



COUNTY OF WETASKIWIN No. 10

SERVICE CAPACITY REVIEW

Final Report

Prepared By: Transitional Solutions Inc.
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1. Executive Summary

Transitional Solutions Inc. (TSI) has had the privilege of working with the staff and Council at the County of Wetaskiwin No. 10 over the past number of months to complete the Service Capacity Review project. This project was the result of the County's desire to ensure that the municipality continues to provide quality municipal services in a productive and effective manner, now and into the future. The overarching goal was to identify opportunities for improving the effectiveness and operational efficiency of municipal services provided by the County. To support these objectives, the County's Service Capacity Steering Committee issued a request for proposals in April 2019 and subsequently selected TSI as the successful proponent to lead the process, starting in June 2019.

Through TSI's comprehensive review process over a four-month period, we have gained a thorough understanding of the way the County works. By combining staff/Council feedback, knowledge gained through attendance at municipal meetings, and an in-depth analysis of documentation with the extensive experience of TSI's municipal consulting team, we are able to provide the County with a detailed series of recommendations for improvement. These recommendations span the depth and breadth of the organization and are based in municipal best practices.

We wish to express appreciation to Council, Staff, Administration and the Steering Committee for their participation, cooperation and assistance throughout the project. Without open, honest input from all parties, it would not have been possible to gain such a detailed understanding of the organization. The recommendations developed give consideration to ensuring that the positive aspects of the County's culture and operations are not overlooked, undervalued, or threatened. These recommendations aim to improve effectiveness, efficiency and responsiveness in service provision, and identify cost savings, human resourcing requirements, staff capabilities, and systems for accountability. In addition, TSI looked for any opportunities that will increase collaboration, reduce duplication, and clearly delineate roles and responsibilities. By ensuring all departments are working together without overlap, we can maximize the resources being used to achieve the municipality's strategic objectives.

In this report, TSI makes 62 recommendations to support service capacity at the County of Wetaskiwin. Key recommendations from the study include:

1. Creating a Strategic Plan and coordinating Tactical Plan that clearly outlines the direction for the County going forward.
2. Improving procedures for Council meetings including the refinement of the Council agenda package.
3. Completing a detailed review of the organizational structure and job descriptions prior to hiring/recruiting any management positions, including current vacancies.
4. Developing more formalized workplans and implementing team meetings at the CAO and Director levels,
5. Increasing staff training to build the leadership competency and capacity of the organization.

2. Background & Methodology

2.1 Scope of Work

In May 2019, Transitional Solutions (TSI) submitted a proposal to complete the service capacity review for the County of Wetaskiwin No. 10. The request for proposal was the result of the County's desire to ensure the continued provision of quality municipal services now and into the future. TSI was selected to lead the project and began working with the County in June 2019 to complete a detailed review of the County of Wetaskiwin as an organization.

The scope of work for the Service Capacity Review project included:

1. Determining if the County has the right number of staff with the right skillsets in the right positions to achieve the goals and strategies outlined in the Strategic plan of the County, as determined by Council.
2. Focusing on the following outcomes:
 - Measure the efficiency and/or effectiveness of municipal service delivery;
 - Maximize service delivery and organizational efficiency;
 - Measure the responsiveness of Administration to the needs of Council; and
 - Find ways to meet or exceed Council's municipal strategic objectives.
3. Achieving the following deliverables
 - Improved effectiveness
 - Improved efficiency
 - Improved responsiveness
 - Identified cost savings (capital and operating)
 - Identify staffing numbers and training needs
 - Identifying staff capabilities
 - Identifying accountability system needs

2.2 Methodology

To complete the outlined scope of the project, TSI's consultant team undertook a comprehensive approach to gathering the inputs required for analysis. This process included an organizational audit of each department, completed through the following activities:

Document Review

TSI reviewed the following background information as part of the study:

- County of Wetaskiwin's Strategic Plan
- Council Priorities
- Core services of the County
- Budget Information for each department including financial reserves
- 2019 construction projects by electoral division
- ICFs including list of Intermunicipal agreements
- Summer Villages agreements
- Inventory of maintenance equipment
- Policies related to services delivery and personnel

- Third party service agreements (sanitary lagoons, roads, safety code inspections, land use planning etc.)
- All Master Plans
- Recreation agreements
- Fire Service agreements
- Community Peace Officer agreements
- Service standards/service levels
- Approved processes and procedures
- Staff work plans
- Year-end services evaluations
- Organizational chart
- Report of comparable municipalities
- Purchasing Tendering Policy
- 10 Year Fleet Capital Plan
- Grant Policy

Stakeholder Engagement

A key component to ensuring all voices were heard and staff felt engaged in the review process was extensive consultation with the County's Council and administrative staff. TSI completed a two-part engagement process including an online survey and in-person interviews. There was a very good response to participation in the interviews and the survey, and this process provided TSI with excellent information to guide the direction of further investigation and research.

At all times, TSI was extremely cognizant of the need to have all information shared be completely anonymous and therefore, no specific feedback has been tied to any staff names. Those staff requesting interviews were also guaranteed anonymity to protect the integrity of the data collected, and help individuals feel more comfortable in sharing information about the County's operations and their roles.

Survey

The project started with an anonymous survey of all management, administrative, and operational staff. Survey questions were developed to identify current perceptions of the strengths and weaknesses at the organization. 38 survey responses were received from the County's management, employees and outdoor staff.

Interview

Confidential interviews were completed with 34 staff members and all of Council. In addition, all department directors, the Assistant CAO, and the CAO were interviewed a second time to better understand various departmental operations and garner further information.

Meeting Attendance

TSI attended Council - Public Works, Council – General, and Council - Planning and Development meetings on two separate occasions to observe the process of these meetings.

Analysis & Report Development

Upon completion of background research and engagement activities, a review was undertaken of the organization's service capacity as per the identified scope of work. Using the data collected, TSI completed a comparative analysis that assessed all services to demonstrate how efficiently the County of Wetaskiwin is delivering services to its ratepayers.

Among other things, TSI's assessment included the following:

- Examining various documents such as bylaws, standard operating procedures/guidelines to assess project execution within the organization in terms of scope, budget, and timeframe.
- Reviewing all high-level documents to ensure that they were linked to the County's strategic objectives and determine whether the County's staff, skill-sets, services, service levels, and budgets are realistic and well-established.
- Evaluating all departments with the County of Wetaskiwin No. 10 to ensure leadership and employees follow internal policies, endorse decisions from Council, and comply with provincial legislation when executing projects on behalf of ratepayers.
- Analyzing the effectiveness of internal communication and sharing of internal resources/manpower to confirm there is no duplication of services between departments or employees.

A report was compiled from this assessment that outlines TSI's findings, analysis and recommendations on for improving the service capacity at the County of Wetaskiwin moving forward.

3. Findings

A number of themes became apparent through the interviews and staff, with the primary themes coming from feedback that that was found in the majority of responses. Although the primary themes gave an indication of where the major organizational strengths/ weaknesses lay, many individual comments were equally valuable in directing TSI's attention to other issues requiring an in-depth review. In the following section, we have summarized the most common themes that were heard or observed during our engagement with the County's Council and administrative staff or found through our review of documentation. We have outlined our findings in two sections: Operations and Organizational Structure. These sections are further divided to highlight what is working well, and areas for possible improvement in each section.

3.1 Operations

What is Working Well

Roads

- Most felt the road maintenance program works well in the east end of County. However, there were some conflicting comments on the road maintenance program, overall. It was evident from the feedback that was received, that there is an inconsistent level of road maintenance across the County.
- 30-year gravel supply for roads.

Facilities/Equipment

- A work practice is in place for the fixed-cost replacement of graders on regular basis.
- The lease of four graders and operators is good for the organization, and the contractors do an excellent job. This also provides for excellent operating cost comparison.
- Public Works facilities, equipment and tools are good.

Staff Relations

- Support for the service capacity review project was evident even though there was still some opposition of the review. Some staff do understand the benefit of the review.
- Agriculture Services, Public Works and Recreation Services have developed a good working relationship.
- Administrative staff support each other.
- The working relationship with volunteer recreation groups has been positive and effective.
- The involvement of volunteers in the five fire service societies is positive.
- There is a good culture within the organization with sufficient opportunities for social interaction.

Service Delivery

- Administration, including management and staff are supportive of using the Premium Action and Task Progress Report to align annual tasks to County Council objectives, and making this document a Work Plan to support the County's overarching Strategic Plan.

- The Assessment Department provides excellent service and the County should continue to support the delivery of assessment services with in-house Assessors complemented by contractors for industrial assessment.

Finances

- The County is in a strong financial position while operating a tight ship with well-funded services.

Programs/Projects

- Agriculture Services mowing program, weed spraying and enforcement are well supported. However, there is a lack of pre-planning every spring for the annual implementation of the program.
- Mulhurst Bay Revitalization Project is a joint effort between the County Leisure and Community Services Department and volunteers from the area. The planning process for the recreation components of this project has been positive for the County.
- The sole source contract for safety codes with Superior Safety Codes Ltd is working well and should be continued.
- Policy and procedures for Subdivision and Area Structure Plan Approvals have been updated.

Areas for Improvement

Planning for the Future

- The City of Wetaskiwin has recently withdrawn from the Joint Economic Development Initiative (JEDI) Initiative and there is a dispute regarding the terms of the withdrawal. There is already an employee dedicated to JEDI located in the County of Wetaskiwin Administration Office.
- The membership in the West Central Planning Agency now includes the County of Wetaskiwin, the County of Ponoka and Town of Millet. The Town of Ponoka and City of Wetaskiwin are no longer members; they are now providing their own in-house planning services.
- The current Strategic Planning process is focused more on developing administrative workplans rather than overarching objectives for the municipality.
- A need was identified to complete a service level review of road grading to determine consistency throughout the County and undertake annual cost comparisons regarding contracted work.
- There is a need to develop a long-term plan to deal with the \$1M reduction in linear taxes.
- Staff expressed a desire to provide input to the equipment purchasing process to ensure the appropriate equipment is provided for the job.

Service Delivery

- A number of suggestions were identified for the improvement of equipment servicing and repairs for Agriculture, Public Works, Corporate Services and Enforcement Services.
- Improvements are needed in the delivery of Information Technology (IT) services to staff including hardware and software for finance and operational departments. There is also a concern with the lack of ongoing technical support/training when new programs are implemented.
- Confidentiality of personal contact information is a concern.

- There is a need to conduct a performance analysis and annual operating cost comparison of any third-party vs. in-house services, such as brushing, road grading and snow removal.
- A need was identified to prepare an analysis of the planning service provided by West Central Planning Agency and Assessment Services. Specifically, this service should be compared to an in-house service versus another third-party contract.
- Some identified the need to improve the public relations skills for front-line staff delivering services for the Planning and Development Department.
- Electronic payments for services need to be implemented.

Staffing/Resources

- A concern was expressed about the lack of experienced and skilled operators.
- The maintenance shop is unable to meet the demands of other departments.
- Staff work plans are limited in use and many expressed a need to develop work plans for each department and service area rather than having work be reaction-based.
- The size of the County with travel durations of 1.5 to 3.0 hours causes operational issues and inefficiencies.
- The West Region has different challenges than the East Region with different levels of service. No clear explanation was provided as to why there is a substantial difference in staffing between the West and the East.
- The CAO needs to review and reconsider which management staff are required to attend Council and/or Committee meetings. There are instances of excessive staff members attending some meetings.
- Some Directors, Managers, Supervisors and Foremen are reluctant to deal with staff performance issues. For example, within the Administration building, some staff come to work late every day and yet no corrective action is taken. There was a concern that if this is acceptable for some, then it could become the norm and spread throughout the organization and reduce the capacity and effectiveness of the organization. One example provided is that if staff are fifteen minutes late every day, this would equate to 65 hours of extra paid leave per year. If more than one staff member is consistently late this significantly reduces the total number of hours available to achieve the organizations goals and requirements.

Equipment

- Reporting of equipment damage has not occurred consistently and needs improvement.
- Criteria for allocating equipment to the East and West service areas of the County is inconsistent.
- It was suggested that when purchasing equipment, administration could prepare a needs analysis that includes field demonstrations and operator input.
- There are a number of pieces of equipment that are not being used including packers, trailers, tri drive truck, and a low bed trailer. It was suggested that a report be prepared regarding how this equipment will be used in the future or a plan for removing these assets from the County.
- Likewise, some equipment is not being used enough and should be removed from the fleet. For example, one rock truck has only been used for eight (8) hours since 2016. There is a big question around the need, impact and efficiency of the packers for the graders.
- An effectiveness review of new equipment such as the grader attachment for shoulder pulling should be conducted.
- There is a lack of maintenance manuals for heavy equipment.

Processes

- Improvements are needed to the Strategic Planning process and timeline relative to the annual budget to allow the County to plan long-term and be fiscally responsible. There is an immediate need to start with strategic planning for the organization.
- There is room for improvement in the budget approval process and timeline, including the cost of services and priorities.
- It was suggested that the County should develop a process for reviewing third-party contracts to ensure accountability.
- It was suggested that there was a need for a contract management review, specifically in regard to the amount of hold back and the subsequent release process.
- There is a need to improve the procedures and processes for Building Permits, Redistricting, and Area Structure Plans in order that the public is better informed when submitting applications.

Policies/procedures

- Develop a consistent approach to the preparation of policies and procedures that includes Council members involvement.
- The Land Use Bylaw was updated in 2018 and needs to be reviewed again after the Municipal Development Plan (MDP) is updated.
- The MDP is nearly 10 years old and requires an update.

Documentation

- Presently, each Director prepares service contracts for their areas. A revised approach is required to ensure consistency, meet legal requirements, and properly manage change orders and scope changes.
- The agreements with the Fire Societies require review, to clearly identify their roles and improve the efficiencies of service delivery, billing procedures and capital improvements.

3.2 Organizational Structure

What is Working Well

Programs

- Orientation, training and mentorship is available for all Council members.
- The In-House Ambassadors program is well-received.

Culture/Relationships

- The organization has a positive work culture with everyone working as a team.
- The County has many long-term, experienced, and valuable employees.
- The Social Committee is strong, organizing numerous events through the year. There are many social events that provide a family atmosphere.
- The relationship between Council members is positive, allowing them to make good decisions when they have all the information. All members of Council also support the decisions made, even if there is a dissenting vote.

- The County supports the International Union of Operating Engineers (Public Works, Agriculture Services, and Utilities) by developing positive relationships with members, improved communication and more opportunity for input.

Human Resources

- The County has a flexible work environment to accommodate personal and family needs.

Communication/Engagement

- Monthly Directors meetings are helpful and have improved staff engagement by keeping the leadership team informed about what is going on.
- There is staff involvement in the purchase of needed supplies.

Areas for Improvement

Human Resources

- Performance reviews are not completed on a regular basis for all staff.
- Training for seasonal summer staff for all departments is required.
- Not all staff requiring computer/tablets have the required hardware and software to efficiently complete their tasks.
- Staff expressed concerns about the distribution of human resources at the organization with some areas operating over capacity and other departments being over-resourced and not making productive use of all working hours.
- Mid-term training for Council members would be beneficial.
- Improvements to human resource practices are needed, including a new system for holidays/days in lieu, offer letters, etc.

OH&S Program

- Currently, there is limited follow-up on reports of field incidents causing damage to equipment and potential worker safety.
- There have been examples of a lack of compliance with the Respectful Workplace Policy. Some felt additional training and enforcement was needed to ensure compliance.
- The Health and Safety Program needs improvement with more field inspections, reporting of incidents, and attendance of all staff at scheduled training sessions.
- There is an overall lack of OH&S training and participation when the training is offered.

Policy & Procedures

- Concerns were received about the enforcement of current development agreements and off-site levies to policy standards.

Organizational Structure

- There is need for more formal human resources practices, including the possible establishment of a Human Resources department
- Concern was expressed about the organizational hierarchy and structure, including the number of direct reports required for an individual to be considered a Supervisor and the allocation of roles and responsibilities for staff. Some felt there is a need to complete a review of the organizational structure to determine staff reporting and review job descriptions for specific roles, responsibilities, etc.

Communication

- Information sharing needs to be improved between departments and between leadership and employees.
- Better internal communication is needed. Front line staff gave very different perspectives on the organization than the Directors did.

Council Agenda Package

- Concerns were raised regarding the information provided to Council as part of the Council agenda packages for each meeting. Specifically, there were concerns that the packages were too detailed (e.g. can be up to 500 pages), and do not allow Council members to fully prepare and make informed decisions at Council meetings.
- Some expressed the need to review the entire Council agenda package and identify what material is really required to make informed decisions and what can be removed.

4. Analysis

4.1 Governance

Governance is the term used to describe the legislative oversight of a municipality. As part of this, governance must consider how citizens are included in the process and the accountability of Council members. The County of Wetaskiwin's Council is an elected body established to oversee the County's governance and address issues facing the municipality by conducting regular meetings where decisions are recorded. They represent the interests of the County's citizens.

More specifically, Council is responsible for:

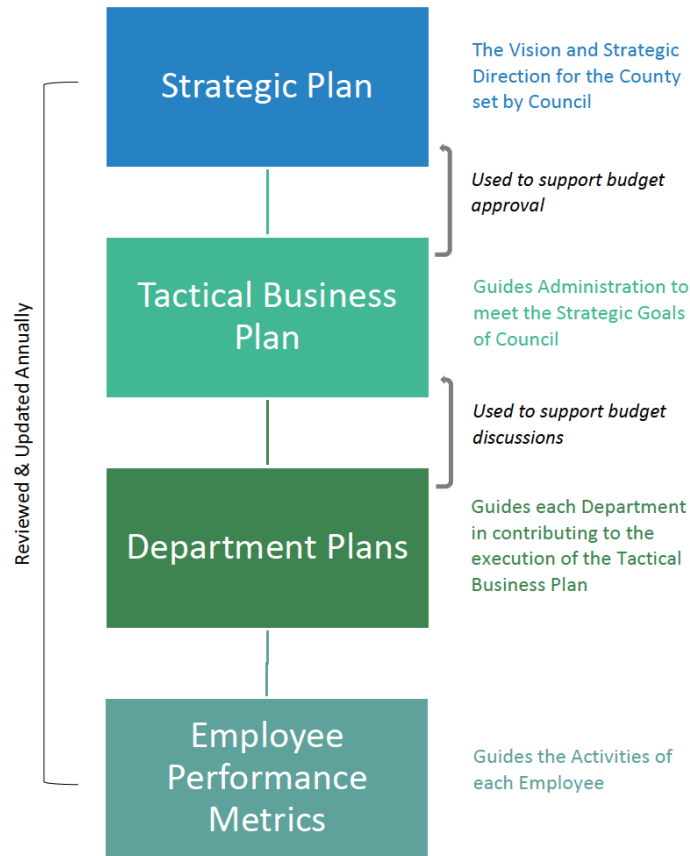
- The development and evaluation of the policies and programs of the municipality.
- Determining which services the municipality will provide and to what level.
- Providing direction to the municipality.
- Maintaining the financial integrity of the municipality.
- Providing leadership to the community.
- Respecting differences of opinion by adhering to a Code of Conduct.
- Conducting Council business in public meetings.
- Working collaboratively with neighbouring municipalities.

While the County Council are aware of their role and the differing responsibilities between Council and the CAO/Administration, it can be beneficial to hold a mid-term council orientation session to support team-building and remind both sides of the requirements and procedures in place. This would be an abbreviated version of the Council Orientation held following an election and provides a refresher on all important governance areas.

Strategic Planning

The County currently has a "Premium Action Plan and Task Progress Report" in place to oversee the strategic direction of the organization. However, this is more of an administrative work plan and staff expressed concerns on a number of occasions that they do not understand what Council's objectives and priorities are. In addition, an overarching theme heard throughout the project was the need to establish a strategic direction for the organization by reviewing the capacity of the organization to maximizing the use of resources in the delivery of organizational and municipal services.

The strategic planning process should start by having the County's Council work with the CAO, senior management and an outside facilitator to prepare a revised Strategic Plan that provides a clear direction of Council's vision and priorities. The process should also include the development of a detailed Tactical Business Plan. While similar in content to the current Premium Action Plan and Task Progress Report, a detailed tactical plan will provide better information to guide Administration and is an excellent tool to monitor the implementation of the Strategic Plan. Using this framework supports budget discussions and ensures Council and administration are both aligned to the direction of the organization.



Council Procedures

The current Council Procedures Bylaw is permissive allowing for flexibility in meeting the standards described. For example, many of the terms use irresolute words like “may” instead of prescriptive words like “will”. This has resulted in the standards not always being met (e.g. Council packages not distributed far enough in advance of the meeting). To ensure Council requirements are adhered to, the bylaw should be reviewed and updated to better define and mandate the required procedures.

Through observation of the Council meetings and review of minutes, it was also noted that public hearings were held prior to first reading of a bylaw. The bylaw should have first reading, then the date of public hearing established. This ensures that Council is willing to debate the issue and the public has sufficient time to be aware of the issue.

Council Meetings

The decision-making forum for Councils, as defined in the Municipal Government Act and the County of Wetaskiwin Council Procedure Bylaw 2018/04, is council meetings. County Council generally conducts three meetings per month on two dates, including the general Council Meeting, the Council Public Works meeting, and the Council Planning and Development meeting. There are adjustments for holidays and summer recess. All three meetings are fully constituted public meetings following the legislation outlined the Municipal Government Act.

The practice of separating the Council meetings according to the three primary areas is well-received by Administration and Council. However, attention should be given to ensuring these discussions remain focused on governance, not administrative matters, and meetings are only being held at a necessary frequency. It takes a substantial amount of time for administration to prepare for meetings, taking resources away from other municipal services and limiting the capacity of the organization.

The MGA only refers to three types of Council meetings: organizational, special, and regular. It also makes references the use of committee meetings. Having fewer meetings under this meeting structure with all topics on an agenda may be easier for transparency with the public as they often do not know the differences between planning, public works, and everything else. Following the meeting structure outlined in the MGA is in keeping with municipal best practices and would align the practices of the County of Wetaskiwin with the rest of the province. While meetings may need to be slightly longer, holding fewer meetings also enhances staff capacity ability to prepare, overall.

The County Council meetings are topic driven and are primarily focused on making decisions to provide direction to administration. In order to improve the process, consideration should be given to developing a Consent Agenda whereby informational items (i.e. items that do not require specific direction, such as Councillor reports and community event updates, letters to/from Ministers, etc.) are included on the agenda as one item and accepted as information through one motion rather than multiple motions and discussions. If a Councillor would like to discuss an item presented as information, a request can be made to remove the item from the Consent agenda, to be discussed at the end of the meeting for any possible action.

Council Agenda Packages

After review of the Procedure Bylaw and attending two Council meetings as observers it was obvious that a considerable amount of time is spent preparing for each meeting and completing the subsequent follow-up with meeting minutes. Currently, it is not uncommon to find Council agenda packages in excess of 500 pages that included detailed information not necessary for the purposes of the meeting or Council's review. While it is imperative that Administration provide Council with well-researched information to make informed decisions, it is unreasonable for them to digest such large volumes of information in such a short period of time. Asking Council to consider large volumes of information limits their ability to govern effectively.

One of the key elements in preparing for a council meeting is the development of a Council Request for Decision (RFD) in a consistent format. Sample RFDs have been included as Appendix A, and outline the steps for the preparation of the Report, including the type of support information required. The template also allows for a clear description of the Council motion to either approve, deny or defer the request for further information based on the recommendation of Administration.

Only pertinent and critical support information should be provided as part of the agenda package. In one example reviewed by TSI, an entire provincial act was included as supporting information. Instead, important sections should be extracted and referenced in the RFD. Not only will this cut down on the length of agenda packages, it ensures Council can focus on the most relevant sections of legislation.

By better narrowing and focusing the information provided to Council for consideration, Council is able to focus on the relevant information, making better informed decisions. It is not the role of Administration to present all information available, but rather to use their subject matter expertise to research issues from all sides, evaluative and concisely summarize the information available, provide

available options, and make recommendations to Council. Providing options on an RFD allows for debate, whereas offering a recommendation helps focus their debate around a common consideration based on the relevant education, experience and professionalism of staff.

Prior to Administration preparing Requests for Decision to Council, it should also be considered if the information being presented is more appropriate for a less formal meeting forum where Councillors can review the pertinent information and discuss options. For example, the Committee of the Whole enables Committee members (Council Members) the opportunity to review upcoming and important issues with Members of Administration where deemed appropriate and the focus is on understanding the broader policy implications of the items being considered. The purpose of the Committee of the Whole is to:

- Receive updates on emerging and ongoing projects and initiatives.
- Meet principally as a forum for discussion rather than as a decision-making arena, enabling all members to discuss key items without the requirement to make a decision.

Council Meeting Minutes & Follow Up

A well-prepared RFD also allows for a different approach to preparing the Meeting Minutes. At present, meeting minutes are verbatim with one set of minutes often being in excess of 35 pages. The Municipal Government Act 208(1) and the Procedure Bylaw state that minutes shall be recorded in English without note or comment. Including comments inserts the opinion and bias of Staff and Councillors into the public record. Meeting minutes that are too detailed also have the potential to result in issues with the Freedom of Information and Protection of Privacy Act, by inadvertently making individuals or situations easily identifiable. By using RFDs as the basis of discussion, there is no longer a need to include detailed comments, as the explanations for the recommendation are outlined in the report. With this process, there is only a need to record the motion made and approved by Council.

An important element of a Council meeting is to ensure that Administration has properly captured the direction of Council and actioned this direction for execution. One effective tool for doing this is to prepare a document that outlines all direction received, the priority for completion, the individual responsible for the action, and a projected timeline. The Escribe software presently used includes this capability. However, review of a typical follow-up action form from this system found that the descriptions were unclear and that a delegation of responsibility and timeline were not included. The CAO needs ensure a detailed Council Follow Up Action List is prepared for review with the Assistant CAO and Directors after each Council meeting

Council Transparency & Public Communication

Transparency of decisions by County Council and communications with the public and staff is a key area for focus in the future. Council has made excellent progress with electronic and online notices to the Public regarding meetings and general information pertaining to County Services on its website. However, there is still room for improvement in the transparency of Council decisions by uploading agendas and minutes to the website in a timelier manner. A general rule of thumb is posting them at the same time they are provided to Council.

4.2 Administration

The role of Administration through the leadership of the Chief Administrative Officer is to ensure that policies and directions of Council are fully implemented in an efficient and effective manner by qualified and professional staff. It is also the CAO's responsibility to manage the requests made of staff by Council to ensure they are aligned with the County's strategic plan and within the current capacity and capabilities of the organization's staff.

Organizational Structure

The present organizational structure includes the CAO with nine direct reports, including the Assistant CAO who has three direct reports. Currently there are too many direct reports for each leadership position. An appropriate span of control is to have no more than five direct reports for each supervisor. A review of the organizational structure would increase the efficiency of the municipality. Job descriptions can also be reviewed as part of this process to ensure roles and responsibilities are aligned with the recommended structure.

Council- Administration Relationship

During the interview process feedback was received regarding limited communication between Council and Staff. Direct communications between staff members (other than the CAO) and Council can be a sensitive issue if it is perceived that either the staff member or Councillor is "going around" the required communication channels to achieve a desired end result. As the only employee of Council, the CAO should be responsible for managing requests of staff time and Council should coordinate all administrative requests through them.

When a Councillor initiates a conversation with a staff member directly, this individual could be perceived to be "giving direction" to that staff member, contrary to the usual process laid out in the Procedural Bylaw. That said, it can also increase efficiency if Councillors are able to talk to the directors of various subject matter areas directly and it is often impractical for the CAO to have to manage the request and response to all information requests. There is a need to establish conventions and trust at all levels to allow questions to be asked where needed. The boundary for this is generally between getting information versus giving direction.

The Procedural Bylaw 2018/04 describes the steps for administrative inquiries by Members of Council. While no specific changes to the steps outline in this bylaw are recommended at this time, there is the opportunity to review the bylaw to ensure specificity. If there was a desire on the part of Council to amend this bylaw, the written guidelines for Council requests of staff also need to be clear so that the roles and responsibilities of Council members or staff are not compromised.

Human Resources

The recruitment, retention and support of staff is important to all organizations. Presently, these services are relatively informal and lack uniformity at the County of Wetaskiwin. There is also a lack of oversight for HR functions in general.

Annual performance appraisals for all staff members are not consistently completed. HR best practices recommend that annual performance reviews be completed for all employees, including a review of the CAO by Council. These reviews are important not only for monitoring employee capabilities and contributions, they can also act as the basis and rationale for any merit increases in wages. Employees should work in collaboration with their supervisor to set their own performance goals that align with the

municipality's strategic and tactical plan each year. This process allows these performance goals to then become the basis of each employee's performance review. The CAO is responsible for the tactical plan as a whole and therefore their performance review should look at the administration of this plan in general.

To support HR practices as a whole at the County, consideration should be given to appointing a designated human resource professional to develop a Human Resource program. This program should include the evaluation of the organizational structure, the development of comprehensive job descriptions, an employee recruitment and retention program, a system for performance evaluations at all levels of the organization, and employee training programs to support staff. Human resources could be completed by either a full-time staff member or on a contracted basis to save on cost.

Work Planning

After discussions with department staff, it became apparent that there are inconsistencies in the system each department uses to plan the delivery of their respective municipal services. The number of staff members within a specific department determines the formality of the work planning process. For example, both the Assessment and Finance departments have their offices in the same location and meet regularly. In contrast, the Public Works and Agriculture departments have significantly more staff who are assigned to numerous locations throughout the County, meet on a less frequent basis, and communicate informally.

It is our understanding that staff meetings occur monthly or on an ad hoc basis when needed. The implementation of formalized weekly staff meetings between supervisors and their direct reports provides the opportunity for improved communication and feedback when preparing for Council meetings, confirming the status of work plans, and providing support to field or office Staff. The Public Works Department has implemented the Service Request Manager software program, and consideration should be given to using this software program across the organization and potentially making it available to the public.

The Premium Action and Task Progress Report is being used as the means to identify and measure the progress of Department tasks. However, timelines for tasks are not clearly identified or planned on a daily, weekly and monthly basis. The framework for tactical planning should include the use of work plans by the CAO, Assistant CAO, and all Directors and Foremen. This approach allows for detailed planning of each task to ensure there are adequate resources available, and that all resources are being used to their maximum potential.

Internal Service Level Agreements

Another consideration to support inter-departmental relationships is to implement the use of internal service level agreements. The intent of an Internal Service Level Agreement (SLA) is to provide documentation that outlines expectations of staff when two or more departments are working together to provide a public service (see Appendix B for a sample agreement). This is particularly pertinent when one department is providing services to another department. These agreements can be used in bilateral and multilateral circumstances. SLAs are not intended to be used in every situation, but rather are designed to support long-term or complex working arrangements (e.g. between Public Works and Agricultural Services). It is important to note that one-on-one and working group meetings are still the most valuable approach to developing positive working relationships.

Continuous Improvement

In order to improve effectiveness and efficiency throughout the organization, a formal system for continuous improvement or method for identifying opportunities for process improvements, streamlining work, and reducing waste needs to be developed and implemented across the departments. The program should focus on customer service, understanding how work gets done, seeking efficiencies, and cost savings. Developing a continuous improvement program requires significant input from staff. The program should be first implemented in the areas of Public Works, Agriculture, and Planning and Development, and expand to others, as needed.

There are many continuous improvement programs available to draw from. A common approach is the use of Lean Six Sigma, however, many other are available. To determine the best program for the county, the CAO should appoint an internal Working Group to prepare a Terms of Reference document or Charter to determine the most effective means to organize a program. The Working Group would research various continuous improvement programs.

4.3 Information Technology (IT)

The Information Technology department has successfully implemented various technology programs to support the provision of services at the County of Wetaskiwin. Examples of these programs include:

- An asset management program for fleet and roads that will be tested in October 2019 (Public Works Department)
- Ticket Tracking System for prioritizing and solving tech problems
- The use of tablets to support Agricultural Services in accessing mapping provided by Accurate Assessment while in the field.
- The use of West Central Planning Agency and the Planning and Economic Development Department mapping information.
- Access to the Supernet in the Winfield Arena and West Public Works Shop to allow for future communication opportunities.
- Utilizing cloud storage for record management information.

IT staff also support approximately 70 work stations and Council computers, and are responsible for cell phones, Records Management, the Global Positioning System (GPS) and Geographic Information System (GIS). Some seasonal use notebook computers were reported as older than three years, which is an industry standard for the lifecycle of hardware. While underuse may imply they are not “worn out”, technology and internet connectivity in the field is advancing rapidly and a three-year-old computer can be obsolete. A lease option may be more suitable to control costs in specific situations while still having the best technology available during field season. Developing a information technology replacement plan for the organization as whole would also be valuable for managing IT hardware into the future. This plan should list all IT assets, their life expectancy and the replacement cycle and sourcing strategy for each piece of equipment.

During the Interview process it was determined that certain staff members are required to use their personal cell phone and receive a financial allowance for this, in lieu. This has created a security issue for those individuals that are required to provide a phone number publicly for inquiries. Therefore, a review of Policy 12.1.9 Telephone Usage for Employees is necessary.

The County Website is an important public communication tool. The website should be the responsibility of the Communications Officer working with the IT Department to ensure the right support technology is in place. TSI's understanding is that the website is currently being transferred to the Communications Officer and this is a positive step for the County.

With the rapidly-evolving space of technology and access to online information, it is important for Council to support the IT department in developing strategies that address security issues and support the further implementation of online payments, in cooperation with Finance. Security issues can include protection against cyber-attacks and off-site storage of backup systems or the ongoing use of cloud systems to ensure data is not lost in the case of a disaster in the municipality.

Online payment systems are now commonplace and come with built in payment security systems. Expanding the use of these systems will also allow for increased efficiencies within the County by reducing the number of payments that need to be made in person at the County office. Accompanying this is the need to implement electronic invoicing. For instance, eliminating paper invoices for utilities can lead to significant efficiencies in staff time, reduce paper and envelope volumes, and lower postage costs. With payroll already done by direct deposit, moving councillor/staff expense claims payments to direct deposit should be a simple next step.

4.4 Planning & Economic Development

The Planning and Economic Development department provides planning and economic development services, including the administration of the Land Use Bylaw, issuing development permits and preparing support information. The Land Use Bylaw has recently been updated but to ensure the future vision for the County is consistent in all municipal documents, the Municipal Development Plan, which is over 10 years old, should also be updated and reflected in this bylaw.

The Director administers a third-party agreement with Superior Safety Codes, an independent contractor that provides safety code services for private sewage, disposal, plumbing, gas, electrical and building disciplines, in accordance with the County Quality Management Plan, Bylaws, Policies and Procedures. This is the most efficient means to provide this essential service.

West Central Planning Agency

Currently the County is contracting some services through the West Central Planning Agency, with other planning services being provided in-house by County employees. TSI heard in our interviews that some employees feel the County of Wetaskiwin is not receiving value from the service being paid for, which is leading to negative customer service. A review of the contracted services needs to be undertaken to ensure value for the price paid, and determine if this is the most efficient way to deliver the service.

Joint Economic Development Initiative

The Joint Economic Development Initiative (JEDI) is a collaborative effort between Wetaskiwin County and Town of Millet. A Municipal Development Cost and Revenue Sharing Master Agreement for industrial land and a strategic plan for the initiative has been approved. As a result of the City of Wetaskiwin recently withdrawing, County Council needs to determine their future approach to economic development. To determine the future of JEDI and the role of the County of Wetaskiwin, an analysis and recommendation of options should be provided by the Director of Planning and Economic Development and the Economic Development Coordinator to a future County Strategic Planning

Session. The role and responsibilities of the Coordinator should also be reviewed to determine current and future capacity.

Mapping & GIS

During the review process, mapping and GIS were identified as a function of multiple County departments and the West Central Planning Agency. Each department has a requirement for these services however, this is a significant area where efficiencies could be achieved through the streamlining of mapping and GIS services. The provision of these services should be clarified either by having a lead department identified, the development of distinct GIS group to support all groups, or contracting this service from a third party like the West Central Planning Agency. This decision should be made jointly by all affected departments.

4.5 Finance

Financial Planning

The Finance Department is responsible for all aspects of financial management systems within the County. The annual operating and capital budget approval process is led by the CAO and Director of Finance. The Director distributes the requirements and information regarding the approval process to the Directors to allow them to develop their requests and inputs leading up to a Council Strategic Planning Session typically held in October or November. The objective is to have the final Budget approved by December 31. If that is not possible, then an Interim Budget would be approved and the final Budget approved in the new year. The risk in delaying this approval is the ability to tender seasonal construction projects early enough in the year to allow them to be completed on time.

The County is in a good financial situation. However, with the uncertainty of the economic climate in Alberta, reduction of provincial grants, impacts to the County's linear tax assessment caused by the dissolution of some oil and or gas companies, and other legislative decisions made by the current provincial government, the County is faced with the potential to see revenue shortfalls or increased costs in the coming years. In addition, the County faces an infrastructure deficit including roads and bridges that will have an impact on reserve funding. For these reasons, and as a general best practice, there is a need to develop a financial strategy to deal with these risks.

Financial Reporting

Currently, detailed financial reports detailing a list of accounts payable are provided to Council on a monthly basis. This practice leads Council into overseeing administrative items rather than the governance of the organization. Council's job is to approve a budget and Staff's job to administer to that approved budget. The County also appoints Auditors to provide the opportunity for checks and balances concerning the financial status of the organization and to identify opportunities for process improvements, as required.

Council still needs to be informed of the financial status of the organization regularly but this can be a summary of revenue and expenditures provided quarterly. If there is uncertainty with the process relating to purchases and contracts, a review and thorough understanding of the Purchasing and Tendering Policy and Procedure needs to occur. The CAO and Council need to be very clear on interpretation of purchasing limits, capital vs operating items, etc. This will prevent surprises to Council on expenditures made or recommended in the future. In addition, if Council Members have specific

questions regarding the County finances they have the opportunity to make a request to the CAO provided there is sufficient time for staff to compile the information.

Other Projects Requiring Input from Finance

Reports on major Capital Projects are prepared by the Public Works department with limited to no input from the Finance department. This approach results in different reporting styles and does not include the revenue component from grants and reserves. A more coordinated approach would be beneficial to County Council.

The Asset Management Plan is currently being prepared by the Finance Department, Public Works Department and the Information Technology Department but more input is required from Finance specifically. It is recognized that good work is being done and that roads and bridges are the major County assets. However, this project has the potential to significantly impact County finance and other departments and therefore a wider breadth of internal engagement is required.

The Fleet Management Plan is also being prepared with limited involvement by the Finance department. There are advantages to having them involved in developing financing options and approaches to evaluating purchases. Their unbiased perspective provides value to the overall purchasing process.

4.6 Public Works

Services

Public works staff are responsible for maintaining roads and bridges and the operation of maintenance shops for all County equipment and vehicles. This includes the maintenance of 2,028km of gravel road, a responsibility shared between County staff and other contracted graders and operators. A key component of Public Works service delivery is the availability of the proper equipment to maintain grade, lay gravel and remove snow on County roads. The County has developed road maintenance standards that are included in the Municipal Policy and Procedure Manual and are provided in third-party grader and operator contracts. These standards provide a good indicator for measuring service delivery.

Public works employees also oversee all utilities in the County, including water, waste water and solid waste. The County owns and operates waste water systems and has administration, maintenance and operation agreements with the North Pigeon Lake Regional Services Commission and South Pigeon Lake Regional Waste Water System to provide waste water services to the Summer Villages in the County. The combination of direct service delivery and agreements with the Commissions is an efficient means to deliver this utility service. The County also owns and operates a water system including bulk water fill stations that are operating efficiently.

The Department provides solid waste services at nine transfer stations throughout the County is a member of the West Dried Meat Landfill Authority. There is a need to review the operation of the transfer stations to limit the need for overtime hours without compromising customer service. The Finance Department has identified a reserve for equipment replacement and 10 Year Capital Plan for new equipment. The strategy for purchasing and replacing graders is effective, ensuring there is reliable equipment to maintain roads. The Fleet Management Plan has commenced and needs to be developed in collaboration with the Finance Department. It has also been indicated that there are

numerous pieces of equipment that are not been adequately utilized. For this reason, a complete inventory and evaluation of existing County equipment needs to occur with the County taking action to sell, give away or dispose of any surplus equipment.

The County has also adopted a Road Use Agreement policy whereby businesses and industry may utilize the roads beyond the roads capacity. The required agreement outlines the responsibilities of the user. It is important that these agreements are closely monitored and field work is inspected and coordinated with the work being done by County grader operators.

The Agriculture Services department completes grass mowing, weed spraying and brushing along roadways and the County shop services the agriculture equipment. It is imperative that the two departments collaborate to determine the most efficient use of the resources available to both departments. There is a need to better define the responsibilities of the two Departments and assess the brushing program to see if it is better-performed in-house or through a third-party. The joint planning of staff schedules and assignments between the two departments, particularly during the winter and shoulder seasons, would prevent staff from being idle and build capacity within the organization.

The Public Works Department has equipment maintenance shops adjacent to the County office and near Winfield. Shop staff are responsible for maintaining all County vehicles and equipment. Utilizing Supernet and Skype between the two facilities may provide opportunities for improved services levels and potential cost savings. The County should further examine the benefits, potential costs and requirements to implement something like this. The shops provide services to all County departments. As such, there is a need to ensure that the staff is able to provide timely and scheduled service. If a third-party is required to meet service demands, a request for proposal or tender process should occur.

Public Works Staffing

The process of assigning work and resources is not well-coordinated. Our review indicated that less than five employees are assigned to the West side of the County and more than 20 to the East. There has been no rationale described for this approach. Therefore, an analysis and preparation of an Operations Plan or process of work assignments is necessary to ensure this is the most efficient allocation of employees to support Public Works.

The Public Works Department contracts an engineering firm to prepare tender drawings and packages for Council-approved capital projects. The primary role of the Assistant Director of Public Works is to administer these projects. The role of the Assistant Director is not well understood within the organization and staff are often getting conflicting direction from more than one supervisor in this department. For this reason, there is a need to clarify the roles and responsibilities of all leadership positions within the department.

Public Works Planning

The Public Works Department is moving forward with the preparation of an Asset Management Plan which is a positive approach to preparing for the future. The Rural Road Study, the Gravel Road Maintenance Policy/Procedure and the interface with GIS maps are all important elements of the Plan. The Rural Road Study contained very detailed information on each section of County road that could easily become the foundation of the data within an Asset Management Plan. Taking this tabular data

and adding it to the GIS map would be a major step in graphically presenting the value of the road assets.

Consideration should also be given to preparing a Transportation Master Plan and Utilities Master Plan in the future. A Transportation Master Plan would provide an overarching document aligning existing documents and support the Municipal Development Plan and future growth nodes. The need for a Utilities Master Plan should also be considered and further discussed with the Commission Members. It is important that long-term infrastructure plans are in place to avoid reacting to development which can become costly and inefficient over time.

4.7 Emergency Services and Occupational Health & Safety (OH&S)

Fire Services

The Emergency Services Department provides support to five volunteer fire associations/societies and directly operates one County department. A County Bylaw has been established for the purpose of providing grant funding to the associations. In addition, the Fire Services Bylaw describes the service provided. The County Fire Department has fire services agreements with ten Summer Villages.

There is a movement in the province at this time for fire services and municipalities to understand their community risks, align their levels of service with these risks, and ensure their departments are trained to a minimum set of core competencies for the identified standard. The Alberta Fire Chiefs Association has created the Alberta Fire Service Community Risk Assessment and Core Competency Framework to support municipalities and fire services in this endeavour. It is recommended that the County use this tool to assess their community risks and align their fire services with the recommended core competencies. This tool can be accessed at: <http://abfirechiefs.ca/>

There are also potential efficiencies that could be gained by moving to a better-integrated regional system for fire service. While this would not necessarily mean the dissolution of the societies or associations, a regional approach would improve service provision and create efficiencies overall. For example, there are cost saving opportunities if the Director of Emergency Services were to coordinate the purchase of equipment and apparatus with the various fire departments. Regional planning also allows for better coordinated dispatch and the use of automatic and mutual aid.

Other Services

The Emergency Services Department is also responsible for the County's OH&S program and protective services programs. Quarterly Council reports should be provided on all services from this department, including performance indicators.

The department should also continue to support adherence with all applicable OH&S standards to reduce risk to the organization. This includes requirements for training and maintaining records for the fire service among other things.

The Community Peace Officers program is primarily responsible for the protection of County roads. A joint operations strategy that identifies priorities and working relationships with RCMP Detachments would be beneficial.

4.8 Agriculture Services

County Council has delegated the responsibilities for agricultural services to the Agricultural Service Board (ASB) in accordance with the Provincial Agriculture Service Board Act. This is an advisory board consisting of four Council Members and three Members at Large. The Board's responsibilities include the enforcement of the Weed Control Act, Agricultural Pests Act, Soil Conservation Act, Environmental Protection and Enhancement Act, Water Act and programs relative to farming community. As part of the service capacity review, a need was identified to review and finalize plans for the 2020 Weed Control Spraying Program, with emphasis being placed on the need to include a plan for public awareness.

Agricultural Services staff are also responsible for facility maintenance including snow removal around the County Office. The Department provides grass mowing for all municipal properties and assists with the maintenance of County parks, campground sites and lake docks. Because of the similarity in these services to those provided by the Public Works department, a formal service level agreement is one option to provide certainty to expectations in interdepartmental arrangements for facility maintenance. A Service Level Agreement would allow the departments to consider improvements to service provision, provide work details relative to maintained standards, coordinate scheduling and allocate budget accordingly.

4.9 Leisure & Community Services

The Department provides support to community volunteers Groups and oversees Family and Community Support Services programs. Leisure and Community Services Department also operates the Winfield Agriplex, seasonal parks maintenance and six contractors operate six campgrounds. The Department is dependent on the Agriculture Services Department for major grass mowing equipment and labourers to install lake docks and spring/summer preparations. The implementation of a service level agreement could be beneficial, as discussed above.

4.10 Leadership

Providing leadership and empowering employees in their roles is a quality that is important for individuals at all levels of the organization. In order to meet this objective, leadership training is required at all levels of the County of Wetaskiwin. While mentorship between leaders and the people who report to them is an important component of this, formal training from external facilitators is also beneficial for teaching leadership skills to all. This should be a priority for the organization.

Leadership is also illustrated through the implementation of formalized work plans and regular staff meetings to communicate Council direction and organization priorities. Follow-up action lists such as the Service Request Manager software in Public Works and the Escribe software used for Council Meeting Agenda's should be evaluated to confirm their effectiveness,

4.11 Communication

The County has prepared a communications strategy and public engagement policy to manage and guide internal and external communications. These documents identify various public awareness and engagement tools, as well as how and when these tools will be used. The County should continue to implement communications and engagement strategies throughout the County and identify new opportunities for public input.

4.12 Municipal Benchmarking

As part of TSI's analysis, a benchmarking comparison was completed between the County of Wetaskiwin and five other rural municipalities of a similar size and nature. The data from this analysis can be found attached to this report as Appendix C. The primary purpose of this analysis was to determine whether additional resources to support service capacity could be found by adjusting the County's tax base or if service capacity needed to align with current revenues. In comparing the County of Wetaskiwin to similar municipalities, TSI found that there is room to increase the residential tax rate of the municipality. When comparing Wetaskiwin's residential tax rate to that of Leduc and Ponoka, it is evident that even a small increase could bring a significant amount of additional revenue. While not necessary, this is an option that could be considered if additional funding is required to support a continuance of the current level of service at the County.

5. Recommendations

Based on the above analysis, TSI has identified the following recommendations for the County of Wetaskiwin No. 10. These recommendations have been developed with a view to increasing the overall capacity, efficiency and effectiveness of services at the organization.

Recommendation		Priority Level	Owner	Recommended Timeline
Governance				
1	Hire an outside facilitator to undertake a strategic and tactical planning session to better define the current direction of the organization and provide a tool for monitoring performance by Council and Administration. This process should focus on the remaining 2 years of this Council's term and outline the strategic priorities for the organization. Strategic planning should occur at the beginning of each newly-elected Council's 4-year term. The CAO and all Directors should be included in the Strategic Planning process.	High	Council	Q4/2019
2	The decision-making process of Council needs to be refined with an improved Council agenda package. Currently, the agenda package is too detailed. The package needs to be condensed with only the relevant material attached that is necessary to make an informed decision. Sample Request for Decision (RFD) templates are attached in Appendix A.	High	CAO	Q4/2019
3	Implement the use of Requests for Decision to support informed decision-making by Council and a streamlined approach to Council meetings.	High	CAO	Q4/2019
4	The Council Procedures bylaw needs to be comprehensively reviewed to ensure that there is no flexibility in the bylaw, making it prescriptive rather than permissive	Medium	CAO/Council	Q1/2020
5	Minutes should be recorded without comment. The Minutes should not be verbatim, but should only record the specific directions/decisions of Council. See Alberta Municipal Affairs handbook for examples.	High	CAO	Q1/2020
6	Council needs to review the structure of the Council meetings. Two meetings per month with Committee of the Whole meetings as needed is more typical and a recommended model.	Medium	CAO/Council	Q1/2020
7	Prior to a Public Hearing, any statutory documents requiring a bylaw or amending bylaw (such as the Land Use Bylaw) should be presented to Council for first reading prior to making any amendments.	Medium	Planning	Q1/2020
8	Council consider tax increases for all classes, including residential, prior to relying on service cuts or depletion of reserves.	Medium	CAO/Council	Q4/2019
9	Consider using a Consent Agenda for information items coming forward to Council.	Medium	Council	Q2/2020
10	Holding a second orientation or training session at the conclusion of the first two years of the Council term would support ongoing awareness of the roles and responsibilities of	Medium	CAO	Q1/2020

	Council and Administration, understanding on key municipal procedures and team-building.			
11	Upload Council meeting agendas and minutes to the County website at the same time they are distributed to Council	High	CAO	Immediately
Administration				
12	Undertake a complete review of the organizational structure prior to hiring/recruiting any management positions, including current vacancies.	High	CAO	Q1/2020
13	The CAO should conduct regular Department Head meetings with the Assistant CAO and their respective direct reports.	High	CAO	Q4/2019
14	Action and Task Progress Report needs to be updated regularly with comments provided on progress. This is not being done.	High	CAO	Q4/2019
15	CAO revise the Council Follow Up Action List to include delegation of responsibility to complete task, prioritize and timelines.	High	CAO	Q4/2019
18	Allow Councillors to speak with Directors to gather required information. Directors know their boundaries and the CAO should develop the guidelines.	High	CAO	Q4/2019
19	A Human Resource professional be recruited and assigned all responsibility for human resources, with the exception of payroll. This will ensure consistency in recruitment, performance appraisals and salary grid.	High	CAO	Q1/2020
20	All staff need to have annual performance appraisals completed.	High	CAO	Q4/2019
21	The CAO and all departments need to conduct regular staff and team meetings.	High	CAO	Q4/2019
22	Ensure all departments prepare annual work plans to prioritize tasks for the year, aligning with the Strategic Plan, Tactical Plan, and the current budget.	High	Leadership Team	Q1/2020
23	Consider the use of internal Service Level Agreements to support work planning and service provision between departments.	Medium	CAO	Q1/2020
24	Develop a program for continuous improvement at the county through a collaborative team effort involving staff from key departments. This program should focus on customer service, understanding how the work gets done and seeking efficiencies and cost savings in the areas of Public Works, Agriculture and Planning & Development. The CAO should appoint an internal working group to develop a project Charter or Terms of Reference to determine the most effective means to organize a program.	Medium	CAO	Q2/2020
Information Technology				
25	Any employee requiring a cell phone in the line of duty shall be provided a County cell phone to use. The Telephone Usage Policy should be amended to reflect this.	Medium	IT	Q1/2020
26	Life cycle of all County computers, notebooks and tablets shall be three years. Consider a leasing option to control costs and develop a Information Technology Replacement Plan to support management of IT assets.	Medium	IT	Q4/2019
27	Continue the digital Records Management project. This should be considered an essential service.	High	IT	Q1/2020

28	Website content should be managed by the Communications Officer, with support from IT, as needed.	High	A/CAO	Q4/2019
Planning and Economic Development				
29	Council should determine the priority of economic development as a municipal service and the future of the Joint Economic Development Initiative (JEDI). The analysis and recommendation of options for this should be provided by the Director of Planning and Economic Development and the Joint Economic Development Coordinator	High	CAO	Q1/2020
30	The job description including duties and responsibilities of the Joint Economic Development Coordinator be reviewed to determine current and future capacity.	Medium	CAO	Q1/2020
31	That the County review the current agreement for external planning support/services with the West Central Planning Agency and investigate opportunities for an increased level of service.	Medium	Planning	Q1/2020
32	The Municipal Development Plan should be updated as soon as possible.	High	Planning	Q2/2020
33	Improve information available to the public via the website, specifically planning and development application procedures, processes, and approximate timelines.	High	Planning	Q1/2020
34	Clarify mapping/GIS responsibility, as this role is currently spread across too many departments.	High	Planning	Q1/2020
Finance				
35	Develop a budget approval process that ensures the annual budget is finalized and approved by December 31 in accordance with the MGA.	High	Finance	Q4/2019
36	Present a financial update to Council quarterly, and monthly during the final 3 months of the year. There is no need for Council to approve the accounts payable as the funds have already been approved in the budget and the services already been received or delivered.	High	Finance	Q4/2019
37	Move to electronic processing for utility billing, property tax receivables and accounts payable.	High	Finance	Q4/2019
38	Move to payment of some invoices by direct deposit, including Canada Revenue Agency and employee/Councillor expense claims.	High	Finance	Q4/2019
39	Complete the review of the Purchase/Tendering Policy.	Medium	Finance	Q1/2020
40	The Finance Department needs to lead the preparation of the Asset Management Plan, working collaboratively with the Public Works Department.	Medium	Finance	Q1/2020
41	Develop a strategy or plan to address the infrastructure deficit in reserves and reduction in provincial grants/linear assessment.	High	Finance	Q4/2019
Public Works				
42	Review the process of assigning work as there is no coordinated approach to this task currently. There are inefficiencies in the present system and the east/west areas of the County have different levels of service.	High	Public Works	Q4/2019
43	Ensure Asset Management Plan uses the Rural Road Study data as base information, and is connected to GIS maps.	Medium	Public Works	Q2/2020

44	Review the optimization of the Winfield shop in coordination with the main shop.	Medium	Public Works	Q1/2020
45	Implement a security plan for all buildings and infrastructure to reduce theft, vandalism, etc. with a service level of 7/24/365.	High	Public Works	Q4/2019
46	Complete assessment of services performed in-house versus using contractors on annual basis to ensure alignment with the Purchasing/Tender Policy and provide a report to Council.	Medium	Finance/PW	Q1/2020
47	Use Supernet in the Winfield shop to Skype to improve communications with the Administrative building and main Public Works shop.	Medium	Public Works	Q1/2020
48	Review maintenance procedures to clarify the roles and responsibilities of both Public Works and Agriculture Services for equipment repair and facility maintenance.	Medium	Public Works	Q1/2020
49	Ensure alignment of transportation documents in the preparation of a Transportation Master Plan. This includes the Asset Management Plan, Rural Road Study and the Gravel Road Maintenance Policy/Procedure. This will support the MDP and growth nodes.	Medium	Public Works	Q1/2020
50	The role of the Assistant Director of Public Works is unclear. Clarify roles and responsibilities of leadership positions in the public works department to ensure clear lines of direction.	High	Public Works	Q4/2019
51	Complete an Equipment Inventory and dispose of any equipment that is surplus to the needs of the County. Based on the lack of use of some equipment, it would be more cost effective for the County to contract and/or lease the equipment when required.	High	CAO/Finance /PW	Q1/2020
Emergency Services & OH&S				
52	Continue to support enhancements to OH&S documentation, as minimum standards need to be adhered and followed.	Medium	Emergency Services	Q1/2020
53	Provide quarterly reports on emergency services to Council, including performance indicators.	High	Emergency Services	Q1/2020
54	Develop an operations strategy that identifies priorities and working relationships with the RCMP Detachments Commander.	High	Emergency Services	Q1/2020
55	Consider implementing a regional approach to the provision of fire services and/or the development of a Fire Master Plan to guide this.	Medium	Emergency Services	Q4/2020
56	Complete a fulsome analysis of their community risk and develop their fire level of service bylaw or policy to align with the identified core competencies and outline how risks will be mitigated when the standard cannot be met.	High	Emergency Services	Q4/2019
Utilities				
57	Develop a Utilities Master Plan in coordination with Commission Members.	Medium	Finance	Q1/2020
Agriculture/Leisure & Recreation Community Services				
58	Consider implementing internal service level agreements between Agriculture Services and Public Works and between Agriculture Service and Leisure & Community services departments to better coordinate service provision between departments.	Medium	Ag Services/ Leisure	Q1/2020

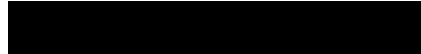
59	Review and finalize the 2020 Weed Control Spraying program, in consultation with the Agricultural Services Board.	Medium	Ag Services	Q4/2019
Leadership & Communication				
60	Increase training of staff using external qualified professionals, with an initial emphasis on leadership training across the organization.	High	CAO	Q1/2020
61	Review the Service Request Manager and Escribe software and assess them to confirm their effectiveness and potential for implementation in other departments.	Medium	CAO	Q3/2020
62	The County should continue to implement communications and engagement strategies throughout the County and identify new opportunities for public input.	Medium	CAO	Q2/2020

APPENDICES

Appendix A: Request for Decision Templates

Appendix B: Internal Service Level Agreement Template

Appendix C: Municipal Benchmarking Analysis



Appendix A: Request for Decision Templates

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REQUEST FOR DECISION

Date:

Report Number:

Prepared By:

Subject:

SUMMARY

[Insert 1-3 sentence summary of the topic/issue for discussion. The summary should be clear and concise, use common language, be meaningful to the public.]

RECOMMENDATION

[Insert recommendation statement based on your analysis and in keeping with municipal planning documents, policy, legislation, and bylaws.]

BACKGROUND

[Describe the topic/issue, how it arose, and any information that justifies the recommendation. State previous action, discussion or Council decisions related to this item including dates and motion numbers, where applicable.]

Refrain from referring to specific landowners and including personal information. Landowner, resident, or applicants are all appropriate references. If personal information is relevant to the decision, it can be provided as a separate document and issued separately from the agenda package.

Describe all public participation activities and their results, including the forums used to share information (e.g. ads, road signs, newspaper, social media, community meetings, website, etc.). Include those tactics used prior to the formulation of the RDF as well as those that will be used after the decision is made.

List applicable policies or Federal/Provincial legislation.

Background should be as brief and to the point as possible. Do not provide information that is not relevant to the decision at hand.]

ALTERNATIVES

[Describe the alternatives considered as part of the analysis, including the recommended alternative.]

IMPLICATIONS

[Identify the potential implications of the alternatives including their alignment with strategic priorities and potential impacts to the budget, the organization and the public.]

PROPOSED MOTION

[Motions should be:

1. Stated in the affirmative
2. Stated clearly and concisely
3. Contain all necessary information
4. Unambiguous (allow for only one interpretation)
5. Possible to execute

Format: use action words like:

- *That Council approve (to confirm or sanction formally),
- *That Council endorse (to support proceeding in a particular direction)
- *That Council authorize (to give authority, vs the use of direct administration)
- *That Council execute (used for agreements)]

ATTACHMENTS

1. [List any relevant attachments that support the RFD]

REVIEWED BY:

[Insert the names/titles of any Manager, Director, or CAO who will review the content of the RFD prior to submission.]

Name
Title

Date

Agenda Item: _____

Request for Decision

Title	<p>Identify the topic/subject for discussion Clear and concise, use common language, meaningful to the public. Format: Capitalize Each Word, Bold</p> <p><u>Examples:</u> 2018 Audited Financial Statements Meeting Procedure Bylaw Annual Report Fees And Charges Schedule Forgiveness Of Taxes Land Use Bylaw Amendment 2018 Tax Rate Bylaw Mulhurst Area Structure Plan Borrowing Bylaw For Range Road XX Reconstruction & Grading</p>
Proposed Motion	<p>Motions should be:</p> <ol style="list-style-type: none"> 6. Stated in the affirmative 7. Stated clear and concisely 8. Stated completely, containing all necessary information - (motions need to stand alone and be meaningful) 9. Unambiguous (allow for only one interpretation) 10. Possible to execute <p>Format: use action words like:</p> <ul style="list-style-type: none"> *That Council approve (to confirm or sanction formally), *That Council endorse (to support proceeding in a particular direction) *That Council authorize (to give authority, vs the use of direct administration) *That Council execute (used for agreements) <p><u>Examples:</u> That Council approve a refund of the 2013 Municipal taxes prorated in the amount of \$219.06 for Roll #2070002, as a result of the primary dwellings destroyed by fire.</p>

	<p>That Council authorize Administration to execute the XX Contract in accordance with the tender issued X, 2013.</p> <p>That Council approve the 2018 financial report as presented.</p> <p>That Council give second reading to Bylaw xx (2018 Taxation Rates).</p> <p>That Council proclaim June 7th as National Health and Fitness Day in our Community to raise awareness of the importance of increasing physical activity.</p> <p>That Council adheres to Bylaw XX, Waste Management Services Establishment of Fees and Charges, and denies the request to reduce Invoice XX issued for \$ XX.XX.</p> <p>That Council gives third reading to Debenture Bylaw XX, Range Road XXX Reconstruction, in the amount of \$XX.</p> <p>That Council gives second reading to Bylaw XX referred to as the XXX Bylaw</p>
<p>Administrative Recommendation</p>	<p>Present administration recommendation based on your analysis and in keeping with County planning documents, policy, legislation, and by-laws.</p> <p><u>Examples:</u></p> <p>Director of Public Works recommends that County Council award the contract to “XXX Construction Ltd”.</p> <p>That Council updates the Land Use Bylaw.</p> <p>That Council supports the joint application for Regional Collaboration with the City of St. Albert at this time.</p>
<p>Previous Council Direction</p>	<p>Highlight any previous Council decision related to this item. Format: MM/DD/YYYY – Motion #: in reverse chronological order</p> <p><u>Example:</u></p> <p>February 10, 2019 – Motion XXX/19</p> <p>That Council approves the Memorandum of Understanding dated February 10, 2018 and refers it to the XXX.</p> <p>February 10, 2019– Motion XXX/19</p> <p>That Council authorize the Reeve and CAO to draft and circulate a Memorandum of Understanding to by December 31, 2013</p>
<p>Report</p>	<p><u>Background Information</u></p> <ul style="list-style-type: none"> Describe the issue; Identify information that justifies the recommendation. State previous actions, or discussion from Council Public Works meeting, and/or Planning and Development /SDAB decision history. Refrain from referring to specific landowners and including personal information. Landowner, resident, or applicant are all appropriate references. If person information is relevant to the decision is can be

attached as a separate document and easily referred to but severed from the agenda content

External Communication

- Describe all types of county publications used to share information related to the recommendation with the public (i.e County Newsletter, FYI ad, road side sign, social media, community meetings, website, etc.) Include those sources used prior to the formulation of the RDF as well as those that will be used after the decision is made

Relevant Policy/Legislation/Practices:

- List applicable policies or Federal/Provincial legislation.

Format: Brief descriptive title

Examples:

Policy ???

Procedure ????

Section 648, Municipal Government Act, Off-site Levy.

Section 657(6) of the Municipal Government Act allows Council to authorize such extensions

Section 353 of the Municipal Government Act provides for Council to pass an annual property tax bylaw

Section 7(1) of the Alberta Weed Control Act, a municipality shall appoint a sufficient number of inspectors to enforce and monitor compliance within the municipality

2014 Fees & Charges Schedule

Section 2.12 of the Development Agreement allows the County to issue a stop work order

Procurement Directive

Implication of Administrative Recommendation

Strategic Alignment:

Briefly describe how the outcomes of the recommendation are consistent or inconsistent with the County's Strategic Plan or Business Plans, i.e. strategic direction (position for growth), focus areas, and goals. Emphasize the pertinent checkmarks from the checklist.

Organizational:

Describe how the end results/potential consequences of this decision affects the county organizationally i.e. operations, structure, service levels, staff capacity.

Financial:

Identify the financial impact of this decision, i.e. what is the monetary cost of the decision and what is the financial return (in the short, near and long term). Are the financial costs approved in budget, and if so, what is the source of funding?

Tables are an effective way to display financial impacts

Contract Cost	\$2,000,000
Engineering	\$190,000
Contingency	\$360,000
TOTAL	\$2,550,000

Alternatives Considered

List any and all options that were reviewed prior to formulating the recommendation and motion.

Example: Equipment purchase

- Continue to operate with current fleet
- Lease to Buy new equipment
- Purchase new
- Purchase used

Example: Polling Station Locations

- Same locations as previous municipal election
- Same location as previous provincial election
- New facility
- Different location to improve accessibility
- Share facilities

Implications of Alternatives

Strategic Alignment:

- Briefly describe how the alternatives that were considered and rejected may have aligned strategically

Organizational:

- Briefly describe how the alternatives that were considered and rejected may have affected the County Organizationally in terms of work effort, process changes, etc.

Financial:

- Briefly compare, in an order of magnitude the financial difference in how the alternative may be funded and to what level

Example:

Alternatives to lower costs may introduce lower quality or fewer machines to the Fleet

Follow up Action	<p>1. Identify the action items and communications necessary to complete the task. Include who is responsible and by when the task will be complete</p> <p><u>Example:</u></p> <p>1.Administration will advertise the Debenture Bylaw as required. (Engineering May 2014)</p> <p>2.The Debenture Bylaw’s will be brought back to Council for second and third reading on June 10, 2014. (Finance June 2014)</p> <p>3.Execute the Development Agreement (P&D, July 2014)</p>
Attachment(s)	<p>1. Supportive documents</p> <p><u>Example:</u></p> <p>Request for Decision (Attachment 1)</p> <p>May 14, 2013 RFD (Attachment 2)</p> <p>Township Road ?? Realignment (Attachment 3)</p> <p>Bylaw 1240/11 – CVS&GASP Amendment (Attachment 4)</p>
Report Reviewed by:	<p>Director, Assistant CAO and CAO will insert their name, position title and electronic signature during their review of the content.</p>

Strategic Alignment Checklist

Vision: *County of Wetaskiwin*:

Mission:

Focus Areas	Not Consistent	N/A	Consistent
Planned Growth and Prosperity			
<i>We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment. (Strategic Plan and MDP pg. /)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Supports a strong thriving business environment to strengthen our economic foundation</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Plans for responsible growth through the MDP and regional growth plan.</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Manages growth for current and future developments through:</i> <ul style="list-style-type: none"> ○ <i>transparent bylaws, policies and processes to enable responsible land development</i> ○ <i>targeting growth around existing and identified future growth areas</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain and Enhance Strong Communities			
<i>We are committed to a safe and viable community, where our residents are provided with access to opportunities and quality of life. (Strategic Plan and pg. ? MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Provides access to programs and services that have a positive impact on residents' quality of life</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Provides access to safe and reliable infrastructure assets</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Supports the safety of people and property</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strong Local and Regional Governance			
<i>We promote consistent and accountable leadership through collaborative and transparent processes (Strategic Plan and pg. ? MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Provides effective leadership and management consistent with Strategic Plan, MDP, master plans, bylaws, policies, community engagement</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Considers fiscal stability and sustainability</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Fosters collaborative intergovernmental partnerships</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Identity & Spirit			
<i>We will build upon our strengths, where together we will create an inclusive, caring community (Strategic Plan and MDP pg. ?)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Promotes and/or enhances residents' identification with Sturgeon County</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • <i>Support and/or collaborate with voluntary organizations in the region</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Environmental Stewardship			
<i>We foster a healthy environment and minimize our impact on ecosystems. (Strategic Plan and MDP pg. ?)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Plans and partnerships that minimize environmental impact on natural areas</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Provides awareness of environmental issues impacting the County</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Appendix B: Internal Service Level Agreement Template](#)

INTERNAL SERVICE LEVEL AGREEMENT

Overview

This Service Level Agreement (SLA) is between [*Name of Service Provider*] and [*Name of Business Customer*], for the provision of [*Description of Services*] services. This SLA is effective for the period of time from [*date*] to [*date*].

Goals and Objectives

The purpose of this agreement is to

The objectives of this agreement are to:

-
-
-

Regular Review Process

During the time period this SLA is valid, it will be reviewed [*Insert Frequency – e.g. quarterly and updated annually*].

[*Position Name*] is responsible for facilitating these reviews and will incorporate all revision as required.

Services to be Provided

List of Services

Identify and describe the services covered by the agreement; What is in scope and what is out of scope for this agreement?

Specifications

How will the service will be delivered? What are the hours of operation? What is the location of the services? What assumptions are being made?

Budget Source

Partner Responsibilities

What are each party’s responsibilities and what resources do they need to provide to support service provision?

Partner	Responsibilities	Resources
Business Customer	Identify outcomes; Define required service standards; Identify process for decision making	
Service Provider	Delivering Services as specified in this agreement; Reporting on service breaches	

Service Performance

This section is used to describe the standards required in the provision of services.

Service Metric	Service Target	Performance Metric	Timing of Reporting
Response Time			
Service Quantity			
Task Completion			
Availability			
Product Quality			
Scope Changes			

Issue/Problem Solving Process

Identify any potential problems that may arise and a preferred process to resolve.

Dispute Resolution

Disputes that cannot be resolved by the contact individuals will be referred to [Name/Position of Individual] for settlement.

Contact Individuals

- Business Customer: name, position, phone, email, phone number
- Service Provider: name, position, phone, email,

Approval

Name
Title

Date

Appendix C: Municipal Benchmarking Analysis

Metric	County of Wetaskiwin	Ponoka County	Camrose County	Leduc County	Brazeau County	Clearwater County
Population (Based on 2016 Census)	11,181	9,806	8,458	13,780	7,771	11,947
Planning & Development						
Approval Timeframe for Submitting Permit Applications	Varies	Same day for Development Permit	2 days-1 week for Permitted Development permit. 21 days – 1 month for Discretionary Development permit.	48 hours – Gas, electric, power. 2 weeks – Building permits. 4 weeks – Development permits.	Not accredited, and does not issue building, electrical, gas, or plumbing (sewer/water) permits. Development permits varies, but must be approved within 40 days	4 weeks, 6-8 weeks if permit requires Municipal Planning Commission approval
Offsite Levy Charges	\$2,034 Wetaskiwin County to confirm their rate per residential lot	\$5,000/lot for a multi-lot subdivision	N/A	Roads: Greater Nisku Basin - \$88,367/ha Water: Greater Nisku Basin - \$20,600/ha North Vistas Basin - \$2,175/ha Sewer: East Vistas Basin - \$9,676/ha Saunders Lake Basin - \$8,894/ha *2017	Bylaw repealed	\$200/parcel developed
Utility Charges						
Water	\$2.49/m ³	\$2.69/m ³	\$30/month + \$5.10/m ³	\$1.93/m ³	\$1.50/m ³	\$55-270/month

Wastewater	\$5.69 - 1,452.71/month (depending on user)	\$0.60/m3	\$35/month + \$2.55/m3	\$1.39/m3	\$1.00/m3	\$34-180/month (depending on user) Bulk – \$5.50/m3
Waste Collection & Disposal	\$12.50/month	\$19.52/month - Household	\$150/year	\$31.47-32.23/month	If taken to local Brazeau County Transfer stations, no disposal fees	\$68.25/tonne
Recycling		Household \$6.48/month	No fee	Included in Waste collection fee	No fee	
Expenses 2018						
Salary and Wages	\$10,018,159	\$5,457,634	\$7,624,023	\$21,838,102	\$9,625,505	\$12,951,409
Labour Cost per capita of County Population	\$896	\$557	\$901	\$1,585	\$1,239	\$1,084
Contracted and General Services	\$5,505,995	\$5,392,509	\$4,078,854	\$10,578,470	\$4,799,557	\$9,134,954

TAX COMPARISON

Wetaskiwin County 2019			
General Municipal	Tax Levy	Assessment	Tax Rate
Farmland	1,570,969.84	94,070,050	16.7000
Residential	4,808,765.84	1,930,843,540	2.4905
Non- Residential	12,328,782.19	853,202,920	14.4500
Total	18,708,517.87	2,878,116,510	

Ponoka County 2019			
General Municipal	Tax Levy	Assessment	Tax Rate
Farmland	3,830	498,610	7.6809
Residential	4,912,194	639,533,680	7.6809
Provincial GIL- Residential	991	128,980	7.6809
Non-Residential	1,678,925	167,490,490	10.0240
Provincial GIL – Non-Residential	35,252	3,516,750	10.0240
Designated Industrial	101,538	10,129,500	10.0240
Total	6,732,730	821,298,010	

Camrose County 2019			
General Municipal	Tax Levy	Assessment	Tax Rate
Farmland	1,799,913.46	140,441,590	12.8161
Residential	3,321,940.23	1,193,268,520	2.7839
Non-Residential	2,468,647.44	180,747,360	13.6580
Linear	4,882,530.95	357,485,060	13.6580
Machinery & Equipment	2,476,998.76	181,358,820	13.6580
Total	14,950,030.84	2,053,301,350	

Leduc County 2019			
General Municipal	Tax Levy	Assessment	Tax Rate
Farmland	1,164,165	85,474,660	13.62
Residential	9,057,608	2,679,765,710	3.38
Non-Residential	33,819,975	4,866,183,440	6.95
Machinery & Equipment	5,211,646	749,877,070	6.95
Total	49,253,394	8,381,300,880	

Brazeau County 2019			
General Municipal	Tax Levy	Assessment	Tax Rate
Farmland	52,203	26,075,390	2.002
Residential	1,818,863	908,522,900	2.002
Non-Residential	2,338,582	258,521,090	9.046
Linear	15,097,678	1,668,989,340	9.046
Linear – Electric Power Generation	122,391	13,529,950	9.046
Machinery & Equipment	6,466,344	714,829,080	9.046
Total	25,896,061	3,590,467,750	

Clearwater County 2018			
General Municipal	Tax Levy	Assessment	Tax Rate
Farmland	253,806	57,880,530	4.3850
Residential	4,815,022	1,807,169,420	2.6644
Non-Residential	29,026,027	3,630,885,720	7.9942

Machine & Equipment	13,357,139	1,670,853,780	7.9942
Total	47,451,994	7,166,789,450	

THE INFORMATION PROVIDED ABOVE WAS OBTAINED THROUGH DISCUSSION WITH COUNTY REPRESENTATIVES AND THE FOLLOWING WEBSITES:

- Brazeau
 - https://www.brazeau.ab.ca/database/files/library/1021_19_2019_Schedule_of_Fees.pdf
 - https://www.brazeau.ab.ca/database/files/library/Form_Fillable_Development_Permit_Application_Guide.pdf
- Camrose
 - <https://camrosecounty.civicweb.net/document/100651>
- Clearwater
 - http://clearwater.municipalwebsites.ca/Editor/images/Documents/Comm%20Req%20Bylaws/944_Utility_Water_Wastewater_16_18_Fees_Bylaw.pdf
- Leduc
 - <https://www.leduc-county.com/services/water-and-sewer>
 - <https://www.leduc-county.com/public/download/documents/12165>
- Ponoka
 - https://www.ponoka.ca/images/Bylaw_417-18_Water_Sewer_Garbage_for_2019.pdf
- Wetaskiwin
 - <https://www.county.wetaskiwin.ab.ca/DocumentCenter/View/2397/Water-and-Sewer-Rates-Bylaw-201736-?bidId=>
 - <https://www.county.wetaskiwin.ab.ca/DocumentCenter/View/2371/Off-Site-Levy-Bylaw-200738>
 - <https://www.county.wetaskiwin.ab.ca/DocumentCenter/View/400/Fees-and-Charges-Bylaw-201904PDF>
 - <https://www.county.wetaskiwin.ab.ca/DocumentCenter/View/2371/Off-Site-Levy-Bylaw-200738>

REPORT PREPARED BY:



206 Pembina Road | Sherwood Park, AB | T8H 0L8 | 587-583-4308

www.transitionalsolutions.ca