

AGENDA & PRIORITIES

Council Committee
September 19, 2016
9:00 a.m.

AGENDA

A. PUBLIC WORKS

1. Strategic Priorities Update
-

B. PLANNING & DEVELOPMENT

1. Strategic Priorities Update
-

C. CORPORATE SERVICES/COMMUNICATIONS

1. Strategic Priorities Update
-

D. COMMUNITY & PROTECTIVE SERVICES

1. Strategic Priorities Update
-

E. AGRICULTURAL SERVICES & LANDCARE

1. Strategic Priorities Update
-

F. CAO

1. Strategic Priorities Update
-

G. FINANCE

1. Budget Timelines and Public Engagement
-

NEXT SCHEDULED MEETING – *To Be Determined At The 2016 Organizational Meeting*

**September 2016
STRATEGIC PRIORITIES WORK SHEET
DEPARTMENT: PUBLICWORKS**

<p>Project Title: 2016 / 2017 Asphalt Overlay Outcome/Success Measure:</p> <ul style="list-style-type: none"> To increase the weight carrying capabilities of the surfaced roads within the municipality combined with a maintenance cycle. Tendered and awarded the 2016 Asphalt Overlay. This program includes re-surfacing, side slope improvement and other work for the Buster Creek Road from the junction of Hwy 756 to the O'Chiese Road. (19.7 Km) Construction Complete 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)- November 2016 Construction to commence- summer 2017 <p>Completion Date: October 2017</p>	<p>Project Title: Caroline Land Development/ Salt Sand Storage Facility 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 – In Progress, possibly delayed to 2017 Site preparation, asphalt surfacing and salt /sand facility construction- possibly delayed to 2017 Awaiting Public Lands Approval for small wetland area contained in Industrial lots.- October 2016 Storm Pond Excavation – January 2017 <p>Completion Date: July 2017</p>
<p>Project Title: 2016 Gravel Road Rehabilitation 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- Completed. Construction to commence- May, 19 2015. Completed. Construction progress slowed due to in climate weather conditions. As per strategic plan 32km (20 miles) of Gravel Road rehabilitation will be again budgeted for in 2017. <p>Completion Date: October 2017</p>	<p>Project Title: Video Camera of Wastewater lines in Nordegg, Condor and Leslieville Outcome/Success Measure:</p> <ul style="list-style-type: none"> Video camera of wastewater lines in Nordegg and Condor completed in 2015. Video Camera of wastewater lines in Leslieville to be completed September 2016. Camera results will be utilized to identify the required capital improvements required for 2017, 2018 and 2019 budget cycles. <p>Completion Date: On Going</p>

<p>Project Title: 2013 Flood Rehabilitation/ Infrastructure Protection Projects Outcome/ Success Measure:</p> <p>To rehabilitate or Protect Infrastructure that has been effected by the 2013 Flood funded through the Provincial DRP or FREC programs.</p> <ul style="list-style-type: none"> Buster Creek Road/ North Saskatchewan River Guide Bank Construction. - Completion Date October 31, 2015- Completed. <p>Clearwater Campground Re-Construction.</p> <ul style="list-style-type: none"> Awaiting Provincial Approval for Recreational Lease Expansion- October 2016 Construction- June 2017 <p>Completion Date: August 2017</p>	<p>Project Title: New Burnstick Aggregate Pit (NE 10 & SE 26-34-07W5M) Development Outcome/Success Measure:</p> <ul style="list-style-type: none"> Alberta Environment and Parks Conservation Reclamation Business Plan (CRBP) approved in principle. Development Permit Application approved in July, 2016. Stripping, excavating, mining and crushing to occur, in Phase A, in September and October, 2016. In progress. 60,000 tonnes of ¾' aggregate to be crushed. Gravel Management plan, will identify long term gravel management needs throughout the municipality. February 2017. <p>Completion Date: February 2017</p>
<p>Project Title: Hamlet of Condor Lagoon and Lift Station Upgrades 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 which includes: Hamlet of Condor Sewage Lagoon Rehabilitation and Hamlet of Condor Lift Station. Costs to be updated and resubmitted to Alberta Transportation. Desludging of lagoon to take place if construction upgrades occur in 2017. Engineering design for upgrades completed. Lagoon Construction upgrades to commence 2017. Lift Station construction upgrades to commence 2017. Replacement of Lift Station sewer pumps and downhole equipment to be completed by November, 2016. <p>Completion Date: November 2017</p>	<p>Project: Title: Condor Access Road / Rocky Wood Road Grade Widening Outcome/Success Measure:</p> <ul style="list-style-type: none"> Tender and construct road widening of the Condor Access Road from Hwy 11 to the Hamlet of Condor (0.5Km) Construction to commence- summer 2017 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 2017</p>

<p>Project Title: Bridge Structure(s) Rehabilitation Program Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Bridge BF07468 (Beaver Flats Road, north of Highway 12) replacement construction and deficiencies, completed August, 2016. • Bridge BF77533 (Clearwater Estates) replacement construction, complete with road realignment, completed June 2016. • Bridge Culvert BF13956 (Frisco Road) replacement construction in progress. Anticipate completion October, 2016. • Bridge Culvert BF08488 (NE 09-39-07W5M) replacement construction in progress. Anticipate completion October, 2016. • Bridge Culvert BF01044 (SW 01-38-04W5M) replacement construction in progress. Anticipate completion October, 2016. • Temporary Bridge Structure BF07519 (Leedale) replacement construction in progress. Anticipate completion October, 2016. • Bridge BF01963 (James River Bridge) to be repaired. To be completed by March, 2017. <p>Completion Date: October 2017</p>	<p>Project Title: Administration Building and Operations Facility Outcome/Success Measure:</p> <ul style="list-style-type: none"> • To design Phase 1 and 2 of an Administration Building and Operations Facility. Construct Salt/ Sand Storage facility and site preparation. • Request for Proposal for Design Consultant Tender Award- January 28, 2016- Completed • Lot grading and site earthworks- Completed • Salt Storage facility construction – In progress • Design of Phase 1 and 2 Administrative Building and Operations Facility- October 2016 • Perimeter Fence Construction – October 2016 • Cold Storage building to facilitate the storage of the salt/sand loader and the storage of other equipment. – October 2016 • Tender for Construction Phase 1 or Phase 1 and 2- To Be Determined
<p>Project Title : Nordegg Commercial Core Outcome/Success Measure:</p> <p>Construct the basic infrastructure to support the development of the commercial core in Nordegg</p> <ul style="list-style-type: none"> • Tender and construct water and wastewater infrastructure, storm water management system and curb and gutter road system. (0.4Km). • Construction to commence summer 2017. <p>Completion Date: October 2017</p>	<p>Project Title: Gravel Pit Reclamation 2017 Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Reclamation work to be completed within the Bull Hill 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 2017 Outcome/Success Measure:</p> <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: Nordegg Wastewater Roper Pump Repair 2017 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 2017 Outcome/Success Measure:</p> <ul style="list-style-type: none"> • Anticipate crushing to occur in the Cooper and Frisco Pit. • Transfer of 20,000 tonnes of ¾” crush from the Frisco Pit to the Varty Stockpile site. <p>Completion Date: October 2017</p>	

September 2016
STRATEGIC PRIORITIES WORK SHEET
DEPARTMENT: Planning & Development

<p>1. Project Title: Nordegg Development Plan & Commercial Core</p> <p>Outcome: To advance the development of Nordegg in accordance with Council’s goals and objectives.</p> <p>Key objectives:</p> <ul style="list-style-type: none"> • To continue developing Nordegg as the service centre for west country development. • Sale of currently developed County held Nordegg Lands or those identified in Nordegg development plan. <p>Key Deliverable: Nordegg Development Plan Review – September 27, 2016</p> <p>Completion: 2017 – TBD subject to September 27 discussion</p>	<p>2. Project Title: Nordegg Trail System</p> <p>Outcome/Success Measure: Identify/map/plot a logistic trail system in the Nordegg area.</p> <p>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 – Continue trail development 2017 - 2019 <p>Completion: Ongoing</p>
<p>3. Project Title: North Development – Area Structure Plan (ASP)</p> <p>Outcome:</p> <ol style="list-style-type: none"> a. To create planning and core infrastructure to facilitate private development of industrial properties. b. To support regional economic development initiative with the Town of RMH. <p>Key objectives:</p> <ul style="list-style-type: none"> • To guide development of County lands north of Rocky Mountain House. • ASP dependent on finalization of Joint Service Agreement to be able to proceed. • The preliminary traffic study has been completed. • The storm water concept plan has been completed. • The Master Drainage Plan has been completed. <p>Completion: 2nd quarter 2017</p>	<p>4. Project Title: IDP Review</p> <p>Outcome: To ensure Intermunicipal Development Plan continues to reflect the mutual and individual interests of the Town and County by ensuring development in and around the Town takes place in an environmentally, responsible and sustainable manner.</p> <p>Key objectives: Amend IDP to:</p> <ul style="list-style-type: none"> • Create Joint Development Area with Town including Joint Services Agreement • To consider Town’s Annexation application <p>Completion: Anticipating March 2017</p>

**September 2016
STRATEGIC PRIORITIES WORK SHEET
DEPARTMENT: CORPORATE SERVICES**

<p>Project Title: TECHNOLOGY AND INFORMATION MANAGEMENT SYSTEMS 1. Align Service levels with Organizational needs Outcome/Success Measure: Third Party Review and alignment of the needs of the organization to determine service levels that are consistent with the strategic needs of Clearwater County Relevant Strategic Area(s): Infrastructure and Asset Management Key Objectives:</p> <ul style="list-style-type: none"> • Complete Analysis of Organizational needs and user satisfaction • Develop service levels and administrative policies that address impact on business operations • Implement recommendations of 3rd party review (InfoTech) <p>Completion Date: First Quarter 2017</p>	<p>Project Title: TECHNOLOGY INFORMATION MANAGEMENT SERVICES 2. Disaster Recovery / Business Continuity Outcome: A reliable copy of Network data in an offsite location that is readily accessible in emergency situations or if service is disrupted. Relevant Strategic Areas: Infrastructure and Asset Management. 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. Implement upgrade of TRIM document management system. Outcome: A refurbished corporate filing system that minimizes duplication and increases accessibility to corporate documents. Relevant Strategic Area(s): Well governed and leading organization. & Intergovernmental Relations Key Objectives:</p> <ul style="list-style-type: none"> • Standardized filing system • Efficiency in document retrieval • Eliminate redundancy in document management <p>Completion: December 31, 2015 Implemented in Public Works, other departments will be brought into the new process with full implementation anticipated for end of 2017</p>	<p>Project Title: FINANCE 1. Align Financial Reporting with Strategic Planning Outcome/Success Measure: Overcome barriers to account analysis that currently exist because of an account coding system that has evolved into an unwieldy chart of accounts over time. Relevant Strategic Areas(s): Infrastructure and Asset Management Key Objectives:</p> <ul style="list-style-type: none"> • To reduce the number of accounts in the General Ledger; • Update Chart of Accounts; • To perform activity based costing and project costing with specialized software applications; • To improve financial information for Council and Public consumption. <p>Completion Date: Second Quarter 2017</p>

C.1. Corporate Services/Communications

<p>Project Title: FINANCE 2. Review of Financial and Budget System</p> <p>Outcome/Success Measure: Increased 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"> • To increase efficiency of budget preparation and eliminate duplication; • Improve analysis and review of financial transactions by senior management and Council; • To improve performance monitoring and reporting. <p>Completion: Second 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: July 2017</p>
<p>Project Title: COMMUNICATIONS 1 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. <p>Completion Date: November 2017.</p>	<p>Project Title: COMMUNICATIONS 2 New County Website</p> <p>Outcome: Refresh existing County website functionality and accessibility (i.e. both traditional computer and mobile devices).</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Development of Terms of Reference for the redevelopment of Clearwater County website, in consultation with County departments/IT. • RFP for website re-development project. • Oversight of development of website, content management and testing. • Launch new County website. <p>Completion Date: Third Quarter 2017.</p>

<p>Project Title: COMMUNICATIONS 3 County/Council</p> <p>Outcome: Provide multiple avenues to inform, educate and engage the public regarding County projects/programs and about Council achieving its Strategic Plan objectives.</p> <p>Key Objectives:</p> <ul style="list-style-type: none">• Content development, production and distribution of six <i>County Highlights</i> newsletters.• Ongoing content development and maintenance of the existing County website, social media sites (Facebook and Twitter), weekly advertising and media relations.• Coordinate, produce and distribute news releases regarding County endeavours (i.e. land development, budget).• Ongoing communications support for provincial lobbying efforts, Council engagements.• Public Opinion Survey	
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STRATEGIC PRIORITIES WORK SHEET

DEPARTMENT: Community Protective Services

<p>1. Project Title: Economic Development - High Speed Internet Review</p> <p>Outcome: Completion of work as directed by Council to assist in meeting the 2015 – 2018 Strategic Plan item that Council will “<i>continue to research opportunities to further advocate and support high speed infrastructure development in Clearwater County</i>”. Complete a review/study of the current levels of internet service connection within Clearwater County and report to Council to determine areas with gaps in service provision less than 5mbs.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Complete the development of a Terms of Reference or a Request for Proposal to include the work of: <ul style="list-style-type: none"> • Development of a conceptual design – A full build out for the entire County of Clearwater. • Fibre to homes (sole solution) vs. fiber to towers solution - WISP. • Regarding the implications of aerial vs buried lines. • Public Safety areas of improvements. • Budget and business viability model relating to the construction or installation of communication towers and fibre optic cable to enhance high speed internet access within Clearwater County. <ul style="list-style-type: none"> • Recommendation/comments regarding viability of operations / provision: <ul style="list-style-type: none"> • Private sector needs/constraints. • County to own network but contract service. • County to own network and manage within. • Budget and business viability regarding going forward to initiate a pilot project to determine area, level of service and affordability. <p>KPI: Complete the Terms of Reference for a Request for Proposal, advertise and award RFP.</p> <p>Completion: May 30, 2017</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>Pursue the development and acceptance of a Regional Emergency Management Agency (CREMA) Unified Concept and Business Practice for the Village of Caroline, Clearwater County, SV of Burnstick Lake, and Town of RMH. This may include: planning and response documents, training, completion of Community Hazard Identification Risk Assessment, ongoing physical and technological updates of an EOC and the addition of specific regional community response assets. This will not replace the responsibilities of each of CREMA’s municipalities in meeting their requirements as outlined within the Alberta Emergency Management Act.</p> <p>Key Objectives:</p> <p>Continue to evaluate and expand a regional emergency management agency and capability and depth of response of emergency management programs. Conduct testing of the EOC, staffing levels and key EOC positions by utilizing tools such as a table top with</p> <p>KPI: While recognizing that staffing resources participation in programs is controlled and/or approved by each partnering municipality’s CAO based upon adequate business resources:</p> <ul style="list-style-type: none"> • Completion of a minimum of 1 EOC activation exercise. • Review and address EOC physical plant & technological updates within annual budget allocations. • Evaluate depth of trained staffing levels towards achieving a goal of 72 hour staffing with County, Town and Village staff. Achieve goal of 72 hour staffing with County, Town and Village staff.
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D.1. Community & Protective Services

<ul style="list-style-type: none"> Complete a report to Council on findings and recommendations in service delivery models to pursue or not pursue Clearwater County investment towards increasing internet connection and capacity levels. <p>KPI: Through the successful RFP respondent, completion of the work specified within the RFP and received all finalized reporting.</p> <p>Completion: August 31, 2017</p>	<ul style="list-style-type: none"> Schedule 5 – 6 agency response training sessions in areas that include ICS/ESS/OCC (EOC). Measured completion towards a future goal of 90% of staff trained to levels needed to successfully complete assigned areas of work during a large scale emergency or disaster. Review, identify and complete necessary amendments to the current Emergency Management Bylaw of Clearwater County, Village of Caroline, SV and Town Councils. Schedule a minimum of 1 Elected Official Training course completed post-2017 election for all Councillors. Investigate FCSS expanded role as the Emergency Social Services (ESS) lead role and the systems and assets needed for a reception centre, evacuation centre, registration and coordinating body. Confirmation of ESS resources to initiate completion of a local reception centre/evacuation centre operational readiness. Update as required the Regional Community Emergency Management Plan to reflect administrative and program changes at a minimum of once per annum. <p>Completion: December 31, 2017</p>
<p>3. Project Title: Clearwater County and Regional Economic Development Initiatives</p> <p>Outcome: Complete a staffing resource allocation review with a CPS organization positions review of current staffing and levels focus, job description review/focus and resource commitment analysis to better reflect and commit staffing time and resources to adequately meet the Economic Development initiatives without decreasing service levels to other areas within Community Services.</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: Increase Economic Development Officer time committed to EC Dev areas and initiatives through delegation of work to administrative support staffing. Adequately support current and forecasted demands of Ec Dev and other Community Services demands for administrative support staff.</p>	<p>4. Community Services / Recreation / Trails / Culture / Cemeteries</p> <p>Outcome: Complete a staffing resource allocation review with a CPS organization positions review of current staffing and levels focus, job description review/focus and resource commitment analysis. This is to better reflect and commit staffing time and resources to adequately meet the Community Services / Recreation / Trails / Culture / Cemeteries Initiatives without decreasing service levels to areas within Economic Development and other areas of Community Services.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> Adequately address/meet the Community Services / Recreation / Trails / Culture demands without decreasing service levels to other areas within Economic Development and Community Services. <p>KPI: Maintain capacity time committed to Community Services / Recreation / Trails / Culture Initiatives through delegation of work to administrative support staffing. Adequately</p>

D.1. Community & Protective Services

<p>Completion: December 31, 2017</p> <p>Outcome: Continue to develop independent, cooperative and private sector opportunities in areas of economic development focus towards diversification of Clearwater County and Regional economic development areas. 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. Specific areas of focus are to include recreation and tourism growth areas.</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. <p>KPI: Maintain the current active membership of the Regional Tourism Group and support and report growth.</p> <p>KPI: Support the demarcation, signage and promotion of existing trails.</p> <p>KPI: Look to reinvigorating (RMH to Nordegg Trail) or initiating other larger scale projects associated to the promotion of tourism and recreation.</p> <p>Completion: December 31, 2017</p>	<p>support current and forecasted resource commitments and demands of Economic Development and Community Services demands for current and future staff time through the addition of a 1 FTE staff.</p> <p>KPI: Completion of CPS organizational chart and position job descriptions demonstrating position focus on Economic Development and Community Services / Recreation / Trails / Culture Initiatives.</p> <p>Completion: February 28, 2017</p>
<p>5. Project Title: Protective Services – Disaster Recovery Program Management</p> <p>Outcome: Continue liaison and follow-up with AB Emergency Management Agency (AEMA) re: FREC & DRP applications through coordinating with PW, Corporate Services, CRFRS and provincial agencies regarding FREC and DRP funding for repairs associated with 2013 events.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Achieve completion of and maximum provincial reimbursement and support for 2013 emergency events. <p>KPI: Completion, submission and acceptance of required FREC and DRP reporting to Provincial agencies.</p> <p>Completion: December 31, 2017</p>	<p>6. Project Title: Community Services - Cemeteries Program</p> <p>Outcome: In response to current abandoned and future transition of registered cemeteries to County oversight and responsibility - Continue the recently identified work in 2016 of reviewing current registered cemeteries locations/ capacities / maintenance / growth and oversight needs, and begin the development of a Clearwater County matrix, strategy, records management program and staff resources/development to address a risk management approach to current and future state that includes requiring longer term allocation of County resources.</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 Creation of a geo based mapping of all registered cemeteries within Clearwater County. The focus is to identify current locations, residents and capacities of registered cemeteries within Clearwater County. A focus will be towards a risk

D.1. Community & Protective Services

	<p>management approach to identify a future state requiring longer term allocation of County resources.</p> <p>KPI: Completion of geo based mapping within budget and initial reporting to identify a future state requiring longer term allocation of County resources.</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 a minimum of 1 stakeholders meetings.</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: December 31, 2017</p>
<p>7. Project Title: Protective Services – Highway Patrol (CPO) Approved Programs Infrastructure Protection / Public Safety / West Country Enforcement / Community & Industry Education and Prevention Program</p> <p>Outcome: Ensure resources are adequately scheduled and staffed to ensure Levels of Service and resources for Infrastructure Protection / Public Safety / West Country Enforcement and seek opportunities to expand positive interaction with CPOs within the community in areas of community and individual’s safety, prevention and education.</p> <p>Key Objectives:</p> <ul style="list-style-type: none"> • Better addressing of efficient use of CPO resources to direct program delivery while also addressing succession planning within the HP/CPS division for administrative support staffing through the addition of .5 FTE administrative support staff. <p>KPI: Realign administrative duties away from SGT position and CPO staff to refocus hours on protection of infrastructure, public safety and</p>	<p>8. 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 2017 capital infrastructure forecasts to ensure accurately reflecting current and future allocations for upgrades and replacements within the capital budgeting process.</p> <p>Completion: September 31, 2017</p>

D.1. Community & Protective Services

other program delivery through delegation of non CPO Officer work to administrative support staffing.

KPI: Adequately support current and forecasted increased demands of CPO Officers and HP administrative support staff.

- For all **Infrastructure Protection / Public Safety / West Country Enforcement** programs delivered - demonstrate an increased commitment to CPO staffing presence.

KPI: Implementing a trial schedule with an initial target goal of less than a 5% occurrence rate having 1 CPO on duty for all days worked

- Reduce with a goal of zero, the number of injuries and fatalities experienced and caused by motor vehicle incidents on Clearwater County roads through traffic enforcement and public education programs.

KPI: Maintain or decrease the prior 5 year average of frequency of the number of motor vehicle caused injuries and fatalities experienced while contrasting to levels of CPO staffing scheduled to work.

Completion: December 31, 2017

September 2016

STRATEGIC PRIORITIES WORK SHEET

DEPARTMENT: Agricultural Services and Landcare

<p>1. Project Title: AG Recreation Facility Outcome: Finish the Committee work needed to provide Council with a recommendation regarding the future of the Ag Rec facility. Key objectives:</p> <ul style="list-style-type: none">• Facilitate an Ag Rec committee meeting <p>Completion: November 30th 2016</p> <ul style="list-style-type: none">• Present council with the Ag Rec committees recommendation• Seek direction from council weather the Ag Rec Facility project will move forward or be removed from Councils Strategic Plan <p>Completion: first quarter 2017</p>	<p>2. Project Title: Horse Guard Drainage Ditch Maintenance Outcome: Improve access and maintain the function of the horse guard drainage ditch. Key objectives</p> <ul style="list-style-type: none">• Inform adjacent landowners of the maintenance project. <p>Completion Fall 2016 Completed</p> <ul style="list-style-type: none">• Complete Brushing operations <p>Completion: November 31st 2016 Unlikely due to the wet fall project may need to be completed in 2017.</p>
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September 2016
STRATEGIC PRIORITIES WORK SHEET
DEPARTMENT: CAO

<p>1. Project Title: Geothermal Study Outcomes – Phase 1 – Preliminary Research</p> <ul style="list-style-type: none"> • Reservoir study by U of A complete – greatest potential in County is in area south of Caroline • Shell contacted and Shell geologists are working with Dr. Banks to review field data and research findings to determine if project is of interest to Shell • AB Economic Development and Trade being contacted to determine degree to which geothermal “fits” in AB Climate Change program and renewable energy focus. <p>Completion date: December 2016 (?)</p> <p>Phase 2 – Implementation requirements</p> <ul style="list-style-type: none"> • Evaluate policy/legislative/corporate framework • Evaluate Provincial & Federal program criteria and potential for grant funding or tax incentives • Evaluation of technical requirements for conversion of existing well or development of new infrastructure • Determine siting criteria, project viability, including assessment of tertiary industry (e.g. greenhouse) <p>Funding Requirements: <i>unknown</i> Completion: 1-2 years (?)</p>	<p>2. Project Title: ICC – Regional Infrastructure Study Outcome: Development of regional 5-10 year infrastructure spreadsheet projecting major capital projects and associated infrastructure deficit</p> <p>Key objectives:</p> <ul style="list-style-type: none"> • Presentation to Joint Councils (Town/County; Village/County; or, Tri-Council) <p>Completion: August, 2015 April/May 2016 May/June 2017</p>
<p>3. Project Title: New Hospital Outcome: Construction of New Hospital Recommendation: That County and Town fund a 2 year contract position to advance Town/County/Village lobby for a new hospital.</p>	<ul style="list-style-type: none"> • Project Title: MGA Amendments <p>Outcome: Implement legislative and regulatory changes as per Bill 21</p> <ul style="list-style-type: none"> • Code of Conduct • Public Participation • Collaborative Framework Agreements • IDP – Caroline, Burnstick (?) • Others as listed in AAMDC brief <p>Key Objectives:</p> <ul style="list-style-type: none"> • Code of Conduct and Public Participation submitted for Council review – 1st quarter of 2017 • Other (e.g. Collaborative Framework) implementation timelines as required by Bill 21 or associated regulations which vary from 2017 - 2019



AGENDA & PRIORITIES AGENDA ITEM

PROJECT: Budget timelines and public engagement		
PRESENTATION DATE: September 19, 2016		
DEPARTMENT: Finance	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 type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) MGA Sec 242		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Facilitate Community Engagement	STRATEGIES: Review input from stakeholders
ATTACHMENT(S): n/a		
RECOMMENDATION: To accept the budget timelines as information.		

BACKGROUND:

Clearwater County administration annually prepares operating and capital budgets for council's approval. Council must annually pass an operating and capital budget as per MGA Sec242. The budgets are an integral tool for meeting Council's service delivery standards as well as Council's strategic goals.

Administration is proposing the following timeline for budget review and approval.

- Budget delivery to Council for review December 7, 2016
- 3 days of budget deliberations December 14 – 16, 2016 with presentations by members of senior management and their staff as needed
- Approval by Council at a special meeting December 19, 2016.

With the goal of transparency, Council last year held an open house following deliberations to present the budget to the public before the final ratification.

Administration is proposing that the public be consulted prior to the budget deliberations to increase transparency. The process will have the residents submitting written proposals for Council's consideration during its budget deliberations. I will provide a more detailed outline of how the public input process might be implemented.

Based on Council's input during the A&P, staff anticipate presenting a formal agenda relating to public engagement which will then be followed by a communication initiative

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to make County residents and businesses aware of the engagement opportunity available to them.