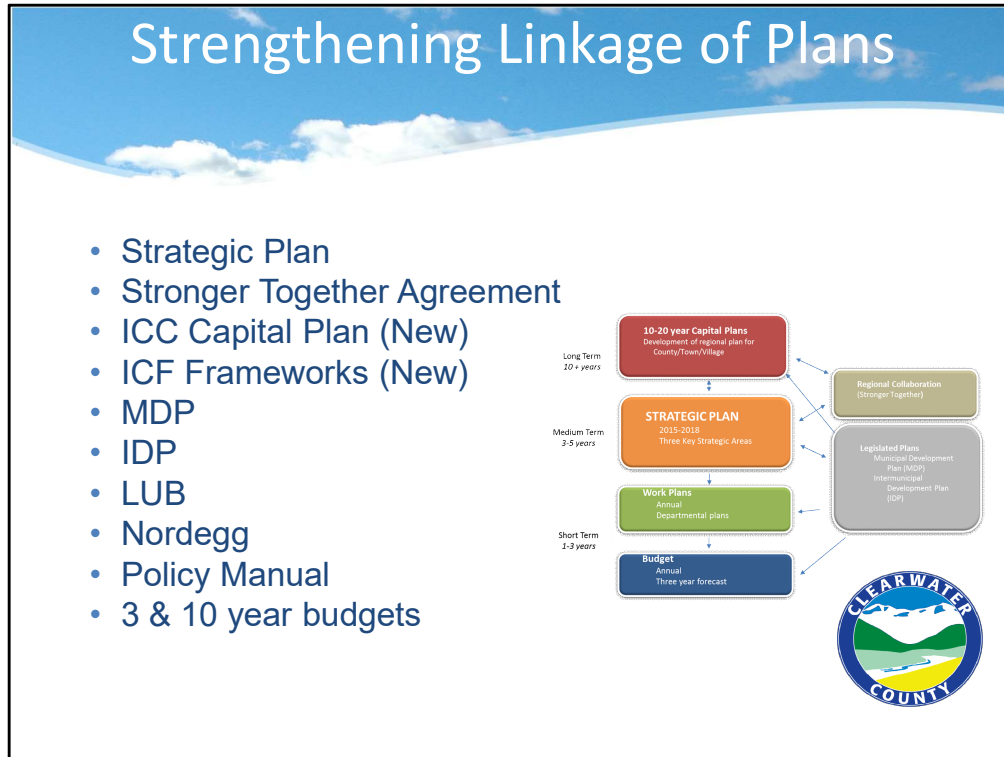




Legislative Trends

1. Increased legislative requirements


- i. Trade agreements (results in changes our purchasing policies)
 - i. New Canada wide legislations
 - ii. ICF
 1. Rocky, Burnstick & Caroline
 2. Surrounding Rurals
 3. First Nations
 4. School Boards
 - iii. IDP
 1. Rocky, Burnstick & Caroline
 - iv. OHS - Sundre ex. Need for mechanics to have dual certification
- i. Provincial Dowloading
 - i. Decreasing Grants (MSI uncertainty)
 - ii. ASFF requisition collection (linear uncollectible)
 - iii. AB environment
 1. Including innocent requests (Respect our lake program & trails for forestry)
 - iv. Enforcement – Safety codes, backcountry, JTF
 - v. FN consultation
 - vi. Affordable Housing
 - i. While this was in the last section it is also here with the increased downloading



- The list here is a sample of some of the plans that administration guides recommendations, public/press releases and budget/business plan preparations
- The most efficient way to guide the organization is through these plans
 - As stated earlier, Administration uses these documents to be proactive in recommendations to Council. If these documents do not accurately reflect council's direction then the most efficient path to success is through adjustments to these plans
- Administration will focus on the changes to the plans that are required based on the past motions and directions of Council. Administration will also be ensuring these are consistent with the new Council's priorities

Questions from the New Council

- Are the Strategic Priorities in our documents Consistent with Councils Vision?
- What additional priorities need to be analyzed?



1. These are some of the questions that we anticipate from the new council in October

- a. Are the priorities still consistent with Council's vision
- b. Are there other priorities that need to be analyzed
- c. Process/timeline for review of Strategic plan

2. Through the campaigning process, direction may be provided by residents on new priorities. This may result in New Council priorities for the 2019-2024 Strategic Plan

3. Next steps for the new Council

- a. Determine strategies for the January Strategic Planning Session to develop the 2019-2024 Strategic Plan
- b. Some of the Questions for the new Council to address:
 - i. Is Council's strategy to minimize tax increases (effects sustainability as a community as well as Quality of Life)
 - ii. What is our Economic Development Focus
 - i. Focus on current industry (oil)
 - ii. Diversification

Review

- Did the material covered appropriately identify the priorities for the new governing body?
- Next dates?







A&P AGENDA ITEM

PROJECT: September A&P meeting		
PRESENTATION DATE: June 19, 2017		
DEPARTMENT: Corporate Services	WRITTEN BY: Rodney Boyko CPA, CMA	REVIEWED BY: Rodney Boyko CPA, CMA
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)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Socially Responsible Governance for Long Term Sustainability	STRATEGIES:
ATTACHMENT(S): n/a		
RECOMMENDATION: That the Agenda & Priorities committee provides direction for the September A&P meeting.		

BACKGROUND:

Clearwater County annually sets the A&P meetings during the organizational meeting. The next A&P meeting is scheduled for September 18, 2017 which is also nomination day for the upcoming municipal election.

Administration is seeking direction if the committee would like to meet again during the current council term.

If changes are required to the A&P meeting dates the committee's recommendation will come forward at a regular council meeting for approval.

June 19, 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>Scheduled for June 27th council meeting</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>Scheduled for June ASB meeting</p>
<p>3. Project Title: Summer Tour Outcome: Increase participants awareness of Councils key messaging regarding west country management. Key Objectives</p> <ul style="list-style-type: none"> • Plan and implement a safe and informative tour. <p>Completion: September 2017</p> <p>On going</p>	

June 19, 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 • 18 Month Business plan presented at June 28 Tri-Council • 3-5 Year Business Plan recommended for presentation fall 2018 Tri-Council, implementation in 2019 <p>Completion Date: Complete</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 • New Regional Fire Agreement & Fire Committee bylaws to be presented at June 28 Tri-Council. <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 and Assistant Chief - complete • Development of response protocols to ensure timely and effective deployment of fire apparatus and manpower – complete - station protocols complete; 911 dispatch standards and contracts now under review 	<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)

<ul style="list-style-type: none"> • Development policies to ensure compliance with OHS & Employment Act regulations – complete • 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 	<ul style="list-style-type: none"> • Assessment of scope of work associated with IDP & Collaborative Framework with adjacent rural municipalities & Burntstick Lake • 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 • Report to be presented not later than July 11 Council • Report on lobby strategies of Telus to support Broadband – not later than July 11 Council <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>

2017 STRATEGIC PRIORITIES WORK SHEET
DEPARTMENT: (COMMUNICATIONS/LEGISLATIVE SERVICES)

<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: Third quarter 2017 3) Coordinate, produce and conduct benchmark public opinion survey. Completion Date: Fourth quarter 2017

Project Title: New Website Development

Outcome: Refresh existing County website functionality and accessibility (i.e. both traditional computer and mobile devices).

Key Objectives:

- 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

Project Title: Election 2017

Outcome: Enhanced information and more efficient and effective nomination and election process.

Key Objectives:

- Development of an improved prospective Councillor's information package, including meeting calendar.
- Recruitment and oversight of contracted Returning Officer and polling officers.
- Coordinate agreements with school divisions for election polling station partnerships.

Completion Date: November 2017.

June 19, 2017
STRATEGIC PRIORITIES WORKPLAN
DEPARTMENT: Community & Protective Services

<p>1. Project Title: Economic Development - High Speed Internet Review</p> <p>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”.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • 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 <p>KPI: Direction on County role and level of funding from Council to support high speed infrastructure .</p> <p>Completion: December 31, 2017</p> <p>(UPDATE: Currently moved to and included as a part of the CAO work plan.)</p>	<p>2. Project Title: Protective Services – CREMA Regionalization Framework</p> <p>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.</p> <p>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.</p> <p>KPI:</p> <ul style="list-style-type: none"> • Completion of one (1) EOC activation exercise. (Completed) • Review and address EOC physical plant & technological updates. (On Going) • Schedule and complete training courses in three (3) areas of response preparedness: various levels of Incident Command System, Emergency Operations / Coordination Center (EOC/ECC), and Emergency Social Services (ESS). (Completed) Additional Programs Tentatively Fall 2017 <p>Update as required the Regional Community Emergency Management Plan to reflect administrative and program changes at a minimum of once per annum.</p> <p>Completion: December 31, 2017</p>
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<p>3. Project Title: Clearwater County and Regional Economic Development Initiatives</p> <p>Outcome: Continued development of Regional Economic Development Initiatives</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> Adequately address/meet the Economic Development initiatives and demands without decreasing service levels to other areas within Community Services. <p>KPI:</p> <ul style="list-style-type: none"> Support Regional Tourism Committee to build on tourism initiative (On Going) Broaden communication program and social media presence to promote Village/Town/County (On Going) Continued partnership with three Chambers and other regional partners (e.g. CAEP) (On Going) <p>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.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> Prioritization of focus towards Economic Development with a focus towards tourism/recreation along with continued other regional initiatives. (On Going) <p>KPI: Maintain the current active membership of the Regional Tourism Group. (On Going)</p> <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. (On Going)</p> <p>KPI: Look to reinvigorating (RMH to Nordegg Trail) or initiating other larger scale projects associated to the promotion of tourism and recreation. (On Going)</p> <p>(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 - COMPLETED)</p> <p>Completion: December 31, 2017</p>	<p>4. 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: September, 2017 (In Progress)</p> <p>KPI: Phase II Completion of site and facility concept design and confirmation of budget. Tender/RPF documents advertisement and award late 2017.</p> <p>Completion: Phase II: October 2017 (In Progress)</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: October 2017.</p> <p>KPI: Phase IV Construction and completion of facility.</p> <p>Completion: Phase IV: December 31, 2018</p>
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<p>5. Project Title: Community Services Cemeteries Program</p> <p>Outcome: Continue work with community groups relating to operations of registered cemeteries</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> Investigate municipal organizations, practices and resources to identify best practices and complete a GAP analysis and identify adequate resources to level of service. <p>KPI: Completion of geo based mapping and initial reporting to identify a future state requiring longer term allocation of County resources.</p> <p>Completion: November 1, 2017 (In Progress)</p> <ul style="list-style-type: none"> 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. <p>KPI: Complete stakeholders meetings. (Completed)</p> <p>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.</p> <p>Completion: November 1, 2017 (Delayed)</p>	<p>6. 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. 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>Completion: November 1, 2017 (In Progress)</p>
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June 19, 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: Complete</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>	

June 19th, 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: Ongoing</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: October 2017</p>
<p>9. Project Title: Servicing Agreement Outcome: To provide municipal services to the Joint Development Area. Key objectives:</p> <ul style="list-style-type: none"> To supply water and waste water into the JDA. To facilitate and promote development through available zoned and serviced land. <p>Completion: Ongoing</p>	

June 19th, 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- In Progress <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 • Prepare estimate and identify requirements for Phase 2 Hwy Commercial project for Council's consideration -Aug 2017 • 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- In Progress • Construction to commence- In Progress <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. In progress. • 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- In Progress <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. No funding for 2017. • 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. Deferred to 2018. <p>Completion Date: November 2018</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. Completed. <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. Summer 2017. • Transfer of 14,000 tonnes of ¾" crush from the Frisco Pit to the Varty Stockpile site. Completed. <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 – In progress • 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 – In Progress • 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. Summer 2017. • Reclamation Plan, as per Alberta Environment and Parks requirement, to be detailed for the Clearwater/Bigface Gravel Pit. In progress. <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). Completed. <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) July 2017 • Bridge Culvert BF07440 (SSE 35-38-7W5M) September 2017 • Bridge Culvert BF70149 (WSW 31-35-5W5M) Summer 2017 • Bridge BF09970 (WNW 36-40-6W5M) Summer 2017 • Bridge 75501 (SSW 33-40-7W5M) Completed. <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 In Progress • Review Leachate reduction options- In Progress • 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>