

**MACKENZIE COUNTY
COMMITTEE OF THE WHOLE MEETING**

**Tuesday, August 23, 2016
10:00 a.m.**

**Fort Vermilion Council Chambers
Fort Vermilion, Alberta**

AGENDA

1. 10:00 a.m. – Leanne Chartrand, Alberta Energy Regulator 101 3
2. 11:00 a.m. – Christine Campbell, ALUS Canada
3. Caribou
4. Service Capacity Review Report 13
5. Action List 44
6. Next Meeting – September 27, 2016 at 10:00 a.m.
- 7.
- 8.
- 9.
- 10.



AER 101

Leanne Chartrand, Alberta Stakeholder Engagement

August 23 2016



www.aer.ca

AER

WHAT WE REGULATE

MORE THAN
50
thermal/enhanced
in situ projects

9

oil sands
mines

5

bitumen
upgraders

4

coal processing
plants



7

producing
coal mines

OVER **200** AND **16**
primary/enhanced
recovery projects
(in situ) experimental
projects



OVER **431 000**
kilometres of pipelines

797
gas processing plants



OVER **174 000**
operating natural gas and oil wells

MORE THAN **30 000** AND CLOSE TO **21 000**
oil facilities gas facilities

WHAT WE DON'T



electricity



natural gas price



gasoline



renewables



pipelines that
cross borders

One Province One Regulator

3

Our Mandate

The AER's mandate is to ensure the safe, efficient, orderly, and environmentally responsible development of hydrocarbon resources over their entire life cycle. This includes allocating and conserving water resources, managing public lands, and protecting the environment while providing economic benefits for all Albertans.

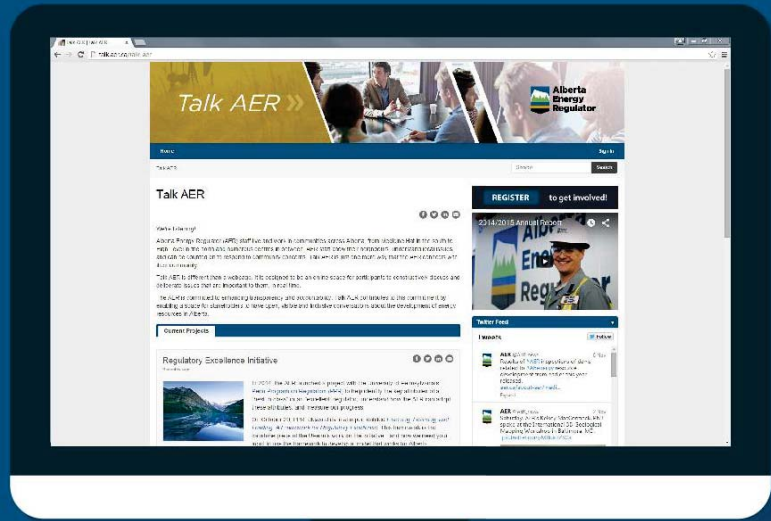
Delivering on our Mandate

4

- › Public safety.
- › Environmental protection.
- › Rigorous enforcement.
- › Transparent and accountable to all Albertans.

AER

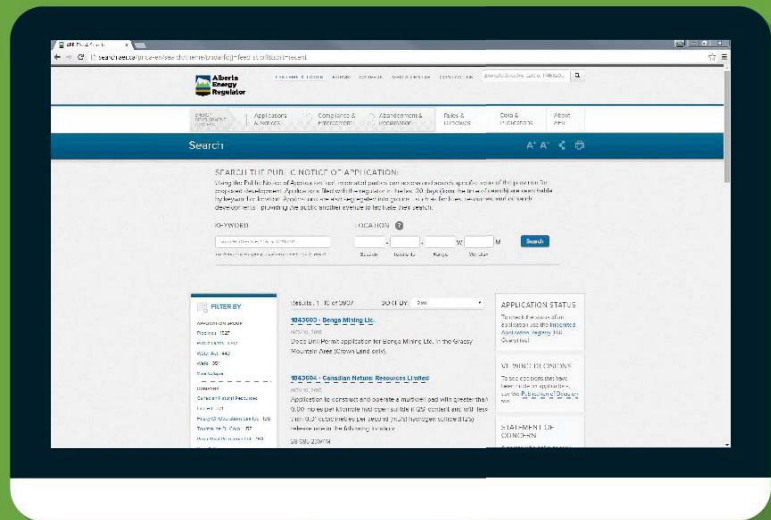
Stakeholder Engagement



5

AER

Notice of Application



AER

Statement of Concern

7



AER

Alternative Dispute Resolution

8



AER

Protecting the Environment

9



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Conserving and Managing Water

10



AER

Reclamation and Remediation

11



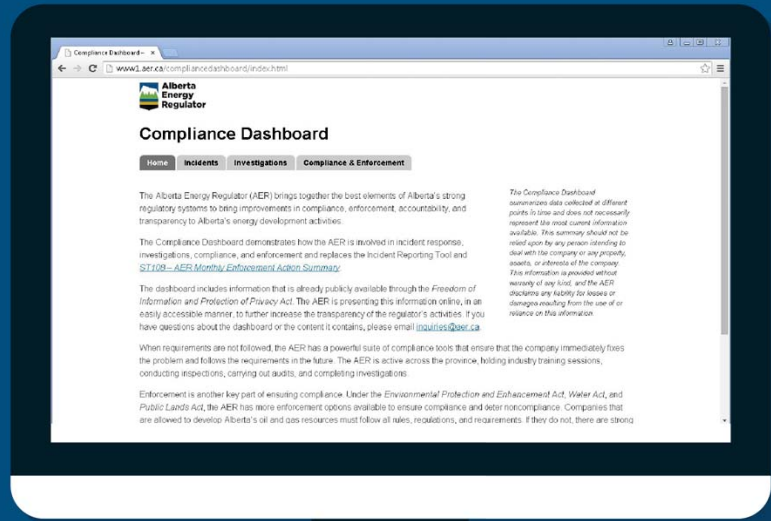
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Enforcement Approach

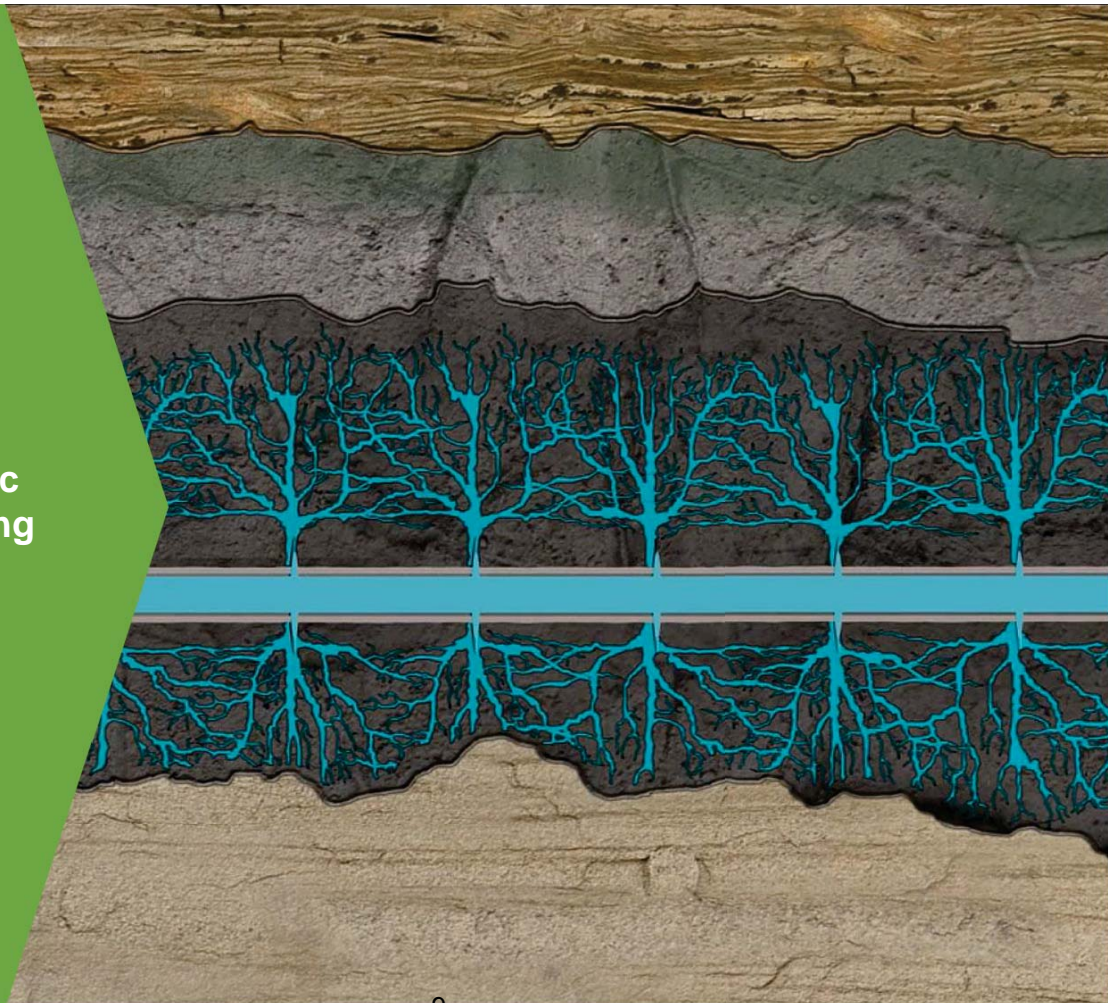
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Compliance Dashboard



Hydraulic Fracturing



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Pipeline Safety

15



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Dam Safety

16



Aging Infrastructure

Directive 011

Release date: March 31, 2015
 Effective date: August 1, 2015
 Replaces previous edition issued 2012

Licensee Liability Rating Updated Industry Parameters

The Alberta Energy Regulator has approved this directive on March 31, 2015.

~original signed by~

Jim Ellis
 President and Chief Executive Officer

1 What's New in This Edition

This updated directive replaces the previous edition. As provided for in *Directive 011 Process*, the Alberta Energy Regulator updated the parameters and the regional abatement requirements.

This update is being released as a *Best Practice*. For more information, please see *Best Practice and Implementation Plan*, released on www.aer.ca.

2 Effective Dates

The LLR formula parameters remain in effect until rescinded and costs annually in April.

Directive 011: Licensee Liability Rating

Directive 079

Release date: November 28, 2014
 Effective date: November 28, 2014
 Replaces previous edition issued September 20, 2012

Surface Development in Proximity to Abandoned Wells

The Alberta Energy Regulator has approved this directive on November 28, 2014.

~original signed by~

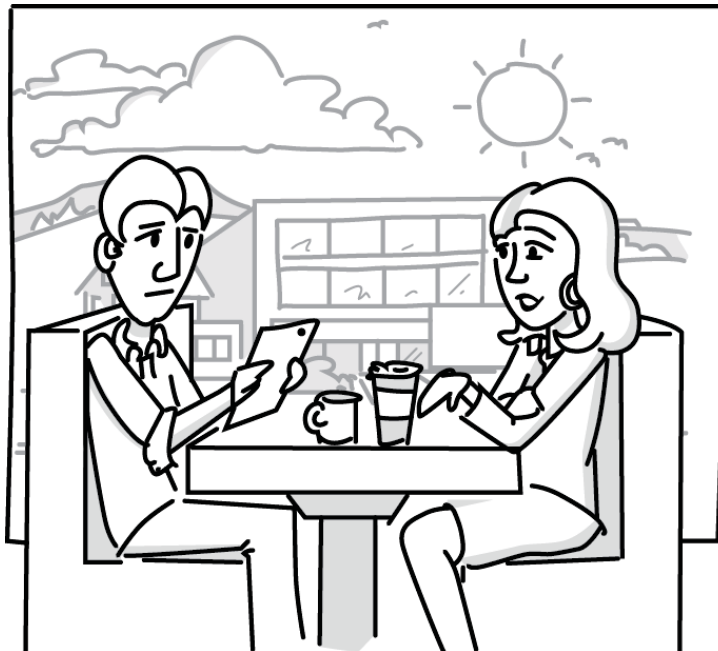
Jim Ellis
 President and Chief Executive Officer

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Conversations that Matter



Protecting what matters

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SERVICE CAPACITY REVIEW 2016



Service Capacity REVIEW

Amidst increased public expectations and dwindling resources, proactive local governments are investigating ways to ensure service expectations match organizational capacity.

Mackenzie County Council and management met in a workshop setting in June of 2016 to explore ways to maximize service effectiveness and delivery efficiency.

A service capacity review extends beyond financial resources to consider policy parameters, staff expertise and skills, revenue sources, alternate service providers and the strategic context of the community. The ultimate aim is to provide the best possible quality and range of public services.

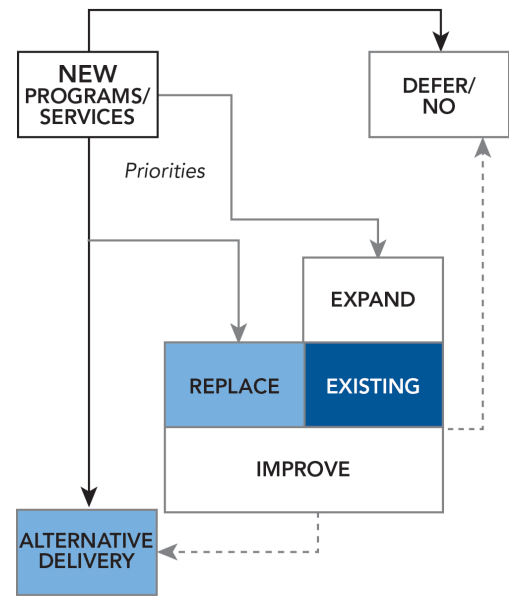
The organizational *Capacity Box* model depicts a range of service delivery decisions. **New** programs must be assessed as to whether they are outside or within the municipality’s mandate. Existing services can be deleted so new priority programs can **replace** a previously occupied spot in the service agenda.

Alternatively, current services can be **improved** to free up resources for these new programs. Sometimes service deletions and/or improvements merely enable the organization to sustain the delivery of remaining services.

Some significant new programs may still not fit inside the capacity box and must be **deferred** until such time as there are sufficient resources. Even with all these efforts, new programs or even existing services may require that a case be made to **expand** the capacity box or seek **alternate ways** to deliver the service.

A service capacity review involves rethinking **effectiveness** - “Are we doing the right things?” and **efficiency**, “Are we doing things right?”

THE CAPACITY BOX



This report documents the approach taken, workshop outcomes and areas for follow-up:

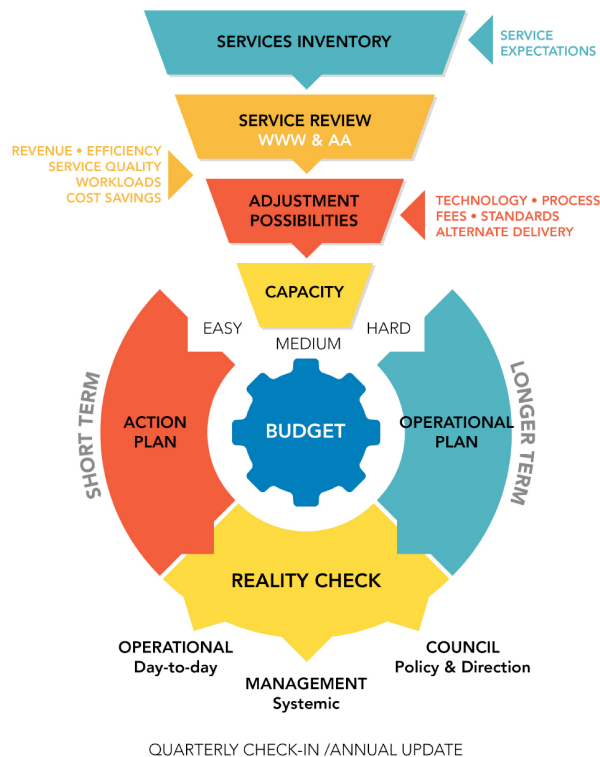
1. **SERVICE ASSESSMENT** - determining what is working well (WWW) and areas for attention (AA) to select service adjustment targets
2. **SERVICE ADJUSTMENT** - exploring possibilities for improved efficiency and effectiveness
3. **SERVICE ACTION** - providing guidance for the development of action plans for service adjustment targets

The following aims guided the service review process:

- Explore cost savings to minimize property tax impacts to residents and businesses
- Free up resources for current service enhancements and/or new programs and strategic priorities
- Find ways to sustain and/or improve service quality to enhance public and client satisfaction with County services
- Seek new revenue sources beyond property taxes to fund current service to meet rising costs and new service demands
- Investigate ways to improve efficiency, achieve workload balance and a healthy work environment

Service Review PROCESS

Councils and staff traditionally reconcile existing services and new demands with available resources through the annual budgeting process. As in any household, periodically it is a good idea to clean out the closet, sort through things and reorganize it. The service capacity review process is depicted in the display below:



A *Services Inventory* (see [Appendix 1](#)) itemizes all programs and services. This list highlights key activities along with service expectations identified by Council and staff.

The service assessment step involves identifying 'what works well' and 'areas for attention' for each service. This activity also identifies service adjustment targets that might produce revenue, workload, cost saving and efficiency benefits.

Adjustment possibilities are the result of Council and staff exploring options such as alternate delivery, technology, different standards, revenue alternatives and process refinements to achieve desired aims for a service target.

Organizational capacity is assessed using reality check criteria to determine which adjustment possibilities can be pursued as short term action plans (Easy) or planned/budgeted as longer term directions (Medium and Hard).

The actions are then designated as Council (requiring political attention due to their strategic nature or policy) or, simply Operational - to be pursued by staff within operational plans.

Service ASSESSMENT

Prior to the workshop staff assembled an inventory of services delivered and/or funded by the County. Key activities were highlighted for each service to provide some context for an individual not involved in its delivery. *This inventory (see [Appendix 1](#)) should be kept current as a pre-budget and/or orientation tool.*

Expectations of each service were identified by Council and management during the workshop in terms of:

- Industry standards
- Council views of what success looks like
- Client and user considerations
- Performance indicators that can be measured
- Outcomes that could be observed

Council and management used the above expectations to assess 'what is working well' and 'areas for attention' using considerations such as:

- Unit Cost - comparison with other providers
- Quality - client satisfaction
- Validation - evidence of need in the region
- Effectiveness - clear results and criteria to evaluate impact
- Delivery - options for providing the service
- Efficiency - streamlining to improve processes
- Cost recovery - who should pay for what

Service Adjustment POSSIBILITIES

Service adjustments are ways to achieve service effectiveness and/or efficiency through:

REVENUE SOURCES

- User Fees - cost recovery formula to those who use the service
- Levies - special tax for those who benefit from the property specific program
- Donations - money or 'in kind' resources to assist in delivering a program
- Cost Sharing - cost sharing with other organizations that benefit from the service
- Sales - sell services or products using 'in-house' resources

LEVEL OF SERVICE

- Frequency - number of times the service is provided
- Level - scope or degree to which the service is provided
- Efficiency - ways to reduce resources required to deliver the service
- Effectiveness - whether the program is needed

ALTERNATE DELIVERY

- Contract / Leasing - purchase service or rent equipment
- Volunteers - individuals to provide services without direct compensation
- Self Help - assisting individuals to meet their own needs
- Delegation - encourage or direct others to provide services or reduce service demand
- Vouchers - enable user to select service provider by providing financial aid
- Subsidies - assistance to other providing a service

ALTERNATE PROVIDERS

- Joint Ventures - legal arrangement with others to provide / partner in a service
- Franchise - allow private interest the right to provide a service for a specified area
- Privatization - turn the service over to an agency without direct government controls

EFFICIENCY EFFORTS

- Benchmarking - legal arrangement with others to provide a service
- Technology - increase operational efficiency
- Process Improvement - simply procedures and practices

With these service adjustment ideas in mind, a list of service adjustment targets was generated ([see next page](#)). A further review of service adjustment targets involved an assessment for potential implementation using the following considerations:

- **Aim** or rationale for taking action relative to achieving greater Organizational Efficiency (OE), Cost Savings (CS), Strategic (STR), Public Safety (PS), Revenue Generating (RG), Customer Service (CUS) or Workload Balance (WL)
- **Impact** or likelihood of being able to act on the preferred strategy over the next few months given staff time and fiscal considerations - Easy (E), Medium (M), or Hard (H).
- **Return on effort** in the Short Term / Immediate (ST), Medium Term / 2 years MT, or Longer Term / over 2 years (LT).
- **Who** should be involved - Council/and staff (C) or Administration (A)
- **When** the service adjustment strategy should be implemented - in 2016 or 2017 and beyond

Some items identified were capital items to be considered in the annual or long term capital budgeting process:

- Larger boat docks
- Paving intersections (main arteries) instead of calcium each year
- Aviation facilities - increase the safety
- Washrooms in all public parks
- Larger camp sites that are serviced
- Expand paved roads on higher traffic routes
- Add grader beat and spreader to graders
- Funding for new radio system?

SERVICE ADJUSTMENT TARGETS

TARGET	AIM	E/M/H	ROE	C	A	2016	2017+
COMMUNITY SERVICES							
Vegetation management - road side spraying, monitoring, public education	CS/OE/CU/\$	M-H	MT		√	√	√
Vegetation management - pro/cons of contracting	CS/STR/OE/CUS	M	LT		√		√ 2018
Pest control - public education, field demonstrations, wolf bounty, equipment	CS/OE/STR/CUS	M-H	MT		√		√
Weed control - policy for municipal projects	OE/STR/CUS	H	ST	√	√		√
Weed control - enforcement and education	OE/STR/CUS	M	MT	√	√	√	
Recreation & community support / administrative support: funding/planning, grant research	STR/OE/RG	H	ST	√			√
Celebrating volunteers	STR/CUS	E	ST			√	
Land Use Bylaws - tailored to land use districts	In progress						
Development agreements - accountability	CS/OE/CUS	E	ST		√	√	
Integration re:provincial policies (caribou, environmental regulations)	STR	H	LT	√		√	
Maps to the public - online availability	OE/CUS	M	ST		√	√	
Economic development - red flag issues	STR/RG	H	LT	√		√	
Business license effectiveness	RG/OE	M	ST	√	√	√	
Protective Services - admin support, recruitment	OE/STR/PS/WL	M	ST	√		√	
Fire guards	PS/STR/CUS	E	ST	√		√	
911 communication - First Nations mutual aid	PS/STR/CUS	H	LT	√			√
Broadband communication / cell coverage	PS/CUS/STR	H	LT	√			√
New radio system - Provincial 911 service, funding	PS/CUS/STR	H	LT	√			√

SERVICE ADJUSTMENT TARGETS

TARGET	AIM	E/M/H	ROE	C	A	2016	2017+
Emergency measures - regional collaboration, implementation	OE/STR/WL/CUS	H	LT	√			√
Emergency Response Plan - update	OE/STR/WL/CUS	H	LT	√			√
Policing - funding, enhanced position, special events	OE/CUS/WL/PS	M	ST		√	√	
Bylaw enforcement - Directors	OE/STR/CUS	M	ST	√		√	
Water / flood control - education, effectiveness, resource management, cost savings	CUS/STR/OE	M	M-LT	√		√	
Ag Fair - marketing, Ag week activities	OE/CS/STR/WL	M	MT	√			√
Handi-van use and program review	CS/CUS	M	MT	√			√
E-site	OE/CUS/WL/CS	E	ST		√	√	
Leasing versus purchasing vehicles	CS/OE	E	MT	√			√
ERP - contracting out	OE/WL	M	LT	√			√
Airport planning - contract versus cost sharing	OE/WL/STR	H	ST	√			√
Commissioner of Oaths - training	OE/CUS/WL	E	ST		√		
ADMINISTRATION							
Online ward / voting station location	OE/CUS	E	LT		√		√
Electronic documents - going paperless	CS/OE/WL	M-H	LT		√		√
IPad's - increasing memory	OE	E	ST	√	√	√\$	
Front desk personnel - equipped and knowledgeable	CUS/OE/WL	M	ST		√	√	
Video and teleconferencing solution	OE/CS/STR	E-M	ST		√	√	

SERVICE ADJUSTMENT TARGETS

TARGET	AIM	E/M/H	ROE	C	A	2016	2017+
Staff cross training and cross departmental utilization of resources	CUS/WL/STR/CS	H	LT	√			√
Council image in convenience store / Country Grill	CUS	E	ST		√	√	
Place Ward maps (10) in all offices	CUS/WL/OE	E	ST		√	√	
New form for grant applications (NPO's)	OE/CS/WL	E	ST		√	√	
Accounts payable - automated approval process for invoices	OE/CUS/WL/STR	M	ST		√		√
New and improved filing procedure	OE/WL/STR/CUS	M	ST		√	√	
Simplify budget information to ratepayers and Council - use of informational, charts / graphs	CUS	M	MT		√	√	
Implement HR policies	OE/STR/PS/CUS/WL	M-H	MT		√		√
Tax notice to include prior years payment	CUS	M	LT		√		√
Research revenue generating opportunities	RG/STR	M	MT		√		√
Insurance education for NPO's	OE/CS/CUS/WL	E	ST		√		√
Fixed assets - internal communication / employee expectations	WL/CS/OE/CUS	M	MT		√		√
Risk management - to managers meeting prior to Council	OE/CUS/WL	M	MT		√	√	
Utilities - new filing procedure for documents	OE/CUS/WL	M	ST		√	√	
Taxation - credit card payments	CUS	H	ST		√		√
Cash receipting - admin assistant training	CUS/OE/WL	E	ST		√	√	
Detailed records retention schedule	OE/WL/STR/CUS	M	ST		√	√	
Interaction with employees in departments	OE/PS	E	ST		√	√	
Internal employee newsletter	OE	M	ST		√	√	

SERVICE ADJUSTMENT TARGETS

TARGET	AIM	E/M/H	ROE	C	A	2016	2017+
OPERATIONS							
Storm sewer maintenance program	CS/STR/PS	H	LT		√		√
Equipment availability schedule	CUS/OE/ WL/CS	E	ST		√	√	
Sewer flushing review for maintenance efficiencies	OE/CS/WL	H	MT		√		√
Raw water point upgrades	OE/STR/ CUS	H	M-LT	√	√		√
Water auditing - tracking versus finance	CS/RG/CUS	M	LT		√	√	
Expand rural potable water truck-fill stations	CUS	H	LT	√	√		√
Water rate review	CUS	H	MT	√			√
Wastewater reuse	RG/CUS/ OE/STR	H	LT	√	√		√
Larger staff parking lot	PS	E	ST		√	√	
Caretaker to assist in maintenance	OE/CS	M-H	MT	√			√
Recycling program - plastic, shedder, paper	STR	H	LT	√			√
Contract versus owned equipment	CS/OE/ STR/WL	M	S-M	√	√		√
Ditch improvements - decrease erosion	CUS/PS	M	MT	√	√		√
Beautification to minimize road maintenance conflict	OE/STR/ WL/CUS	E	M-L	√	√		√
Sidewalk planning - hydrant distances	CS/PS/OE/ STR	M	MT		√		√
Urban to rural standards - roads, sidewalks, green space	CS/CUS	H	MT	√			√
Review costs for overnight campground use	RG	E	ST	√			√
Larger serviced campground sites	CUS	H	LT	√			√

SERVICE ADJUSTMENT TARGETS

TARGET	AIM	E/M/H	ROE	C	A	2016	2017+
Weed control in parks	CUS	M	MT	√			√
Park equipment maintenance standards	CUS/PS	H	ST	√	√	√	
Hutch Lake caretaker improvements	CUS/PS/RG	E	ST	√	√		√
Parking	CUS/PS	H	MT	√			√
Fleet Management	OE/CS/WL	M	LT		√		√
Road grading program review	CUS/PS/ CS/WL	M	MT	√	√		√
Contract engineering	CS/STR/ CUS	M	MT	√	√		√
SYSTEMIC							
In-house versus contracting	OE,CS	H	ST	√		√	
Leasing versus purchasing	OE,CS	H			√	√	
Effective staff utilization	WL,CS,OE	H			√	√	
Collaborative funding opportunities	RG,STR	M		√			√
Budget cost saving mindset	OE,STR	H			√	√	
NGO partnerships	OE,STR,CS	M		√			√
Review engineering services	OE, STR,CS	E		√		√	

Adjustment STRATEGIES

Council and management reviewed the list of service adjustment targets and generated a list of adjustment possibilities for potential implementation in 2016/17 within three service functions of the County's organization (see next two pages). In addition, a list of systemic targets that covered several or all of these functions was generated

Each service adjustment possibility was subjected to a reality check (see Appendix 2) to determine if it is doable and can be acted on NOW, NEXT or LATER within the County's strategic priority system.

The emerging 'NOW' adjustment actions are noted in **bold** font on the Service Adjustment Action Chart (see next page). Many of actions can be undertaken by staff as operational actions as noted in the adjacent table. Some of the potential actions require Council discussion as noted below to determine a course of action (if any). *These items are italicized.*

Using a four-step process familiar to Council, the **Solution Seeking Model**, participants unpacked each topic. Desired outcomes if the target or topic was successfully addressed were identified. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected.

As a next step in the process, action steps should be determined identifying necessary resources, timelines and responsibilities to implement the preferred option. Actions should be integrated with Council's *Strategic Priorities Chart* to combine *Service Adjustment Strategies* with existing priorities and operational strategies to ensure adjustments are aligned with Council's existing priorities.



NOW ADJUSTMENT ACTIONS
ADMINISTRATION
Online ward/voting station lookup
New form for grant applications
AP- automated invoice approval process
COMMUNITY SERVICES
Development agreements - accountability
Fire guard maintenance - grass cutting
Bylaw enforcement - delegation
E-site - safety codes/development permits
OPERATIONS
Water use auditing
Road/sidewalk planning - standards
Contract versus owned equipment
Fleet diagnostic programs
Regular work schedule review
Storm water maintenance program
SYSTEMIC TOPICS
In-house versus contracting out
Video conferencing
Staff utilization - schedule review
COUNCIL DISCUSSION TOPICS
ADMINISTRATION
<i>Charge fees for specific services</i>
COMMUNITY SERVICES
<i>Integration of provincial policies</i>
OPERATIONS
<i>Recreation Board service level review</i>
<i>Grading for traffic versus complaints</i>
<i>Wastewater re-use</i>
<i>Roadside ditching program</i>
<i>Electronic bridge signage</i>
SYSTEMIC
<i>Collaborative funding opportunities</i>
<i>Budgeting - staff mindset to cut costs</i>

SERVICE ADJUSTMENT ACTIONS

ACTIVITY	WHO	WHEN	NOTES
ADMINISTRATION			
Online ward / voting station lookup		Aug. / 17	Before next election
New form for grant applications		Sept.	Review and revise grant application form
AP - automated invoice approval process		Dec.	Get vendors paid sooner. Identify vendors to pay electronically through DocuShare system
Modified voting stations		Mar. / 17	By-law required
Electronic documents - going paperless		Nov.	e-list created
Reduced cost on meals		July	Management - July Organizational Meeting - Oct.
Review asset disposal and re-buying			See Capital Budget form
Risk management		Sept.	Annual Insurance Review
Internal training needs		Aug.	Management Meeting
Implement HR policies		Dec.	Identify needs
Improved filing procedure		Dec.	In progress
Charge fees for specific services	Council	TBD	Requires Council discussion
Promote emailed billing	Council	Oct.	Budget proposal
Enforce fee schedule bylaw	Council		Requires Council discussion
COMMUNITY SERVICES			
Development agreements accountability		April / 17	Revisions
Fire guard maintenance - grass cutting		Oct.	
Bylaw enforcement - delegation		Aug.	Review
E-site - safety codes & development		Jan/ 17	Training
Maps to the public - online availability		Sept.	
Recreation & community support		Sept.	Revise funding request
Commissioner of oaths		Dec.	
Weed control enforcement		Oct.	Options to Council
Integration of provincial policies	Council		In progress
Celebrate volunteers	Council		Explore options

SERVICE ADJUSTMENT ACTIONS

ACTIVITY	WHO	WHEN	NOTES
OPERATIONS			
Water use auditing		Data -Oct.	Gap strategy - Dec.
Road / sidewalk planning standards		July	RFP for LUB review
Contract vs. owned equipment		Oct.	Budget rationale form
Fleet diagnostic programs		Sept.	2017 budget item
Regular work schedule review		July - Dec.	Management meetings
Storm sewer maintenance program		Sept.	Budget - June 2017 program
Scheduling collaboration		July	Item at managers meeting & safety meetings
Recreation Board service level review	Council	Sept.	Recreation Board service level requests
Roadside ditching program	Council		2018 budget approval
Grading for traffic volumes vs. complaints	Council	Dec.	Requires Council discussion
Water re-use	Council		Research options
SYSTEMIC STRATEGIES			
In house vs. contracting services		Sept.	Targets for review
Video conferencing		Sept.	Proposal
Effective staff utilization - schedule review		July	Dept. & Mgt. meeting review
Engineering & design service review		2017	Status report
Understanding the union context		2017	Post election orientation
Leasing vs. purchasing			See Capital Budget request
2017 budget - cost saving mindset	Council	July	Budget guidance from Council
Collaborative funding opportunities	Council		Tri-Council Meeting item

Service Adjustment FOLLOW-UP

The following recommendations are offered for Council's consideration:

That Council adopt the Service Capacity Review Report to conclude this item as a Strategic Priority.

That Council request the Acting CAO to link the 'NOW' Service Actions to the Strategic Priorities Chart.

That Council request the future CAO to organize a service capacity review update before the annual budget cycle.

That the Acting CAO work with staff to develop action plans for 'NOW' service adjustments.

Appendices

1. Service Inventory & Assessment
2. Service Adjustment Criteria



GORDON McINTOSH | President
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CIVIC GOVERNANCE | LEADERSHIP | STRATEGY

Service Inventory

SERVICE /Activities & EXPections	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
COMMUNITY SERVICES		
<p>Recreation & Community Support</p> <ul style="list-style-type: none"> • Recreation centres • Campgrounds • Parks and trails • Agriculture centres • Tennis courts, softball diamonds • Community events • Recreation Board support • Communities in bloom assistance • Non-profit event assistance <p>EXPections</p> <ul style="list-style-type: none"> • <i>Active community</i> • <i>Good utilization of County facilities</i> • <i>Residents enjoy events and programs</i> • <i>Programs to meet community demographics</i> • <i>Managing services and resource capacity</i> • <i>Residents accessing services locally</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Recreation Board contributions • Library Board contributions • Municipal support to Boards • Great volunteers • Wide variety of programs and services <p>AA</p> <ul style="list-style-type: none"> • Aging facilities • Board support • Long term planning for services, facilities and programs • Budget alignment with long term goals • Handi-van usage • County Board collaboration 	<ol style="list-style-type: none"> 1. Admin support for funding and grant applications 2. Research options to celebrate volunteers 3. Recreation Board - service level review - July
<p>Economic Development & Tourism</p> <ul style="list-style-type: none"> • Economic Development Strategy • REDI / MFTA partnerships • Research and planning support for initiatives • Business retention and expansion • Tourism development • Business licensing and data collection <p>EXP</p> <ul style="list-style-type: none"> • <i>Improved business environment</i> • <i>Access to current statistical information</i> • <i>Expanded and diversified economy</i> • <i>Awareness of County business opportunities</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Building partnerships • Project collaboration • Public engagement • Providing information to outside agencies • Attendance - REDI, MFTA, Chamber of Commerce <p>AA</p> <ul style="list-style-type: none"> • Enhanced public engagement • Back-up to one person department • Business license enforcement • Cellular and internet coverage 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Land Use Control & Planning</p> <ul style="list-style-type: none"> • Statutory plan preparation / amendments • Development and safety code permits • Subdivisions • Land leases - procurement • Zoning • Environmental stewardship • Sustainability plan • Infrastructure master plans • Addressing • Contributes assets • Inter-municipal planning commission <p>EXP</p> <ul style="list-style-type: none"> • <i>Compliance with statutory plans</i> • <i>Consistency in planning processes</i> • <i>Compatible land uses</i> • <i>Public land availability (MR, ER, Crown land)</i> • <i>Agricultural land expansion</i> • <i>Industrial land availability / compatibility</i> • <i>Land use plan and strategic plan alignment</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Efficient and timely approvals • Current up to date planning documents <p>AA</p> <ul style="list-style-type: none"> • Compliance - follow-up and enforcement • Thorough review before approvals 	<ol style="list-style-type: none"> 1. Review and revise development agreement process to ensure accountability - April 2017 2. Provide maps to the public online detailing existing land ownership - Sept. 3. Safety codes and development permit software - online data base that can be accessed by outside parties - training by January 2017
MUNICIPAL SERVICES		
<p>Parks & Open Space</p> <ul style="list-style-type: none"> • Campground - supply & maintenance • Campground operations - contracted caretakers • Parks & green space - supply & maintenance <p>EXP</p> <ul style="list-style-type: none"> • <i>Aesthetically pleasing parks & campgrounds</i> • <i>Well utilized</i> • <i>Public support - no complaints</i> • <i>Cost recovery campgrounds</i> 	<p>WWW</p> <ul style="list-style-type: none"> • <p>AA</p> <ul style="list-style-type: none"> • Increase capacity • More parking in Jubilee Campground • County tourism promotion 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Roads & Sidewalks</p> <ul style="list-style-type: none"> • Maintenance of hamlet & rural roads / bridges • Maintenance of traffic control devices • Maintenance of sidewalks • Snow & ice control • Dust control <p>EXP</p> <ul style="list-style-type: none"> • <i>Adequate road network plan</i> • <i>Funding for bridges</i> • <i>Brushing and mowing to maintain sight lines</i> 	<p>WWW</p> <ul style="list-style-type: none"> • <p>AA</p> <ul style="list-style-type: none"> • Additional hamlet snow clearing • Maintaining crown • Gravel areas as needed • Dust control costs • Drainage and spraying 	<ol style="list-style-type: none"> 1. Grading for traffic volumes vs. complaints - service level review and policy 2. RFP for road and sidewalk planning as part of LUB review - July 3. Roadside ditching program - proposal for 2018 budget 4. Review dust control and snow removal fees for potential increase
<p>Public Facility Maintenance</p> <ul style="list-style-type: none"> • Office parking lot maintenance (3) • Contracted service - High Level Office • Parking lot snow removal - Alberta Health Services ambulance bays, Fire Departments <p>EXP</p> <ul style="list-style-type: none"> • <i>Timely repairs to ensure extended lifecycle</i> • <i>Aesthetically pleasing / community pride</i> • <i>Well utilized public buildings</i> 	<p>WWW</p> <ul style="list-style-type: none"> • <p>AA</p> <ul style="list-style-type: none"> • No spitting spits • Hut • Snow removal 	
<p>Water System</p> <ul style="list-style-type: none"> • Treatment systems • Distribution & transmission - urban & rural • Infrastructure maintenance <p>EXP</p> <ul style="list-style-type: none"> • <i>Fair cost - value for service</i> • <i>Public education re: value for money</i> • <i>Backwash and lagoon water reuse options</i> • <i>Staff efficiencies vs equipment use</i> 	<p>WWW</p> <ul style="list-style-type: none"> • <p>AA</p> <ul style="list-style-type: none"> • Emergency preparedness to ensure one plant supplies another 	<ol style="list-style-type: none"> 1. Water audit in collaboration with Finance and Utilities with a view to creating a new revenue source - projected needs by Oct. and completion of program by June 2017 2. Research and business case for re-use of wastewater - Dec.

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Garbage & Recycling</p> <ul style="list-style-type: none"> • Residential waste - contracted service (La Crete) • Waste transfer station - operations • Records of recycling programs • Bylaw & policy amendments • Communications <p>EXP</p> <ul style="list-style-type: none"> • <i>Adequate hours to meet community needs</i> 	<p>WWW</p> <ul style="list-style-type: none"> • People happy with service <p>AA</p> <ul style="list-style-type: none"> • Mud free yards • Weed free yards 	
<p>Sewage, Waste and Storm Water</p> <ul style="list-style-type: none"> • Long term planning, IMP's (P&D) • Private sewage • Treatment systems (lagoons) • Collection systems • Infrastructure maintenance <p>EXP</p> <ul style="list-style-type: none"> • <i>Efficient operation</i> 	<p>WWW</p> <ul style="list-style-type: none"> • <p>AA</p> <ul style="list-style-type: none"> • 	<p>1. Stormwater maintenance program - utilities small budget to include implementation - Sept. for budget, work program June / 17</p>
PROTECTIVE SERVICES		
<p>Fire Suppression & Emergency Response</p> <ul style="list-style-type: none"> • Reporting • Fire & rescue services (4 Departments) • Mutual aid response • Medical First response • Pre-emergency planning • Advertising, event support <p>EXP</p> <ul style="list-style-type: none"> • <i>Full compliment of volunteers</i> • <i>Efficient and timely response</i> • <i>Excellence in training</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Great volunteers • Community support • Adequate funding • Good training programs • Excellent response times <p>AA</p> <ul style="list-style-type: none"> • Fire inspections / investigations • Pre-emergency planning • Volunteer recruitment • Funding for admin. training 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Fire Prevention & Education</p> <ul style="list-style-type: none"> • Permits and inspections • Public education - volunteer fire members • Administrative support - literature • Fire Smart implementation (P&D) <p>EXP</p> <ul style="list-style-type: none"> • <i>Every house has an evacuation plan</i> • <i>Fire detectors that work</i> • <i>Fire awareness programs in all schools</i> • <i>Annual fire inspections of facilities & commercial buildings</i> • <i>Public education re: permitting</i> • <i>FireSmart education</i> • <i>Physical fire guard</i> • <i>Public support and involvement</i> 	<p>WWW</p> <ul style="list-style-type: none"> • County Image • School education • Fire guard • Provincial funding • House keeping of yards <p>AA</p> <ul style="list-style-type: none"> • Limited volunteer time • Volunteer communication / education • Enforcement • Public education • Mutual aid agreements 	<ol style="list-style-type: none"> 1. Identify new areas of fire guard maintenance for FireSmart grant later in 2016 due to muskeg and water issues - Oct. 2. Integration of Provincial policies - in progress
<p>Policing / Community Policing</p> <ul style="list-style-type: none"> • RCMP agreement • RCMP administrative support • Enforcement services <p>EXP</p> <ul style="list-style-type: none"> • <i>Visible presence in the community</i> • <i>Education in the schools</i> • <i>Low crime rate</i> • <i>Enhanced policing</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Education in the schools • Building respect in the community <p>AA</p> <ul style="list-style-type: none"> • Limited staffing • RCMP response time - LaCrete & Zama • Visible presence • Special event scheduling • Funding - Federal responsibility 	
<p>Bylaw Enforcement - Land Use & Other</p> <ul style="list-style-type: none"> • Municipal Bylaw Enforcement • Dog control within hamlets • Land use bylaw enforcement <p>EXP</p> <ul style="list-style-type: none"> • <i>Proactive public education</i> • <i>Issues managed at the admin level</i> • <i>Increased land use compliance</i> • <i>Residents and businesses lead by example</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Good inter-departmental cooperation • Effective community relations / compliance • Good direction <p>AA</p> <ul style="list-style-type: none"> • Land use compliance monitoring • Admin support • Back-up support to department • Hutch Lake cottage area 	<ol style="list-style-type: none"> 1. CAO authorization letter for Bylaw review - Aug.

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Emergency Measures / Preparedness</p> <ul style="list-style-type: none"> • Disaster Services • Mackenzie County Emergency Management Agency <p>EXP</p> <ul style="list-style-type: none"> • <i>All stakeholders represented</i> • <i>First Nation involvement</i> • <i>Well trained staff</i> • <i>Quick response in emergency events</i> • <i>Sufficient funding for response, training and education</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Staff training • Effective communication • Dedicated personnel • Inter-municipal relations • Good experience and knowledgeable staff • Stakeholder involvement <p>AA</p> <ul style="list-style-type: none"> • Signed agreement • Continued education • Internal and external communication 	
<p>911 Communications</p> <ul style="list-style-type: none"> • Rural & hamlet addressing • Fire Services • Medical First Response (Fire Department) <p>EXP</p> <ul style="list-style-type: none"> • <i>Effective and efficient communication</i> • <i>Up to date legal land descriptions</i> • <i>Public education</i> • <i>Adequate funding</i> • <i>Quick response</i> • <i>Necessary cellular / broadband coverage</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Good communications • Well trained and knowledgeable volunteers • Quick fire and ambulance response • Mutual aid <p>AA</p> <ul style="list-style-type: none"> • RCMP response time • Alberta radio system implementation • Towers - Highway 88, Foggy and Buffalo towers • Budget and provincial funding • Distance o coverage • Communication of mutual aid • New development within hamlets - building addresses • Cost of mutual aid • Cell phone GPS tracking for 911 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
AGRICULTURAL SERVICES		
<p>Vegetation Management</p> <ul style="list-style-type: none"> • Roadside spraying • Roadside mowing • Do not spray program • Roadside brushing • Roadside grass seeding <p>EXP</p> <ul style="list-style-type: none"> • <i>Quality control</i> • <i>Timely completion of projects</i> • <i>Consistent delivery of service</i> • <i>Aesthetically pleasing results</i> • <i>Solid road bed - safe roads</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Rotational methods of operation • Contracted services <p>AA</p> <ul style="list-style-type: none"> • High costs of programs • Public perception • Quality of work • Roadside brushing • Graders pull up road shoulders 	
<p>Pest Control</p> <ul style="list-style-type: none"> • Fusarium policy • Clubroot policy • Grasshopper survey • Rat complaints • Beaver control program • Dam removal • Beaver bounty <p>EXP</p> <ul style="list-style-type: none"> • <i>Pest free County</i> • <i>Pest inspections</i> • <i>Educated producers</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Beaver bounty • Dam removal • Policy review <p>AA</p> <ul style="list-style-type: none"> • Public awareness • Importing equipment • Consider wolf bounty 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Weed Control</p> <ul style="list-style-type: none"> • Green zone inspections • White zone inspections • Mara research • Council / ASB relations <p>EXP</p> <ul style="list-style-type: none"> • <i>Good weed management</i> • <i>Effective policies</i> • <i>Policy review</i> • <i>Education and then enforcement</i> • <i>Increased agricultural production</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Effective weed control • Field tours • Responsive to concerns <p>AA</p> <ul style="list-style-type: none"> • Public awareness • Public relations 	<p>1. Present options to Council re: weed control enforcement so Council can determine approach for compliance - Oct</p>
<p>Agricultural Fair & Trade Show</p> <ul style="list-style-type: none"> • Sponsorship • Organizing • Advertising • Scheduling <p>EXP</p> <ul style="list-style-type: none"> • <i>Leveraging sponsorship opportunities</i> • <i>Promote livestock production</i> • <i>Support rural values</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Advertising • Program review • Community collaboration <p>AA</p> <ul style="list-style-type: none"> • Committee organization - scheduling • Fair attendance • Event marketing • Cost benefit - staff to support 'Ag Week' • Collaboration with rodeo 	
<p>Veterinary Services</p> <ul style="list-style-type: none"> • VSI program • Vet contract / subsidy • Cattle hoof trimming <p>EXP</p> <ul style="list-style-type: none"> • <i>Affordable service</i> • <i>Providing service within budget</i> • <i>Connecting with the public</i> • <i>Promote livestock production</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Budget management <p>AA</p> <ul style="list-style-type: none"> • 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Soil Conservation & Flood Control Management</p> <ul style="list-style-type: none"> • Flood control / ditch maintenance • Erosion repairs • Water management projects • Water pump rental - pump delivery, scheduling, maintenance <p>EXP</p> <ul style="list-style-type: none"> • <i>Efficient project management</i> • <i>Contractor, engineer accountability</i> • <i>Proactive erosion prevention</i> • <i>Timely erosion repairs</i> • <i>Policy review</i> • <i>Comprehensive project planning</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Project management • Water pump rental program <p>AA</p> <ul style="list-style-type: none"> • Adequate funding • Public perception • Government approvals • Government awareness 	
FINANCE		
<p>Accounting - Payables & Receivables</p> <ul style="list-style-type: none"> • Process payments • MasterCard reconciliations • Preauthorized payments • Sub-ledger / general ledger reconciliation <p>EXP</p> <ul style="list-style-type: none"> • <i>Timely approval and payments</i> • <i>No running monthly balance</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Procedures in place • Security <p>AA</p> <ul style="list-style-type: none"> • Adhering to dead lines for management • Electronic signature • Automation approval 	<p>1. Automated approval process for invoices to get vendors paid sooner. Pilot project through Docushare - Dec.</p>
<p>Accounting - Receivables & Utilities</p> <ul style="list-style-type: none"> • Monthly utilities billing / invoicing • Connections and disconnections • Water / sewer & cardlock • Adjustments to utility accounts • Sub-ledger / general ledger reconciliation <p>EXP</p> <ul style="list-style-type: none"> • <i>All documents received in a timely manner</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Meet deadlines • Good customer relations • Knowledgeable, well trained staff <p>AA</p> <ul style="list-style-type: none"> • Flow of documents from sub offices • Timely collections • Scan and fax efficiency • Good statistical information re: utility daily usage 	<p>1. Cost savings review for e-billing options through Virtual City Hall - potential utility bill charge of \$2 to encourage email billing - Sept.</p>

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Taxation & Assessment / Revenue Generation</p> <ul style="list-style-type: none"> • Prepare / mail tax notices • Documentation requests - external parties • Outstanding tax collection • Sub-ledger / general ledger reconciliation • Title and assessment adjustments • Permitting information (P&D) • Collection of taxes, utilities and user fees • Provincial and Federal grant receipt <p>EXP</p> <ul style="list-style-type: none"> • <i>County revenue for services and programs</i> • <i>Satisfied ratepayers</i> • <i>Customer understanding of process</i> • <i>Fair assessments</i> • <i>Timely collection of fines</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Customer relations • Efficient process and routine • Grant application processes • Distribution of tax notices and utility bills <p>AA</p> <ul style="list-style-type: none"> • Collections of taxes and utilities • Vendor / customer set-up • Current, up to date customer information • Credit card payment policy • Separate assessment and taxation notices • Include previous year information on taxation notices • Research best practices for revenue generating ideas 	<ol style="list-style-type: none"> 1. Review and revise grant application form. Provide instructions, examples and user friendly guides - Sept. 2. Enforce fee schedule bylaw
<p>Cash receipting</p> <ul style="list-style-type: none"> • Process payments • Customer adjustments <p>EXP</p> <ul style="list-style-type: none"> • <i>Satisfied customers</i> • <i>Being available to customers - first point of contact</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Process, flow, procedures • Internal relations <p>AA</p> <ul style="list-style-type: none"> • EFT's, address cause of phone calls and filter • Accurate processing • Admin assistant training • Cash management policy - review • Interact e-transfer as a payment option 	
<p>Financial Reports & Audit</p> <ul style="list-style-type: none"> • Internal / external financial reporting • Working paper preparation for auditors • Background information for auditors • Variance analyses • Contributed assets (P&D) <p>EXP</p> <ul style="list-style-type: none"> • <i>On time and correct format for reporting</i> • <i>Passing audit annually</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Compliance with the auditors • Advance preparation - pre-lists for audit <p>AA</p> <ul style="list-style-type: none"> • Internal reporting - managers adhering to budget • Quarterly balancing 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Budget Process</p> <ul style="list-style-type: none"> • Schedule department budget meetings • Draft budget for Council • Council budget review <p>EXP</p> <ul style="list-style-type: none"> • <i>Policies and procedure framework</i> • <i>Simplified budget document for Council and public</i> • <i>Public input for decision-making</i> • <i>Thorough Council review</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Scheduling / balancing meetings <p>AA</p> <ul style="list-style-type: none"> • Timely preparation • Purposeful budget deliberations • More graphs • Select an area for deficiencies and review during budget process 	<p>1. Reduce cost on meals - 2016 organizational meeting - Oct.</p>
<p>Fixed assets</p> <ul style="list-style-type: none"> • Assign unit numbers • Maintain addition / disposal files • Diamond software updates • Depreciation calculations <p>EXP</p> <ul style="list-style-type: none"> • <i>Legislative compliance</i> • <i>Capital Asset Policy</i> • <i>Up to date inventory of assets</i> • <i>Non profit first access to disposal items</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Effective and successful system and process <p>AA</p> <ul style="list-style-type: none"> • Internal communication • Flow of internal documentation • Capture contributor assets - portion paid by NPO 	<p>1. Review asset disposal and re-buying and develop a thorough process for management review prior to submission to Council</p>
<p>Project Maintenance</p> <ul style="list-style-type: none"> • Capital & non-capital project updates • Variance analysis • Grant reporting • Reconcile construction holdbacks <p>EXP</p> <ul style="list-style-type: none"> • <i>Complete document files</i> • <i>Online document accessibility</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Spread sheeting • Internal communication <p>AA</p> <ul style="list-style-type: none"> • Receiving documents / back-ups • Proper coding on invoices and documents for filing and reporting 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Cash Management</p> <ul style="list-style-type: none"> • Monitor bank balance • Transfer to / from investments • Return on investment - safety, liquidity <p>EXP</p> <ul style="list-style-type: none"> • <i>Sufficient balances</i> • <i>Best return on investments</i> • <i>Low service fees</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Cash balance projection • Routine and meeting deadlines • Relationship with the bank <p>AA</p> <ul style="list-style-type: none"> • RFP for major bank services 	
<p>Grants to Non-Profit Organizations</p> <ul style="list-style-type: none"> • Collect & maintain applications • Present to Council • Request payment of approved grants • Reconcile payments to budget <p>EXP</p> <ul style="list-style-type: none"> • <i>Budget approval</i> • <i>Happy students - receipt of bursary</i> • <i>Transparent and accountable NPO's</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Agreements with County - grant & individual • Accommodating Council - unexpected expenses / applications <p>AA</p> <ul style="list-style-type: none"> • Reconciliation • New form for NPO grant applications • Capture contributed asset portion from NPO's • Follow-up on grant fund use 	
LEGISLATIVE SERVICES		
<p>Policy & Legislation</p> <ul style="list-style-type: none"> • Policy creation and maintenance • Bylaw creation and maintenance • Municipal elections <p>EXP</p> <ul style="list-style-type: none"> • <i>Manageable enforcement of bylaws</i> • <i>Clear and effective policy / guidelines</i> • <i>Prepared voters</i> • <i>Area specific bylaws</i> • <i>Appropriate bylaws - not excessive</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Online access for bylaws / policies • Quality bylaws to keep peace and safety <p>AA</p> <ul style="list-style-type: none"> • Online ward / voting station locations • Flexibility of voting locations and stations • Bylaw officer knowledge and abilities • Effective search engines • Plain language in bylaws and policies 	<ol style="list-style-type: none"> 1. Online ward / voting station lookup - before next election 2. Modified voting stations bylaw - spring 2017

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Council & Advisory Committee Support</p> <ul style="list-style-type: none"> • Agenda preparation and distribution • Request for Decision • Minute taking • Calendar • Conference / training registration • Recruitment of members • Clerk for ARB and SDAB • Committee agendas and minutes <p>EXP</p> <ul style="list-style-type: none"> • <i>Request for Decision information for effective decision-making</i> • <i>Real time access to calendar</i> • <i>Electronic access for all agendas</i> • <i>Detailed committee minutes and reports</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Council access to agendas • Electronic access • Computer equipment - IPads <p>AA</p> <ul style="list-style-type: none"> • Access to external Broad minutes • Using correct RFD format • Adhering to deadlines • Paperless document presentation • Better search engines to find information • Greater Ipad memory 	<ol style="list-style-type: none"> 1. Identify targets and determine how to proceed with going paperless - electronic documents - e-list by fall 2016 2. Generate e-list for County Image and other notices 3. Honorarium expense and bylaw review - Oct.
<p>Risk Management & Legal Advice</p> <ul style="list-style-type: none"> • Jubilee Insurance Program - liability, bond/ crime, auto, property • Legal advice for corporate risk <p>EXP</p> <ul style="list-style-type: none"> • <i>Mitigate risk through consistent application of policy and procedures</i> • <i>Generate solutions to reduce risk</i> • <i>No legal claims</i> • <i>Reduction in legal costs</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Access to legal advice - Brownlee LLP • Insurance provider <p>AA</p> <ul style="list-style-type: none"> • Annual policy review • Follow-up insurance claims • Procedure and process review • NPO training re: insurance • Review for adequate coverage 	<ol style="list-style-type: none"> 1. Commissioner of Oaths - designates examined in front of a lawyer - Dec. 2. Insurance coverage and rate review - Risk Management to bring to Management Meeting - Sept.

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Public and Community Relations</p> <ul style="list-style-type: none"> • Web services / social media communications • Advertising and notices • FOIP requests • Promotional materials • County Image and other publications <p>EXP</p> <ul style="list-style-type: none"> • <i>Updated and accurate information</i> • <i>Standardized advertising format</i> • <i>Effective citizen engagement process</i> • <i>Greater utilization of web page</i> • <i>'County Image' to residents</i> • <i>Educated ratepayers - simplified publications</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Increase number of social media followers / shares • Website • County Image • Ratepayers meetings • Annual report - Activity Report <p>AA</p> <ul style="list-style-type: none"> • Coordinated advertising - central person • Ratepayers meetings • Informed citizens • Maps on wall in all offices • Copies of 'County Image' at convenience stores • Expand public information through Virtual City Hall 	
ADMINISTRATION		
<p>Office Systems</p> <ul style="list-style-type: none"> • Xerox, fax, mailing machines • Security systems • Travel assistance <p>EXP</p> <ul style="list-style-type: none"> • <i>Efficient and operational equipment</i> • <i>Reduction in downtime</i> • <i>No false alarms</i> • <i>Notice in advance for travel</i> 	<p>WWW</p> <ul style="list-style-type: none"> • IT response • Travel form • Employee swipe access cards <p>AA</p> <ul style="list-style-type: none"> • Reduced false alarms • More notice for travel • Councillor ID cards / temporary access 	
<p>Contract Management</p> <ul style="list-style-type: none"> • Contract review - department managers • Contract maintenance - tracking list <p>EXP</p> <ul style="list-style-type: none"> • <i>Good relationship with vendors</i> • <i>Effective negotiations</i> 	<p>WWW</p> <ul style="list-style-type: none"> • <p>AA</p> <ul style="list-style-type: none"> • Maintaining tracking sheet • Receiving documents 	

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Reception & Public Information Access</p> <ul style="list-style-type: none"> • Website maintenance • Social media updates • Incoming mail • Customer service - first point of contact • Public hearings • Bill payments <p>EXP</p> <ul style="list-style-type: none"> • <i>Correct mail distribution - right person</i> • <i>Satisfied customers</i> • <i>Good corporate image</i> • <i>Bill payments applied to correct accounts</i> • <i>Organizational knowledge</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Easy access to info • Friendly staff <p>AA</p> <ul style="list-style-type: none"> • Online bill payments • User friendly system • Working knowledge of Diamond system • Frequent training • Good training on phone system - voicemail 	
<p>Computer & Information System</p> <ul style="list-style-type: none"> • Hardware and software solutions • Special systems maintenance SCADA, CANTEC, Docushare • Security information systems - surveillance • Tech support <p>EXP</p> <ul style="list-style-type: none"> • <i>Timely response to technical issues</i> • <i>No down time</i> • <i>Similar and integrated systems</i> • <i>No glitches</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Response time • Virtualization <p>AA</p> <ul style="list-style-type: none"> • Everyone on the same system • Mindless deleting • Video conference options • Education / information and training • Cheat sheets in Council room 	<ol style="list-style-type: none"> 1. Safety codes and development permit software - online data base that can be accessed by outside parties 2. Prepare proposal and advocate to Alberta Transportation for technology funding - Oct.

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Mapping Services</p> <ul style="list-style-type: none"> • Utility / zoning mapping • Land ownership maps • Addressing - hamlet & rural <p>EXP</p> <ul style="list-style-type: none"> • <i>Accurate mapping and information</i> • <i>Ratepayer access to maps</i> • <i>Efficient and effective service to the public</i> • <i>Enhanced mapping services</i> • <i>Emergency services mapping</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Up to date software and hardware • Ability to map as required <p>AA</p> <ul style="list-style-type: none"> • Back-up support to one person department • Competing priorities • County map (entire County) 	
<p>Records Management</p> <ul style="list-style-type: none"> • Filing procedures and support • Records retention • Electronic records management <p>EXP</p> <ul style="list-style-type: none"> • <i>Detailed retention schedule</i> • <i>Clear filing procedures</i> • <i>Ease of access to files</i> • <i>Effective search engines to find stuff</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Quick request processing time <p>AA</p> <ul style="list-style-type: none"> • In and out procedures for records • Update filing procedure to current needs • Accurate retention schedule • Docushare set up and structure 	<p>1. Improve filing system by Dec. - in progress</p>
ORGANIZATIONAL PERFORMANCE		
<p>Human Resource Information</p> <ul style="list-style-type: none"> • Personal employee information • Human resource policies • Collective agreement information • Employee handbooks <p>EXP</p> <ul style="list-style-type: none"> • <i>Docushare for information</i> • <i>Employee handbooks on POINT</i> • <i>Happy employees</i> • <i>Online access to timesheet data</i> • <i>More (all) local control - no union</i> 	<p>WWW</p> <ul style="list-style-type: none"> • HR response time • Employee orientation <p>AA</p> <ul style="list-style-type: none"> • Development of HR policies • Employee training on specific duties 	<p>1. Identify required HR policies and draft for approval - Dec.</p>

SERVICE /Activities & EXPectations	ASSESSMENT / <i>what works well & areas for attention</i>	ADJUSTMENT TARGETS
<p>Human Resource Consultation</p> <ul style="list-style-type: none"> • Recruitment • Performance evaluations / management • Employee relations • Labour relations (collective agreements) • Negotiations <p>EXP</p> <ul style="list-style-type: none"> • <i>Effective employee recruitment</i> • <i>Enforced hiring policy</i> • <i>Timely performance evaluations</i> • <i>Good information provision to staff</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Recruitment of employees • Orientation of employees • Advertising • Candidate selection <p>AA</p> <ul style="list-style-type: none"> • On time performance evaluations • More interaction with employees • Better utilization of staff • Cross - organization staff training • Cross- department staff training 	
<p>Human Resources Programs & Services</p> <ul style="list-style-type: none"> • Occupational health and safety • Employee & family support assistance • Employee rewards & recognition • Compensation & salary administration • Employee benefits • Employee orientation • Employee training & development • Payroll • Employee engagement <p>EXP</p> <ul style="list-style-type: none"> • <i>Happy employees</i> • <i>Low staff turnover</i> • <i>Employee engagement</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Paid on time • Time sheets • Employee enjoy benefits • Online claims <p>AA</p> <ul style="list-style-type: none"> • Increased information / knowledge re: benefits • More feedback from employees • Christmas banquet awards • Reconcile payroll accounts monthly / quarterly • Payroll software update 	<p>1. Management to identify cross training opportunities and training needs for key internal functions - Aug.</p> <p>2.</p>

SERVICE ADJUSTMENT CRITERIA	RATING		
	HIGH		LOW
AFFORDABILITY	Yes	Maybe	No
LEGISLATIVE EASE	Yes	Maybe	No
MUNICIPAL POLICY EASE	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL EASE	Yes	Maybe	No
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	Low
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIME FRAME FOR RESULTS	Short	Average	Long Term
SUCCESS LIKELIHOOD	High	Medium	Low

Mackenzie County Action List as of August 9, 2016

Council Meeting Motions Requiring Action

Motion	Action Required	Action By	Status
February 27, 2013 Council Meeting			
13-02-121	That administration continue to work towards expanding the Fort Vermilion Bridge Campground recreational area by applying for a lease with Alberta Environment & Sustainable Resource Development that encompasses both existing and future area.	Ron	Assessing Proposal Options for Archeological Assessment Deadline: October/2016
May 28, 2013 Council Meeting			
13-05-375	That the Zama Access paving be the first capital priority for paving a road outside a hamlet boundary and that administration continue reviewing options and applying for provincial and/or federal grants as these may become available with intent to complete the paving of this road.	CAO	2017 Budget REDI is discussing at the next NTAA meeting.
January 30, 2015 Council Meeting			
15-01-050	That the report on the intersections Range Roads 14-5 and 17-2 and Highway 697 be received for information and that administration prepare a list of <u>non-conforming intersections on provincial highways.</u>	Ron Len	Completed
15-01-051	That the Public Works Committee review the collector roads within the County including condition of intersections.	Ron Len	2016-08-15
April 14, 2015 Council Meeting			
15-04-247	That administration budget in 2016, to hire a bridge consultant engineering firm to draft new road standards for the County, which allows for lower design criteria bridges and lower road classifications. This would allow the County to consider lower standard bridges and would reduce initial construction costs. This would include classifying all the roads in the County and restricting development or requiring the developer to upgrade roads where required.	Ron Len Trent	October/2016 WSP
June 10, 2015 Council Meeting			
15-06-411	That Mackenzie County participates with the First Nations and North Peace Tribal Council in the regional connectivity initiative and that the Reeve and Deputy Reeve or designate be authorized to attend meetings.	CAO	CAO meeting with New CAO – NPTC
July 29, 2015 Council Meeting			
15-07-531	That administration be authorized to negotiate a Mutual Aid Agreement with Tall Cree First Nation.	CAO	Meeting June 2016 Follow-up with INAC for assistance
August 26, 2015 Council Meeting			

Motion	Action Required	Action By	Status
15-08-604	That administration further review and bring back additional information regarding access issues on the Sand Hills Road.	Byron Len	2016-09-28
October 13, 2015 Council Meeting			
15-10-708	That the service road allowance along the north side of Plan 052 4622, Block 21, Lot 10 be sold to Frontier Auto at market value of \$115,000 per acre and that the East and West Utility Right-of-Ways be extended to the La Crete North Access Road.	Byron	Bylaw 1022-16 Completed In progress
October 27, 2015 Special Council (Budget) Meeting			
15-10-782	That the additional GIS/Inspections position be TABLED to the 2017 budget deliberations.	CAO Mark	2017 Budget Deliberations
October 28, 2015 Council Meeting			
15-10-801	That administration draft a fireworks policy based on the following: The Municipality will, prior to issuing permission: <ul style="list-style-type: none"> Respecting the purchase, possession, handling, discharge, fire or set-off; obtain from the applicant written confirmation that the person: <ul style="list-style-type: none"> Will conduct activities in accordance with safe practices outlined in the Alberta Fire Code, Is of at least 18 years of age, and Respecting sales, obtain from the owner of the retail business, written confirmation that the business: <ul style="list-style-type: none"> Holds a valid municipal business license or confirmation of ownership of the business when the municipality does not require business to hold such license, Employees handling fireworks for sale are of at least 18 years of age, Manufacturer's instructions are posted at the sales location and provided with each sale, Record of each sale is retained for examination by the Fire SCO, and Stores fireworks in conformance with Part 3 of the Alberta Fire Code 	Ron	Meeting held with Agriculture and Forestry, they are responsible for issuing Firework permits during the fire season. November 2016
15-10-833	That final payment for the land agreement adjacent to the La Crete airport be paid upon submission of invoice and confirmation of completion.	CAO Byron	Work Completion September 2016
December 8, 2015 Regular Council Meeting			
15-12-945	That administration investigate the possibility of renaming the Fort Vermilion Airport designator from CEZ4 to CWOP as requested by the Fort Vermilion Board of Trade.	Byron	Included in Report to the CAO 2016-08-09 RFD to Council 2016-08-24
December 14, 2015 Special Council (Budget) Meeting			
15-12-956	That the 2015 Fort Vermilion Cold Storage/Emergency Generator Building Project funds be redirected to the Fort Vermilion Shop Office Addition and that the additional	Ron	2017 Budget Deliberations

Motion	Action Required	Action By	Status
	shop bay be brought to the 2017 budget deliberations.		
December 21, 2015 Special Council (Budget) Meeting			
15-12-973	That Mackenzie County hires a full time Peace Officer in 2016 and terminates the enforcement services contract with the Town of Rainbow Lake.	Ron CAO	Working on Mutual Aid agreements Policy Approval 2016-08-24
January 12, 2016 Regular Council Meeting			
16-01-010	That administration be authorized to issue a payment for the extra quantities on the Blue Hills Erosion Project, subject to independent confirmation of quantities.	Grant	2016-09-13
February 9, 2016 Regular Council Meeting			
16-02-093	That administration draft a policy for the appointment of Members at Large.	Carol	2016-08-24
February 22, 2016 Council Meeting			
16-02-111	That Policy PW039 – Rural Road Access Construction and Surface Water Management and the Land Use Bylaw be brought back to Council with options for more discussion regarding collector road right-of-ways, including for sub-division and setback requirements options.	Byron	Source of funding to be determined during subdivision stage RFD to Council 2016-09-13
16-02-135	That the County covers the additional cost of the survey on Plan 5999CL, Lot E to date and have administration release a copy of the report to the landowner informing them that the initial investigation survey has been completed.	Byron	Initial report has been received, still awaiting final report Investigated by Director of Surveys
16-02-149	That administration be authorized to proceed negotiating the Option to Purchase with Power Wood Canada Corp. for the south 79 acres of NW6-109-19-W5M and North 79 acres of NW6-109-15-W5M as discussed.	CAO Byron	Power Wood has responded stating that this is not their top priority at this time
March 8, 2016 Regular Council Meeting			
16-03-158	That administration researches grant funding options for covering the costs of hazardous materials removal from the condemned office building on the experimental farm in Fort Vermilion.	CAO Len	2017 Budget Deliberations
16-03-178	That administration pursues taking possession of the southerly gravel pit lease DRS 834, and delays pursuing possession of the northerly gravel pit lease DRS 780149.	Ron Mark	Dene Tha Consultation in progress. Held a meeting in July.
March 23, 2016 Regular Council Meeting			
16-03-216	That administration proceeds with obtaining access in Mackenzie County's name for the E½ 30-101-17-W5M and the S½ 3-102-17-W5M.	Len	October 2016 (Roads to New Lands – Blue Hills)
16-03-222	That administration move forward with Bylaw 1022-16, being a Road Closure Bylaw to close a service road directly north of Plan 052 4622, Block 21, Lot 10 in the Hamlet of La Crete for the purpose of sale and	Byron	Completed. Third reading given 2016-08-09

Motion	Action Required	Action By	Status
	consolidation.		
April 12, 2016 Regular Council Meeting			
16-04-262	That Mackenzie County participates in the Northwest Alberta Regional Resource Initiative and that administration be authorized to sign the Northwest Alberta Regional Resource Sharing Agreement.	Ron	Completed
16-04-284	That administration be authorized to move forward with the recommended road alternative to bridge BF78103 as depicted on the sketch, to negotiate the land purchase from NE36-104-14W5M up to a value of \$15,000, and be authorized to enter into the funding agreement with Alberta Transportation for \$50,000 towards the forced road construction.	Len	Completed. Tender awarded 2016-08-09
April 27, 2016 Regular Council Meeting			
16-04-321	That administration review the insured values for buildings and equipment and report back to Council.	Peng Mark	2016-09-13
16-04-331	That the Council self-evaluation be TABLED to the end of June following the Service Capacity Review.		Received for information on 2016-06-30
May 10, 2016 Regular Council Meeting			
16-05-349	That Noralta Inn West be exempt from paying 2016 property tax for the portion of the building used by Alberta Health Services under tax roll 192434.	Peng	Completed
16-05-354	That administration be authorized to proceed as follows in regards to the Zama Crown Land Procurement: <ul style="list-style-type: none"> cancel PLS 080023; pursue acquisition of land parcels as identified on the map presented in red; identify a parcel of land to be subdivided from Title Number 102 145 574 +1 (Short Legal 0923884; 21; 1) and offered for trade or sale to Alberta Environment and Parks due to its unsuitability for a hamlet development , specifically the land use restrictions per Alberta Energy Regulator. 	Don	PLS Cancelled Need to submit 2 different applications. \$1,050 fee per application. 2017 Budget Deliberations
16-05-366	That first reading of Bylaw 1027-16 being a Land Use Bylaw Amendment to rezone Part of NE 11-106-15-W5M from Agricultural "A" to La Crete Highway Commercial District "HC2" for commercial development be TABLED and that administration research establishing a transitional highway commercial zoning and consider lagoon setbacks.	Byron	2016-08-24
16-05-371	That first reading be given to Bylaw 1029-16 being a Land Use Bylaw amendment to rezone Part of NW 16-104-15-W5M from Agricultural "A" to Rural Country Residential District 3 "RC3" to allow for the development of multiple residential lots in the rural area, subject to public hearing input and that a geotechnical report be provided by	Byron	Report has not been received from the applicant.

Motion	Action Required	Action By	Status
	the applicant prior to the public hearing.		
16-05-379	That a development permit summary be provided to Councillors.	Byron	Completed 2016-07-27
May 25, 2016 Regular Council Meeting			
16-05-397	That the budget be amended to include an additional \$15,000 from the General Capital Reserve for the Fort Vermilion Shop Extension (total budget \$147,500) and that the project be awarded to the best qualified proponent (Alpine Builders – Option A).	Peng	Completed 2016-07-15
16-05-401	That council pursue the idea of purchasing the land located at Lot 7A, Block 2, Plan FORTVER in the Hamlet of Fort Vermilion from Knelsen Sand & Gravel.	CAO Byron	2016-08-24
16-05-406	That the County express interest to Alberta Infrastructure and/or the Contractor in acquiring the old Fort Vermilion courthouse building.	CAO	In discussions The County can have the building 2016-08-24
16-05-407	That Derek Fildebrandt, MLA for Strathmore-Brooks, and Wildrose Shadow Minister of Finance be invited for lunch with Council on June 16, 2016 in Fort Vermilion.	Carol	Meeting Cancelled
16-05-410	That the County remain non-vested and that a reserve policy be brought forward for street light replacement.	Peng	Budget time
16-05-417	That the budget be amended to include an additional \$1,302,516 for the Rural Potable Water Infrastructure Project with funding coming from the General Capital Reserve and that the Water Storage and Pumping Facilities tender be awarded to the lowest qualified bidder and Rural Potable Water Infrastructure Contract 2 – Waterline Installation be awarded to lowest qualified bidder Bluebird Construction with option A (250 mm line), subject to endorsement of the Build Canada Fund.	Peng	Completed 2016-07-15
16-05-418	That the 2016 Budget be amended by allocating \$100,000 from the General Capital Reserve to the La Crete Sanitary Sewer Expansion project.	Peng	Completed 2016-07-15
16-05-419	That the 2016 budget be amended by allocating \$50,000 from the Water Treatment Plant Reserve to the Fort Vermilion Backwash Waste Dechlorination project.	Peng	Completed 2016-07-15
16-05-430	That administration be authorized to negotiate a lease for the La Crete Airport Terminal as discussed and bring the results to Council.	Joulia	Completed
June 14, 2016 Regular Council Meeting			
16-06-438	That the County requests information from Loretta Bertol (Strategic Advisor, Alberta Seniors and Housing) and the Mackenzie Housing Management Board to clarify the commitment by the government to construct the seniors	Joulia	Completed

Motion	Action Required	Action By	Status
	lodge in High Level.		
16-06-439	That Bylaw 1024-16 being a Road Closure bylaw to close a portion of government road allowance adjoining the west boundary of NW 11-106-12-W5M for the purpose of consolidation be forwarded to the Minister of Transportation for approval.	Byron	Sent to the Minister for approval.
16-06-440	That Bylaw 1030-16 being a road closure bylaw for the closure of government road allowance between Section 28 and 29 Township 108, Range 13, W5M for the purpose of consolidation be forwarded to the Minister of Transportation for approval.	Byron	Ministerial Order Required 6 months to 1 Year
16-06-441	That Bylaw 1031-16 being a road closure bylaw for the closure of all of Plan 2982PX within SE ¼ Section 28, Township 108, Range 13, W5M lying north and east of Plan 1508PX for the purpose of consolidation be forwarded to the Minister of Transportation for approval.	Byron	Ministerial Order Required 6 months to 1 Year
16-06-442	That Bylaw 1032-16 being a road closure bylaw for the closure of all of the uncancelled portion of Plan 2144EU within SE ¼ Section 28, Township 108, Range 13, W5M lying northeast of Plan 1508PX and northwest of Plan 2982PX for the purpose of consolidation be forwarded to the Minister of Transportation for approval.	Byron	Ministerial Order Required 6 months to 1 Year
16-06-443	That Bylaw 1033-16 being a road closure bylaw for the closure of all of the uncancelled portion of Plan 2144EU within SE ¼ Section 28, Township 108, Range 13, W5M lying south of Plan 2982PX for the purpose of consolidation be forwarded to the Minister of Transportation for approval.	Byron	Ministerial Order Required 6 months to 1 Year
16-06-454	That a letter be sent to the federal and provincial government demanding that they buy out all private and municipal properties north of township 114, at 1.5 times the current assessed value, as a result of the proposed Caribou Protection Plan and provide a compensation package to the County indefinitely.	Byron	Variation of the letter was sent.
16-06-455	That a letter be sent to the Premier and the Minister of Environment requesting an immediate meeting regarding the Caribou Protection Plan and that the County develop an aggressive action plan to address the impact to our region.	Byron	Completed 2016-07-06
16-06-456	That Mackenzie County support the Fort Vermilion Board of Trade in their application to host the RCMP Musical Ride Cross Canada Tour – 150th Anniversary of Canada.	Ron	Completed
16-06-457	That Mackenzie County support the following projects for application under the Canada 150 Community Infrastructure Program: • That administration prepares an application under the	Ron – letters of support Peng –	Completed – Letters of Support

Motion	Action Required	Action By	Status
	<p>Canada 150 Community Infrastructure program for the identified Parks & Campgrounds projects and that the 2016 budget be amended to include an additional \$37,000 from the General Capital Reserve, subject to grant funding.</p> <ul style="list-style-type: none"> • That a letter of support be provided to the Fort Vermilion Recreation Board for the replacement of the Ice Plant at a cost of \$980,000 and that the 2016 budget be amended to include the County's portion (50% of the project) with \$200,000 in funds coming from Recreation Facilities – Fort Vermilion Reserve, and \$280,000 in funds coming from the General Capital Reserve, subject to grant funding. • That a letter of support be provided to the La Crete Recreation Society for the renovation of the arena lobby and kitchen at a cost of \$830,000 and that the 2016 budget be amended to include the County's portion (50% of the project) with funds coming from General Capital Reserve, subject to grant funding. • That a letter of support be provided to the Old Bay House Society, the Zama Recreation Board, and the High Level Agricultural Society towards their Canada 150 Community Infrastructure Program grant applications. 	budget amendments	
16-06-462	That the request by the La Crete Recreation Society to transfer the capital project budget from the La Crete Arena Outdoor Storage Facility Project to the Bluehills Rink Boards Project be APPROVED.	Peng	Completed 2016-07-15
16-06-463	That the 2016 budget be amended to include an additional \$8,000 for the Regional Economic Development Initiative (REDI) grant (total grant amount \$28,000) with funding coming from the Grants to Other Organizations Reserve.	Peng	Completed 2016-07-15
16-06-465	That the request by the Brighter Futures Society for an exemption on the 2016 Local Improvement Tax (Bylaw 658/07) with a rate of \$181.86 from Tax Roll #296353 be APPROVED and that Policy FIN023 Local Improvement Charge Cancellation be brought back to Council to include this exemption.	Peng	Completed 2016-08-09
16-06-466	That the request by the La Crete Polar Cats Snowmobile Club for an exemption on their 2016 taxes in the amount of \$406.46 from Tax Roll #084141 be APPROVED and that the Club be advised to submit their Application for Property Tax Exemption by the November 30th deadline in the future.	Peng	
16-06-467	That administration bring back information regarding the Automatic Weather Observation System (AWOS) for the municipal airports.	Byron	2017 Budget Deliberations
16-06-470	That administration revise the terms of reference for the	Byron	Completed

Motion	Action Required	Action By	Status
	Community Advisory Committee, and bring them back to the next meeting.		2016-07-12
16-06-476	That administration be authorized to negotiate lower pricing with B. Hinson Contracting and Unity Sand & Gravel to supply gravel from their pits and bring back to Council.	Ron	In progress
16-06-478	That the HR Group Management Consultants be engaged to assist Council with the CAO interview process and that the candidates selected for pre-qualification interviews be contacted.	Carol	Interviews scheduled for August 16-17, 2016
16-06-479	That administration be authorized to enter into a ten year term lease with 1649808 Alberta Ltd. (O/A Mustus Properties) for the La Crete Airport Sub-Lease Agreement at \$30,000 per year, subject to the same terms and conditions as per the current lease.	CAO	Completed
16-06-480	That the Reeve and Deputy Reeve negotiate the purchase of the property located at 4805-54th Street in Fort Vermilion, with funding coming from the General Capital Reserve, and that the County owned property located at SW 26-108-12 W5M be listed with a realtor for sale on August 20, 2016.	Reeve & Deputy Reeve	Documents signed for purchase.
June 30, 2016 Regular Council Meeting			
16-06-496	That administration investigate options with Canada Post to assist in moving forward the new Canada Post facility in La Crete.	CAO	Spoke to Canada Post 2016-08-10 LC should become the #1 priority by the end of August and will update me as decisions are made. Looking at various options.
16-06-498	That the request by the La Crete Recreation Society to transfer \$1,600 of approved capital funds from the La Crete Arena Outdoor Lights Project to the Bluehills Rink Boards Project be APPROVED.	Peng	Completed
16-06-499	That the request by the Zama Recreation Society to transfer \$30,000 of approved capital funds from the Water Line Project to the Electrical Upgrade for the Hall Property Project be APPROVED.	Peng	Completed
16-06-500	That administration be authorized to waive penalties on Tax Roll #082100 in the amount of \$490.17 due to an administrative error and that the 50% down payment requirement to re-enter into a Tax Installment Agreement be waived.	Peng	Completed
16-06-501	That the 2014 penalties on Tax Roll 105972 totaling \$493.90 be voided and the 2015 penalties be recalculated based on the 2014 levy paid in full and that the tax	Peng	Completed

Motion	Action Required	Action By	Status
	notification be discharged; and that the \$10.00 fee for tax notification registration be voided subject to the final payment; and that the transfer of \$1,116.03 from Tax Roll 105973 to the correct Tax Roll 105972 be approved.		
16-06-505	That the request to reduce tax on Tax Roll 289333 be APPROVED to decrease to minimum tax of \$35 as requested in 2015.	Peng	Completed
16-06-506	That the request to reduce tax on Tax Roll 410954 to a minimum tax of \$35 for 2016 be APPROVED.	Peng	Completed
16-06-507	That the penalty of \$46.08 for Tax Roll 082193 arising due to the transfer to outstanding utilities charges be WAIVED.	Peng	Completed
16-06-508	That administration forwards a copy of the collector road intersection report to Alberta Transportation in order for them to include any intersection improvements in their future paving projects.	Ron Len	Forwarded to Ryan K. (AT)
16-06-511	That a request be sent to Alberta Municipal Affairs to collect assessment data for the caribou protection areas.	Byron	Not sure if required.
16-06-512	That administration bring back additional information specific to individual properties affected by the hamlet utility easements.	Fred	2016-10-26
16-06-518	That the gravel land purchase be TABLED for more information.	Ron	2016-08-24
July 12, 2016 Regular Council Meeting			
16-07-526	That the County pursue purchasing the leased lands at the Wadlin Lake and Hutch Lake campgrounds.	Ron Len	2017 Budget Deliberations
16-07-528	That a letter be sent to Service Alberta and Alberta Justice identifying concerns regarding the exclusion for the Alberta Association of Registry Agents from the online portal and requesting that a fee model be put in place for an annual review of fees and the notification of renewal registration notices.	CAO	Completed 2016-07-12
16-07-529	That the County agree to the request from Alberta Transportation to create a municipal road allowance on the 14 km access from the Wentzel River to the Peace River crossing accessing Fox Lake and that the County not be responsible for capital, operational and maintenance costs; or liability for the public road way and the ferry/ice-bridge.		Notified AT Response letter received 2016-07-29
16-07-530	That Mackenzie County implement a wolf bounty (\$200 per wolf) effective immediately, in response to conserving the caribou in our region as a result of the issues identified at the caribou protection area stakeholder information session held July 11, 2016, up to a maximum	Peng Grant	Policy approved 2016-08-09

Motion	Action Required	Action By	Status
	of \$100,000 with funding coming from the General Operating Reserve.		
16-07-531	That administration be authorized to engage a consultant(s) to prepare a caribou/industry protection strategy and that the budget be amended to include \$300,000 with funding coming from the General Operating Reserve.	Byron Peng	In progress Budget amendment completed.
16-07-533	That a letter be sent to the Standing Committee on Aboriginal Affairs and Northern Development notifying them of the caribou situation in the Mackenzie Region as a result of the Species at Risk Act (SARA) and the proposed caribou protection area.	Byron	Completed 2016-07-27
16-07-534	That a letter be sent to MP Arnold Viersen, MP Chris Warkentin, and MP Bob Zimmer notifying them of the caribou situation in the Mackenzie Region as a result of Species at Risk Act (SARA) and the proposed caribou protection area.	Byron	Completed 2016-07-27
16-07-536	That a caribou protection area information session be held with elected officials from Mackenzie County, Town of High Level, Town of Rainbow Lake, and the local First Nations and the Paddle Prairie Metis Settlement on August 2, 2016 in High Level.	Byron	Completed
16-07-538	That administration submit the AAMDC MGA Survey as completed by Council.	Carol	Completed
16-07-542	That administration works with local community groups to come forward with proposals of use for the old Provincial Court House building in Fort Vermilion.	Ron	RFD to Council 2016-08-24
16-07-553	That the gravel land (pit) purchase be TABLED for more information.	Ron	RFD to Council 2016-08-24
16-07-554	That administration be authorized to enter into negotiations for the sale of lands located at NW ¼, Section 6-109-19-W5M and that administration proceed with the rezoning of the said lands.	Ron	In progress
16-07-555	That a letter of support be provided to Ripple Rock Resources for grant application purposes.	Ron	Letter to be provided at a later date
August 9, 2016 Regular Council Meeting			
16-08-566	That administration prepare a presentation to submit to the Climate Leadership Plan - Energy Efficiency and Community Energy in Alberta.	Bill K.	
16-08-567	That the County supply a water truck and operator as requested by Alberta Agriculture & Forestry's windrow burning tests during August 2016.	Ron Len	Completed
16-08-568	That Mackenzie County support the draft Boreal Housing	CAO	

Motion	Action Required	Action By	Status
	Foundation Ministerial Order as amended to include that each member organization be responsible for the honorarium and expenses of their appointed board members.		
16-08-569	That the current member appointments to the Mackenzie Housing Management Board be extended to December 31, 2016.	Carol	Notify members.
16-08-570	That administration meet with sawmills/forestry companies in regards to summer log hauling and Road Use Agreements.	Ron Len	November 2016
16-08-572	That the County apply for flood mitigation funding for the Hamlet of Fort Vermilion.	Bill Mark	
16-08-573	That the budget be amended to include an additional \$32,950 to allow for a larger archeological study to allow for further development of the Bridge Campground Capital project with funding coming from the General Capital Reserve.	Peng	
16-08-575	That the budget be amended to include an additional \$10,000 from the General Capital Reserve for the Fort Vermilion – Ice Chiller project, subject to grant funding.	Peng	
16-08-576	That the La Crete Arena – Ice Chiller Replacement project additional funding request be TABLED to the next meeting.	Ron	RFD to Council 2016-08-24
16-08-577	That Norbord Inc. be invoiced for the fire services and place the Town of High Level invoice under the contracted services with no additional 15% administration fee.	Ron	In progress Requested additional information.
16-08-578	That a letter be sent to the Town of High Level requesting that all contracted services for fire services be paid by the County directly in the future.	Ron	
16-08-583	That the Tax Recovery Auction for properties under tax arrears be changed to November 23, 2016.	Peng	2016-11-23
16-08-584	That administration review tax payment policies and bylaws with the intent of limiting the ability for property owners to delay payment of tax arrears and bring it back to the next meeting.	Peng	RFD to Council 2016-08-24
16-08-586	That the request for a third access on NE 23-104-15-W5M be DENIED in accordance with the Land Use Bylaw; preventing the construction of a third access until re-zoning is completed and additional subdivision is applied for.	Len	
16-08-590	That the budget be amended as follows: <ul style="list-style-type: none"> • Delete - TCA Project - Zama Office Entrance (\$10,754) • Delete - Non-TCA Project - Zama Office Furniture 	Peng	

Motion	Action Required	Action By	Status
	(\$12,955) <ul style="list-style-type: none"> • New - TCA Project - Zama Sprinkler System (\$24,725) • Additional \$1,016 coming from the Grants to Other Organizations Reserve 		
16-08-591	That administration be authorized to engage WSP to proceed with and accelerate the 'Shelf Ready Designs' for the Bridge Crossings in Blue Hills in order to apply for funding when it becomes available and that the budget be amended to include an additional \$63,583.20 in the New Road Infrastructure budget with funding coming from the Roads Reserve.	Len Peng	WSP Engaged
16-08-599	That administration proceed with registering the utility right of way on NE 3-106-15-W5M and NW 3-106-15-W5M. (La Crete SE Drainage Ditch)	Byron	
16-08-601	That Policy DEV001 Urban Development Standards and Policy DEV007 Rural Development Standards be amended to clarify procedures for oversizing requirements.	Byron	December 2016
16-08-604	That administration review Policy UT006 Municipal Rural Water Servicing and bring back possible options to the next meeting.	Fred	RFD to Council 2016-08-24
16-08-606	That the Supply of New or Used Plow/Sanding Gravel Truck Request for Proposals be referred to the Public Works Committee for review, and awarded to the best qualified proponent while remaining in budget.	Ron	2016-08-15 PW Committee
16-08-608	That administration be authorized to negotiate with the lowest qualified bidder for the Supply and Construct Wooden Post Frame Sand Shed and bring it back to the next meeting.	Ron	RFD to Council 2016-08-24
16-08-609	That Mackenzie County initiates the creation of a caribou working group for communities impacted by the provincial government's announcement to protect 1.8 million hectares for caribou protection.	Bryon Bill K.	
16-08-610	That Mackenzie County enters into an agreement with Northern Rockies Regional Municipality, and other impacted inter-provincial/territorial communities, to engage in discussions and information sharing, with an end goal of engaging the federal government regarding the implications of the Species At Risk Act on our communities.	Bryon Bill K.	