



November 19th, 2015

Agenda

Regular Monthly Meeting – Call to Order – 6:00 PM

Adoption of Agenda –

Correspondence – Items Arising:

- | | |
|--|----|
| 1. Flagstaff Christmas Sharing Program | A1 |
| 2. TransCanada – Energy East – Press Release | A2 |
| 3. Flagstaff Regional Housing Group (FRHG) –Sept. 15, 2015 Minutes | A3 |
| 4. FRHG – October 8 th , 2015 Minutes | A4 |

Circulation File of Correspondence – List Attached

Delegation – n/a

Financial Statement – For the Month Ending October 31st, 2015 – Attached - REVISED

Accounts – For Month Ending October 31st, 2015 – List Attached

Committee Reports – For the Period Ending November 19th, 2015 – Attached

Public Works Report – For the Period Ending November 19th, 2015 - Attached

CAO Report – For the Period Ending November 19th, 2015 – Attached

Minutes - Organizational Meeting of Council – October 22nd, 2015 - Attached

Matters Arising:

Minutes – Regular Meeting of Council – October 22nd, 2015 - Attached

Matters Arising:

Minutes – Organizational Meeting of Council – October 29th, 2015 - Attached

Matters Arising:

Minutes – Public Hearing as Per Bylaw #520 – October 29th, 2015 - Attached

Matters Arising:

Minutes – Special Meeting of Council – October 29th, 2015 - Attached

Matters Arising:

Business:

- | | |
|--|----|
| 1) Mexican Mennonite Liaison Program – Request for Funding | B1 |
| 2) FFCS – 2016 Proposed Budget | B2 |
| 3) SKNGS – 2016 Proposed Budget | B3 |
| 4) Sedgewick Lake Park Assn. – 2016 Proposed Budget | B4 |
| 5) In-Camera – Closed Session – Personnel | B5 |
| 6) CAO Contract - Evaluation | B6 |

7) Signing Authority	B7	
8) 2015-16 Municipal By-Election	B8	
9) Amending IDP – Bylaw #521	B9	ADDITION
10) Partial Plan Cancellation - Bylaw #522 – Draft	B10	ADDITION
11) Round Table	B11	ORDER REVISION
12)		
13)		
14)		
Adjournment -		

Flagstaff Christmas Sharing



RECEIVED
OCT 2, 2015

TO: Flagstaff County Citizens, Churches, Schools and Community Organizations

RE: FLAGSTAFF CHRISTMAS SHARING PROGRAM

Once again, the Flagstaff Food Bank will be co-ordinating the annual Christmas Sharing Program in the Flagstaff region. This tradition involves the collection and distribution of gifts and food hampers for those less fortunate in our community.

We would appreciate the donation of food items and cash between **December 7th and December 16th**. Individuals and/or groups planning to donate turkeys, please advise FFCS at 780-385-3976, by November 29th to assist in planning for our projected needs. **(Please be advised that we cannot distribute expired food, and would ask that you check the expiration dates on any food donations.)**

As the "Adopt a Family Program" was such a great success in past years, we will be running this program once again. Anyone interested in adopting a family, please call 780-385-3976 before December 4th. We ask that you limit your gift purchases to approximately \$50 per adopted person. Please leave **all gifts unwrapped** with some gift wrap included in your family's gift bundle. *We reserve the right to redistribute any excess purchases to other persons in need.* If you decide to give clothing, be sure to include the "Gift Receipt" in case an exchange is necessary by the recipient. **Gifts must be delivered to the old Killam Bowling Alley in the Agriplex at 5175 51st Avenue Killam (please use West Side Entrance on 52nd Street) no later than December 16th.**

As this is a large-scale project, volunteerism plays a role in the successful completion of this project. Groups or anyone interested in giving a couple hours of their time to assist us in having another successful year please call FFCS at 780-385-3976. **This year, volunteer hours will be available each weekday from December 7th to the 16th from 10:00 a.m. to 4:00 p.m. and December 20th from 11 am to 4 pm. Evening and weekend hours will be arranged as the need and available volunteer help warrants it.** Your help will be greatly appreciated.

The old Killam Bowling alley at the Agriplex will be the collection and distribution point **please use the West side door of the Agriplex, it will be signed.** Drop-offs can be made December 8th to 16th, from 10:00 a.m. through 4:00 p.m., weekdays.

If you are aware of families in need, with their permission, please feel free to call and submit their name, telephone number and their particular need(s). All contacts will be handled with the strictest confidence. Please submit all requests by November 30th, 2015.

Thank you for your co-operation and support

Yours in Community Sharing,
Flagstaff Food Bank Christmas Sharing Program, Box 68, Killam, AB, T0B 2L0

Energy East Remains Safest Way of Transporting Crude Oil to Market

TransCanada Listens, Removes Québec Port from Project Scope

CALGARY, Alberta – **November 5, 2015** –TransCanada Corporation (TSX, NYSE: TRP) (TransCanada) today announced adjustments to the Energy East Pipeline Project after continuing to listen to local communities, key stakeholders and its customers. The company will be amending the Energy East application before the National Energy Board to remove a port in Québec from the scope of the project. TransCanada remains committed to ensuring a Canadian crude oil supply connection to the Suncor and Valero (Jean Gaulin) refineries in Québec, helping to minimize the pipeline's impact on the environment while continuing to focus on pipeline safety and maximizing the project's economic benefits for Canadians.

"Today's announcement demonstrates our dedication to listening and delivering a vital infrastructure project that will provide significant economic benefits to all provinces along the pipeline's route," said Russ Girling, TransCanada's president and chief executive officer. "We will do this while maintaining our commitment to environmental stewardship and the safe, responsible development of this pipeline. We have demonstrated for more than 60 years that TransCanada has the expertise and commitment to build safe and reliable pipelines to better serve Canadians.

"Pipelines remain the safest and least GHG-intensive way of transporting crude oil to market," added Girling. "By approving and building the Energy East Pipeline we will create the capacity to displace the equivalent of 1,570 rail cars of crude oil per day to Eastern Canada."

A recent study supports this point by concluding that Energy East would change the mode of transport of crude oil already produced from rail to pipeline (*Navius Research, Report to the Ontario Energy Board, August 2015.*)

Girling points out that once the crude oil makes its way to market, Energy East will directly connect with refineries in Québec and New Brunswick, allowing them access to a secure and less expensive Western Canadian crude oil supply.

Thousands of men and women will be employed in the design and construction of this important infrastructure project. According to a Conference Board of Canada study published late last year, the Energy East project is expected to support an average of 14,000 direct and indirect full-time jobs annually across Canada during development and construction and generate more than \$7 billion in additional tax revenues for governments over the next 20 years, along with approximately \$36 billion in GDP for Canada.

- Over 4,000 jobs annually in both Québec and Ontario during development and construction, in addition to \$2.6 billion in tax revenues for Ontario and \$2 billion for Québec
- Close to 3,000 jobs on the Prairies and more than 2,300 jobs in New Brunswick that will be created each year during development and construction of the pipeline in addition to hundreds of millions of dollars in tax revenues for local communities for years to come
- Other benefits outside of the Conference Board data include 250 jobs that were previously announced for GE Canada in Peterborough to build electric motors for the project
- \$30 million invested in Ontario to-date to support Energy East development
- \$100 million in signed contracts in Québec with more than 250 suppliers in the past three years

TransCanada will be sending the NEB amendments to the Energy East application, including the addition of today's changes, in the fourth quarter of 2015. The change in project scope and further refinement of the project schedule is expected to result in an in-service date of 2020, subject to receiving the necessary regulatory approvals and permits.

The 1.1 million barrel per day (bbl/d) Energy East project is an important element of TransCanada's \$47 billion of commercially secured growth initiatives. Over the remainder of the decade, subject to required approvals, this industry-leading portfolio of contracted energy infrastructure projects is expected to generate significant growth in cash flow, earnings and dividends.

With more than 65 years' experience, TransCanada is a [leader](#) in the [responsible development](#) and reliable operation of North American energy infrastructure including natural gas and liquids pipelines, power generation and gas storage facilities. TransCanada operates a network of natural gas pipelines that extends more than 68,000 kilometres (42,100 miles), tapping into virtually all major gas supply basins in North America. TransCanada is one of the continent's largest providers of gas storage and related services with 368 billion cubic feet of storage capacity. A growing independent power producer, TransCanada owns or has interests in over 10,900 megawatts of power generation in Canada and the United States. TransCanada is developing one of North America's largest liquids delivery systems. TransCanada's common shares trade on the Toronto and New York stock exchanges under the symbol TRP. Visit TransCanada.com and [our blog](#) to learn more, or [connect with us on social media](#) and [3BL Media](#).

FORWARD LOOKING INFORMATION

This publication contains certain information that is forward-looking and is subject to important risks and uncertainties (such statements are usually accompanied by words such as "anticipate", "expect", "believe", "may", "will", "should", "estimate", "intend" or other similar words). Forward-looking statements in this document are intended to provide TransCanada security holders and potential investors with information regarding TransCanada and its subsidiaries, including management's assessment of TransCanada's and its subsidiaries' future plans and financial outlook. All forward-looking statements reflect TransCanada's beliefs and assumptions based on information available at the time the statements were made and as such are not guarantees of future performance. Readers are cautioned not to place undue reliance on this forward-looking information, which is given as of the date it is expressed in this news release, and not to use future-oriented information or financial outlooks for anything other than their intended purpose. TransCanada undertakes no obligation to update or revise any forward-looking information except as required by law. For additional information on the assumptions made, and the risks and uncertainties which could cause actual results to differ from the anticipated results, refer to the Quarterly Report to Shareholders dated November 2, 2015 and 2014 Annual Report filed under TransCanada's profile on SEDAR at www.sedar.com and with the U.S. Securities and Exchange Commission at www.sec.gov.

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MINUTES

Present:	Donna Buelow, Chair	Town of Hardisty
	Bob Coutts (for Peter Miller, Vice Chair)	Village of Forestburg
	Rick Krys	Town of Killam
	Gerald Kuefler	Flagstaff County
	Jamie-Dee Hays	Village of Galahad
	Wade Lindseth, Second Vice Chair	Flagstaff County
	Ed Kusalik	Town of Daysland
	Brian McGaffigan	Village of Strome
	Susan Armer	Village of Loughheed
	Sven Bernard (regrets)	Village of Heisler
	Dell Wickstrom	Village of Alliance
	Perry Robinson	Town of Sedgewick
	Denis Beesley	The Bethany Group
	John Davis	The Bethany Group
	Dave Buist	The Bethany Group
	Tamlyn Beesley	The Bethany Group
	Michelle Wideman (recorder)	The Bethany Group

1. CALL TO ORDER

Donna Buelow called the meeting to order at 7:00pm

2. REVIEW OF THE AGENDA

FRHG 15-09-01 **MOVED** by Wade Lindseth to accept the Agenda with the additions of Sedgewick Request for Minutes under New Business, and Compliance Review under Business Plan. **CARRIED**

3. REVIEW OF MINUTES

FRHG 15-09-02 **MOVED** by Jamie-Dee Hays to accept the Minutes of the June 22, 2015 and July 28, 2015 Board Meetings as presented. **CARRIED**

4. FINANCIAL STATEMENTS

For the seven months ended July 31, 2015

- Due to reduced occupancy, Flagstaff Lodge is facing a deficit of approximately \$20,000 per month.

FRHG 15-09-03 **MOVED by Brian McGaffigan to accept the Financial Statements for the seven months ended July 31, 2015 as information. CARRIED**

5. OPERATIONAL REPORT

Review of Report prepared by John Davis, including an update on the reduced occupancy in Flagstaff Lodge.

Update from the Housing Portfolio

- Are working with the Town of Daysland on the fourth repair this year to the water-main and sewer lines.
- Lougheed currently has one vacancy, and there are 2 housing units under renovation in the portfolio.

FRHG 15-09-04 **MOVED by Gerald Kuefler to accept the Operational Report as information. CARRIED**

6. CEO REPORT

Review of Report prepared by Denis Beesley

- A Petition was received by Government from seniors in the Town of Sedgewick requesting the Lodge to remain open. The Ministry requested further information from Bethany, which was provided. No further update has been received at this time.
- Request from a Sedgewick family member to receive a copy of the Hazmat Survey completed for Flagstaff Lodge. Do not want to create an unnecessary degree of alarm for the residents.

FRHG 15-09-05 **MOVED by Gerald Kuefler to not send the report, but write a letter indicating that the report was prepared for demolition purposes, and that any hazardous materials identified in the report are not hazardous in their current state, but only under demolition. CARRIED**

- Correction that government has not made a decision to pay the taxes on the Senior's Self Contained buildings, they are waiting until the budget in October.

- Update on the recent Compliance Review completed by Alberta Seniors Housing Division. This review measured compliance with legislation and regulations and highlighted areas that need improvement or change. Several recommendations were received and an Action Plan will be submitted to government by September 30, 2015.

ANPHA/ASCHA

- Update on changes within the various provincial bodies that represent the lodge and housing portfolios. The Board expressed an interest in belonging to the group with the loudest voice with government, and a focus on not-for-profit would align well with FRHG.

FRHG 15-09-06 **MOVED by Rick Kryz to accept the CEO Report as information.** **CARRIED**

7. PREVIOUS BUSINESS

a. Projects Update

Forestburg

- The contractors will be mobilizing onsite this week, and are satisfied to proceed with a Letter of Intent.

Sedgewick

- Sedgewick buildings plans are at 100%, but the Development Permit was rejected in August and under the Town's Bylaws we have to wait 6 months to reapply. Was identified by the CAO to Council as a lack of engagement from the applicant. The Town wants opportunity to discuss the issues of concern surrounding the building; there may also be some residual fears and concerns about the existing building.
- The request will be taken back to Sedgewick Council to have the rezoning approved and the other concerns adjusted under Direct Control by Council.

FRHG **MOVED by Gerald Kuefler that The Bethany Group look into an alternate location for the ten self-contained units.** **NOT CARRIED**
7 opposed, 1 abstained

FRHG 15-09-08 **MOVED by Rick Kryz that as of two months today we have a development permit in our hand. If we do not have a permit in hand we will look to take this project elsewhere at that time.**
CARRIED
2 opposed, 1 abstained

8. NEW BUSINESS

a. Flagstaff Lodge

- Discussion regarding when operations of Flagstaff Lodge become non-viable due to occupancy and the subsequent financial impacts.
- Review of concerns brought forward by the Flagstaff Lodge Manager.

FRHG 15-09-09 **MOVED by Ed Kusalik that Flagstaff Regional Housing Group set a date of December 31, 2015 for the closure of the facility in Sedgewick, and The Bethany Group accommodate the remaining residents as best as possible to move to other lodges. CARRIED**

b. Appointment of FOIP Head

- Legislation requires that each Management Body must appoint a FOIP Head.

FRHG 15-09-10 **MOVED by Susan Armer to appoint Denis Beesley as FOIP Head for Flagstaff Regional Housing Group. CARRIED**

c. Business Plan

- Government has requested a 5 Year Business to be submitted by October 15, 2015. A draft will be submitted and circulated to the Board.
- The Compliance Review was discussed under CEO Report, above.

d. Sedgewick Request for Minutes

FRHG 15-09-11 **MOVED by Perry Robinson that a copy of the approved Minutes be provided to the Town of Sedgewick CAO. CARRIED**

9. DATE & LOCATION OF NEXT MEETING

The next meeting will be scheduled for Tuesday November 10th, 2015 at 7pm in Big Knife Lodge.

10. ADJOURNMENT

The meeting was declared adjourned at 9:18pm.

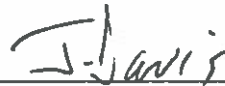
Flagstaff Regional Housing Group
Bi-Monthly Board of Director's Meeting
September 15, 2015 @ 7:00 pm, Big Knife Lodge



Donna Buelow
Board Chair

NOV 10/15

Date



John Davis
Director, Client Services

Nov 10, 2015

Date

MINUTES

Present:	Dean Lussier	Executive Director - Stakeholder Relations and Housing Strategies
	Barry Bezuko	Director - Stakeholder Relations and Housing Strategies
	Donna Buelow, Chair	Town of Hardisty
	Peter Miller, Vice Chair	Village of Forestburg
	Rick Kryz	Town of Killam
	Gerald Kuefler	Flagstaff County
	Jamie-Dee Hays	Village of Galahad
	Wade Lindseth, Second Vice Chair (regrets)	Flagstaff County
	Ed Kusalik	Town of Daysland
	Brian McGaffigan	Village of Strome
	Susan Armer	Village of Loughheed
	Sven Bernard	Village of Heisler
	Dell Wickstrom	Village of Alliance
	Erik Skoberg (for Perry Robinson)	Town of Sedgewick
	Denis Beesley	The Bethany Group
	John Davis	The Bethany Group
	Tamlyn Beesley	The Bethany Group
	Michelle Wideman (recorder)	The Bethany Group

1. CALL TO ORDER

Donna Buelow called the meeting to order at 7:00pm and introductions were made.

2. GOVERNMENT DELEGATION

Ministry requested an update on the issues surrounding Flagstaff Lodge in Sedgewick, as several complaints have been received by the Minister.

Flagstaff Regional Housing Group
Special Meeting at the Request of Government
October 8, 2015 @ 7:00 pm, Big Knife Lodge

A comprehensive background of events was provided:

- For many years the Board has been aware of the ongoing issues with Flagstaff Lodge, including inadequate room size, lack of private bathing and low occupancy. Flagstaff Lodge was built in the late 60's/early 70's and renovation was determined to be extremely difficult and very costly. Seven years ago, the determined cost to renovate was \$7.8 million, and the cost to replace was \$7.2 million. A grant to replace Flagstaff Lodge was applied for and denied by government - were told to 'think outside the box'.
- A Needs Assessment was then completed, and the Board began the process of investigating options for the region. The Board ultimately approved to consolidate all lodge spaces in Forestburg, demolish Flagstaff Lodge and build a 10 suite self-contained building in Sedgewick. This decision was made unanimously by the Board on March 11, 2013.
- Are now running into zoning issues for the self-contained building with the Town of Sedgewick. On September 15, 2015, the Board passed a motion giving the Town until November 15, 2015 to provide the Development Permit. If the permit does not go through, the Board will look to take this project elsewhere.
- The Board has also reconfirmed that Flagstaff Lodge will close on December 31, 2015 and have committed to fund the demolition of the Lodge.
- The upcoming closure has caused much concern for the Town of Sedgewick, and the remaining lodge residents do feel angst with the ongoing turmoil. The residents received one-on-one communication for the notice of closure, and Bethany is working with each resident individually to ensure their needs are being met. In addition, those residents wishing to move to Forestburg will have their interim rent and moving costs covered by FRHG until the expansion is complete.

An update will be taken back to government officials, to advise that the continued operation of Flagstaff Lodge is not financially viable. Will also provide details about how the residents were communicated to and offered different assistance options. In addition, will advise that a zoning issue is currently preventing the 10 self-contained units from proceeding in Sedgewick.

- *Government Delegation left the meeting at 7:55pm.*

Flagstaff Regional Housing Group
Special Meeting at the Request of Government
October 8, 2015 @ 7:00 pm, Big Knife Lodge

3. CORRESPONDENCE FROM THE TOWN OF SEDGEWICK

FRHG 15-10-01 MOVED by Rick Krys to accept the correspondence as information and respond that the Board is proceeding with the closure of Flagstaff Lodge, and are looking for the Development Permit for the Senior's Self-Contained building by November 15, 2015. **CARRIED**

Opposed by Erik Skoberg

4. IN CAMERA

FRHG 15-10-02 MOVED by Gerald Kuefler that the Board move In-Camera at 8:20pm. **CARRIED**


FRHG 15-10-03 MOVED by Rick Krys that the Board move Out-of-Camera at 8:25pm **CARRIED**

5. DATE & LOCATION OF NEXT MEETING

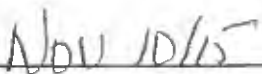
The next meeting will be scheduled for Tuesday November 10th, 2015 at 7pm in Big Knife Lodge.

6. ADJOURNMENT

The meeting was declared adjourned at 8:30pm.



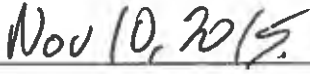
Donna Buelow
Board Chair



Date



John Davis
Director, Client Services



Date

LETTERS:

- Campbell McLennan:** Letter expressing appreciation for purchasing the public works truck from their dealership.
- Parkland Regional Library:** Letter advising the discontinuation of their fax machine due to low usage.
- Town of Daysland:** Letter to Flagstaff Intermunicipal Partnership (FIP) of the following motions; "...to approve the FIP budget of \$75,390 expense, which amounts to a requisition of \$7,023.81 for Daysland." And "...to approve FIP moving forward with the ACP Application for Phase 2 of the Regional Governance Study."
- Village of Galahad:** Letter to Flagstaff Waste Management approving the 2016 budget as proposed.
- Village of Forestburg:** Letter to Flagstaff County advising of the following motion, "...to request the Flagstaff County explore the possibility of the Village of Forestburg turning over all fire equipment to the County and that the County contract to provide fire services to the village. Carried."
- Family and Community Support Services, Viking/Beaver:** Letter of intent to run for President of the FCSSAA from the current vice president, Arnold Hanson.
- FIRST:** Letter seeking interest in displaying the "red silhouette" program to create awareness of domestic abuse.
- Town of Hardisty:** Letter to Alberta Municipal Affairs confirming that the Town of Hardisty will continue to send members to grant funded coursed delivered through the East Central Alberta Fire Training (ECAFT) Group.
- Municipal Planning Services LTD:** Letter advising the proposed subdivision for SE 7-44-12-W4 was conditionally approved by the Subdivision Authority for the Flagstaff County on September 30th, 2015.
- Forestburg Library:** Letter seeking interest to discuss funding initiatives for municipal libraries that also provide services to rural residents.
- Flagstaff County:** Letter advising the appointment of Gerald Kuefler, Reeve and Gunnar Albrecht, Deputy Reeve at the October 28th, 2015 Flagstaff County Organizational meeting.

NOTICES and INVITATIONS:

- Town of Daysland:** Provided 2015-2016 Committee Appointments for the Town of Daysland.
- CN Railways:** Provided notification of winter conditions on railway crossings.
- Flagstaff Family and Community Services:** Notice of the need for additional volunteer drivers for the Care-A-Van program.
- Camrose Primary Care Network:** Notification that November 9th - 14th, 2015 is celebrate Family Doctor Week.
- FCM:** Notification of new cabinet ministers.
- Parkland GEO:** Invitation to their Annual Christmas Open House and Client Appreciation Party on December 3rd, 2015.
- HELP International:** Notification and invitation to participate in the 2016 Shelterbelt Program.
- Sedgewick Lions Club:** Notice of the Community Christmas Gala, November 28th, 2015 at the Sedgewick Community Hall.

WORKSHOPS and SEMINARS:

- University of Alberta:** Transportation for seniors workshop in Red Deer on November 20th, 2015.
- Canadian Urban Forestry Workshops:** Notification of five tree workshops through the Canadian Urban Forest Network.
- Grant MacEwan University:** Lobby Government Effectively - November 16th, 2015, Edmonton.
- Rural Utilities Safety Association:** 42nd Annual Municipal Health, Safety and Utility Conference - November 30th - December 3rd, 2015 in Red Deer.

MINUTES and FINANCIAL STATEMENTS:

- | | |
|----------------------------------|--|
| 1. Battle River School Division: | Board Highlights from October 2015 |
| 2. Sedgewick Community Hall: | Monthly Financial statement ending October 31 st , 2015 |
| 3. Sedgewick Memorial Cemetery: | Monthly Financial statement ending October 31 st , 2015 |
| 4. Recreation Funding Committee: | Monthly Financial Statement ending October 31 st , 2015 |

NEWSLETTERS AND PUBLICATIONS:

- | | |
|--------------------------|---------------------------------|
| 1. The Furrow | November 2015 |
| 2. Lakeland College | 2016 Training Calendar |
| 3. Municipal Innovations | 2016 |
| 4. AAMDC: | November 5 th , 2015 |
| 5. AUMA: | November 4 th , 2015 |

6. The Furrow	November 2016
7. East Central Alberta Review:	October 29 th , 2015
8. AUMA:	October 21 st , 2015
9. FCM:	October 16 th , 2015
10. FCM:	October 16 th , 2015
11. AUMA:	October 14 th , 2015
12. Infrastructures:	October 2015
13. Turf and Recreation	September/October 2015
14. TransCanada:	September 25 th , 2015
15. Horizons Stars:	Fall 2015
16. Forestburg Public Library:	2015
17. Interlock Design:	Summer 2015

Town of Sedgewick Monthly Statement
Month Ending October 31, 2015 (Revised)

As Per Books						
	General	Subd. Rec.	Muni Fire	MSI-Op	MSI-Cap	BMTG
Previous Month Balance	2,780,759.54	3,550.35	118,721.81	65,481.99	934,810.93	162,670.16
Receipts for Month	102,411.27					
Outstanding Receipts						
Interest Received	1,663.56	2.11	70.58	38.93	555.76	96.71
Subtotal	2,884,834.37	3,552.46	118,792.39	65,520.92	935,366.69	162,766.87
Less Disbursements	118,682.25					
First Data Charges	43.30					
Bank Charge - Chq#402	7.00					
Month End Balance	\$2,766,101.82	\$3,552.46	\$118,792.39	\$65,520.92	\$935,366.69	\$162,766.87

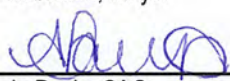
As Per Bank						
Month End Balance	2,784,652.46	3,552.46	118,792.39	65,520.92	935,366.69	162,766.87
Cash on Hand	300.00					
Cash in Transit	2,224.21					
Subtotal	2,787,176.67	3,552.46	118,792.39	65,520.92	935,366.69	162,766.87
Less Outstanding Cheques	21,074.85					
Month End Balance	\$2,766,101.82	\$3,552.46	\$118,792.39	\$65,520.92	\$935,366.69	\$162,766.87

Outstanding Cheques			
Number	Amount	Number	Amount
Payroll Cheques		4301	500.00
539	1,045.41	4302	1,000.00
550	1,766.13	4303	471.87
552	1,509.24	4304	52.45
General Cheques		4305	200.00
4260	315.00		
4270	560.00		
4288	206.97		
4289	2,207.97		
4290	1,178.32		
4291	1,704.89		
4292	548.80		
4294	1,063.74		
4295	200.00		
4296	393.75		
4297	5,927.47		
4298	32.84		
4300	190.00		
Outstanding Cheque Total	\$21,074.85		

Submitted to Council this 19th day of November 2015.

Interested Earned/October	\$2,427.65
GIC - 5-yr @ BRCU	\$11,740.32
GIC -1-yr @ ATB	\$20,266.19
Total Cash and Investments	\$4,084,107.66

Perry Robinson, Mayor



Amanda Davis, CAO

19-Nov-15
Mayor

19-Nov-15
CAO

Payment #	Date	Vendor Name	Reference	Payment Amount
Bank Code: AP - BRCU				
Computer Cheques:				
4255	10/08/15	AAMD&C	Oct. 2015 Stmt	24.13
4256	10/08/15	Amanda Davis	FIP/ALUP Sub/Travel	329.31
4257	10/08/15	Battle River R.E.A. Ltd	Sept. 2015 Charges	53.55
4258	10/08/15	Bonness Oilfield Supply Ltd.	#9 Spruce Drive Flange	84.32
4259	10/08/15	CCI Wireless	Office-internet -Oct.	78.74
4260	10/08/15	1st Class Creations Inc.	Town Rebranding Logo Design	315.00
4261	10/08/15	Cleartech Industries Inc	WTP-Chemicals	348.44
4262	10/08/15	Arnett & Burgess Pipeliners Lt	Sept. 2015 Stmt	477.36
4263	10/08/15	CUETS Financial Mastercard	Sept. Stmt	1,849.71
4264	10/08/15	Fancy Shine Auto Care	Office-Carpet Cleaning	325.50
4265	10/08/15	Fire Marhsal's Public Fire Saf	2015 Fire Prevention Week Kits	565.95
4266	10/08/15	Flagstaff Regional Solid Wast	FRSWMA-4th Qtr Requisition	32,846.76
4267	10/08/15	Forster Feeder Manufacturing	Watermain Break- Canary Cres.	3,528.00
4268	10/08/15	Government of Alberta	AD-renewal of Commissioner	50.00
4269	10/08/15	John Deere Financial	Sept. Stmt	33.76
4270	10/08/15	Kathleen Steadman	Oct. H & W Programming	560.00
4271	10/08/15	Loomis Express	Clearteach Freight	56.09
4272	10/08/15	Nicks Oilfield Welding	#9 Spruce Drive gas mtr pipe	210.00
4273	10/08/15	Parkland Regional Library	P.R.L 4th Qtr. Requisition	1,738.97
4274	10/08/15	Purolator Inc.	WTP-Freight/Kaizen	29.90
4275	10/08/15	Reynolds Mirth Richards & Farm	Sept. Stmt	1,271.43
4276	10/08/15	RTS Diesel Repair & Parts Ltd.	Sept. Stmt	874.85
4277	10/08/15	Watkins Holdings Ltd.	Sept. Stmt	695.15
4278	10/08/15	SKNGS - Sedgewick Killam	Sept. 2015 Billing	12,966.31
4279	10/08/15	Sedgewick Volunteer Fire Dept	2013-Hotel Fire Security 100%	1,633.91
4280	10/08/15	Telus	Sept. 2015 Statement	888.26
4281	10/08/15	Town Of Sedgewick	Sept. 2015 Utility Billing	385.16
4282	10/08/15	Wainwright Assessment	Oct. 2015 Stmt	1,067.85
4283	10/08/15	Wild Rose Co-operative Ltd.	Sept. Stmt	283.16
4284	10/08/15	Xerox Canada Ltd	photocopier maintenance	231.06
4285	10/08/15	Xylem Water Solutions	WTP-Level Regulators-3	642.60
4286	10/14/15	AMSC	Sept 2015 Charges	7,255.40
4287	10/21/15	Petty Cash Fund	Replenish Petty Cash	148.60
4288	10/29/15	AAMD&C	Sept. Stmt	206.97
4289	10/29/15	AMSC Insurance Services Ltd.	Nov. 2015 Remittance	2,207.97
4290	10/29/15	Ankerton Gas Co-Op Ltd.	New Ser. Install #9 Spruce Dr.	1,178.32
4291	10/29/15	Cleartech Industries Inc	Oct. Stmt	1,704.89
4292	10/29/15	The Community Press	Sept. Stmt	548.80
4293	10/29/15	Eastlink	FD- Nov. Internet	46.10
4294	10/29/15	Flagstaff County	Sept. Stmt	1,063.74
4295	10/29/15	Galletly, Sylvia	Renumeration - By Election	200.00
4296	10/29/15	Hyprr Hot Shot Ltd.	WTP-Cleartech Freight	393.75
4297	10/29/15	Local Authorities Pension Plan	October remittance	5,927.47
4298	10/29/15	Purolator Inc.	WTP-Xylem Freight	32.84
4299	10/29/15	Receiver General	Oct. 2015 Remittance	6,400.58
4300	10/29/15	Royal Canadian Legion	By-election Poll Hall rental	190.00
4301	10/29/15	Sedgewick & District Rec Board	Ag Soceity 2015 Lease	500.00
4302	10/29/15	Sedgewick Volunteer Fire Dept	TransCanada Donation	1,000.00
4303	10/29/15	Superior Safety Codes Inc.	Aug 2015 Closed Permits	471.87
4304	10/29/15	Syban Systems Ltd.	WTP-Internet Nov.	52.45
4305	10/29/15	Sheila Tanton	Remuneration - By-Election	200.00
4306	10/29/15	Telus (Mike)	FD - Sept 2015 Charges	61.19
4307	10/29/15	TNT Instrumentation Inc.	PW-Shop Pressure Switch	262.50
Total for AP:				94,498.67

Payment #	Date	Vendor Name	Reference	Payment Amount
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Accounts payable cheques for the month ending October 31, 2015.

October 31st, 2015 Payroll

0537-0547	10/15/2015	Mid Month Payroll	11,457.33
0548-0553	10/30/2015	Month End Payroll	<u>12,438.21</u>
Total for Payroll:			\$23,895.54

19-Nov-15
Mayor

19-Nov-15
CAO

Town of Sedgewick - Council Committee Reports to November 19th, 2015

Mayor P. Robinson reported attendance to the following:

Flagstaff Intermunicipal Partnership (FIP) Fall Forum - November 2nd, 2015 - Sedgewick Community Hall

- In attendance with CAO Davis, Clr's. Rose, Skoberg and Higginson. We attended the FIP Forum at the Community Hall. 13 Ways Inc. was in attendance to present the findings of the Regional Governance survey. Over half of those requested responded therefore those figures were used and a general plan of what our region will do over the next 5-7 years was agreed upon.
- That the five smaller communities will dissolve and become hamlets.
- That the remaining Towns and the County will be autonomous municipalities actively cooperating and collaborating in the sharing of services.
- That regionalization DOES NOT mean centralization and that lack of cooperation means illegal activity which is punishable.
- Failure to comply will doubtlessly result in the Province forcing us to amalgamate with whichever other municipality THEY choose.
- I sensed a general feeling that everyone wants to try to do things differently and work together. That seems to be the reality moving forward short term inasmuch as we are all talking now at least.

Other than continuous conversations and consultations regarding the Lodge/seniors housing and fire agreements and two special meetings of Council, I have, with Administration and Council, been at two public hearings regarding the Lodge closure. I do not feel any need to reiterate anything regarding them as we are committed to the 10 unit development with the Province. Any further options/ideas will be dealt with through our FRHG rep as per council direction. The fire agreement is being discussed by our delegates through the County and we await their meeting on the 25th instant.

Councillor G. Sparrow reported attendance to the following:

Sedgewick Rec Board meeting on October 26th, 2015 - Sedgewick Recreation Centre

- Job descriptions for Facility Manager and Arena Maintenance were reviewed; revisions were requested. Concession job descriptions will be reviewed at the November meeting.
- Regular meetings are scheduled for the third Monday of every month throughout the winter.
- Esther Whitehead had requested appointment to the board.
- 2016 operating budget was reviewed.
- Discussion held regarding the governing policies of the Rec Board – is there a constitution? If not one should be created.
- Elevator must have a designated weight restriction of 400 pounds or two people. Currently down for repairs.
- Discussion held regarding overtime as presented by the facility manager.
- Inventory should be completed before and after July 1st celebrations.

Flagstaff Regional Housing Group - November 10th, 2015 - Big Knife Villa -Forestburg

- The Board reviewed a proposal from the private sector to purchase the Flagstaff Lodge; discussion ensued regarding the option of moving the self-contained development to the area slated for the new subdivision in Sedgewick. As there are no services this parcel of land is no longer an option.

Town of Sedgewick - Council Committee Reports to November 19th, 2015

- Flagstaff Lodge van will be donated to a user group in Sedgewick; the user group is yet to be determined.
- A donation of \$20,000 will be made to the new development in Sedgewick for furnishings in the common area.
- FRHG would like to subdivide the lot; the government wishes to own only the lot which the new complex will sit.
- Development permit conditions were discussed; the government has indicated they will meet the conditions of the permit.
- Tenders for construction of the self-contained units will go out in January-February/2016 with construction starting in April-May/2016.
- \$900K is in reserves for demolition which will start as soon as possible.
- The Forestburg expansion will be open by August 2016. The foundation is 40% complete and they are currently dealing with water pressure issues.
- Flagstaff Lodge equipment will be dispersed with anything that can be used in Forestburg; followed by user groups. The Bethany Group will provide council with a list of items with a short window of opportunity to decide on what is wanted/needed. Unsure at this time if there will be a cost to items being dispersed.
- Five employees received severance packages; the cook and manager were both offered positions in Forestburg.

Councillor C. Rose reported attendance to the following:

FIP Fall Forum - Sedgewick Community Hall - November 2nd, 2015 - Sedgewick Community Hall

- Attended with Mayor Robinson, Clr. Skoberg, Clr. Higginson and CAO Davis.

Parkland Regional Library - Annual General Meeting (AGM)- November 5th, 2015 - Lacombe

- Deb Smith was elected chair; Leona Dickau is the area rep for the executive committee.
- Three names were placed in a draw to attend the Library Conference, alternate will be kept in the event those drawn are unable to attend.
- Updated policies and bylaws for Service Points which were passed.
- 2016-2018 Strategic Plan was passed.
- Municipal dissolution - Awaiting update regarding the status of the Galahad library from Flagstaff County.
- Library Websites:
 - All are completed at the staging level. They will not work for the individual libraries to make additional changes.
 - Additional libraries are interested in the programing for this website. If implemented in other libraries, PRL could see a cost reduction from the company.
- Upcoming meetings:
 - February 25th
 - May 19th
 - September 8th

Town of Sedgewick - Council Committee Reports to November 19th, 2015

- November 10th

Sedgewick Lake Park - November 8th, 2015 - AGM - Sedgewick Fire Hall

- Board appointments were made as follows:
 - Chair - Scott Holsworth
 - Vice Chair - Shane Dempsey
 - Secretary/Treasurer - Amanda Davis
- 2016 budget was approved with recommendations to Council.
- A silent online Facebook auction will be held in December with proceeds going to the spray park.
- The Board would like to see 75% of the funding in place prior to starting up the spray park project.
- An update of the Spray Park presentation will be shown at the Lions Christmas Gala on November 28th, 2015.

Councillors E. Skoberg and G. Imlah reported attendance to the following:

Flagstaff County-Fire Services discussions with County Council on November 9th, 2015 - County Office

- All county councilors in attendance with the exception of Jim Matthews.
- We thanked the County for accepting our meeting request; acknowledging in hindsight that things could have been handled differently and after the recent FIP Forum how important regional cooperation is.
- We identified the Town of Sedgewick is willing to move forward in cooperation to iron out the future of regional fire services.
- The question of Sedgewick fire fighters joining the Killam department was raised.
- The suggestion of building a fire hall at the airport was raised.
- The same concern was raised that there are all these great ideas that never become actionable.
- Perhaps the emergency services committee needs more power; it has to have the right people on the committee.
- Concerns were expressed on how this initiative would move forward along the FIP Project. 13 ways will be contacted for their opinion.
- Discussion took place on getting regional projects off the ground in general, along with educating citizens and council on how regionalization works.
- A request to allow the Sedgewick fire department to respond until such time that regional services are set will be taken to the next county council meeting on November 25th, 2015.
- The county is waiting for Hardisty to step forward in the same approach as Daysland, Sedgewick and Forestburg before moving forward.
- The question was asked how to improve on things going forward. More informal relationship building meetings, discussing issues in a respectful manner.
- Agreements are not yet signed with Forestburg or Daysland however it is likely forth coming at the meeting on November 25th, 2015.

Councillor G. Imlah reported attendance to the following:

Sedgewick Volunteer Fire Department - November 5, 2015 - Sedgewick Fire Hall

Town of Sedgewick - Council Committee Reports to November 19th, 2015

- The department members all understand the current situation with the Fire Services Agreement.
- The department supports whatever council is able to arrange and agree with Flagstaff County.
- No negative concerns were brought up with the suggestion that Flagstaff County take over the fire department.
- Tyson Armitage has Level 1 Inspection Certificate and is will to work with Chief Hebert to obtain his Inspection Certificate.
- The Fire Department members will attend the Lions Gala on November 28th, 2015 as their Christmas Celebration.

Town of Sedgewick Public Works Report – Period Ending November 19th, 2015

An update on public works activities up to November 19th, 2015:

- Christmas lights have been installed in the Main Street Park and a tree has been ordered.
- With the support and financial contribution of the businesses along 47th street, new outdoor Christmas lights were purchased and installed.
- Utilities were installed to the new A&B building throughout the week of November 10th, 2015. An issue arose during the water service tie-in. All of the Town's engineering plans indicated that the water main was a 8" line however once exposed it was a 6" line. The contractors were unable to complete the hot tap tie in therefore Brent and I worked on November 14th, 2015 with the contractors to do an alternate tie in. In accordance with Alberta Environment regulations a 7-day report must be submit to the province due to exhaustive chlorination following the tie-in. Besides that one glitch, everything else went well.
- The new public works has been picked up – thank you to Council and Administration for proceeding with this purchase.
- A new broom was purchased for the John Deere Tractor for sidewalk clearing. After much deliberation regarding the replacement of this tractor we've decided that it is the most useful piece of equipment for our department. Therefore to ensure sidewalk clearing could proceed the broom had to be replaced. The broom was purchased from Battle River Implements in Killam.
- In an effort to mitigate ongoing drainage issues on 51st Avenue we've installed a heat tape in the manhole near 5103 51st Avenue. We will be evaluating this effort to see if it solves the drainage problem this spring.

Town of Sedgewick - CAO Report – Period Ending November 19th, 2015

October 27th – Public Works Foreman Johnson and I completed three interviews for the position of Public Works Assistant II – the position shall remain open until a suitable candidate is found.

October 28th – Meeting with John Davis of The Bethany Group (TBG). J. Davis and I discussed the public hearing which was scheduled for October 29th; the TBG and the Flagstaff Regional Housing Groups (FRHG) role in the meeting. It had become apparent that the public hearing would evolve into more of a town hall meeting therefore I provided a list of questions that would assist the delegates throughout the meeting. The list of questions was centered on public concerns that had been received at the office. The questions were offered as a gesture however not mandatory to answer. Denis Beesley attended the conversation through a conference call.

October 29th – Public Hearing/Town Hall Meeting – in attendance with all of Council, Municipal Secretary L. Polege and Administrative Assistant M. Steil.

- The Public Hearing was held in accordance with the proposed rezoning of PRT NE8-44-12W4M.

November 2nd – Flagstaff Intermunicipal Partnership (FIP) Fall Forum – in attendance with Mayor Robinson, Clr.'s Rose, Skoberg and Higginson – meeting notes attached.

- FIP Regional Governance Presentation;
- Organizational Meeting Minutes and Correspondence.

November 5th – 6th – Applied Land Use Planning (ALUP) Course, Edmonton – Environmental Review of Subdivision Applications.

- The course consisted of the following topics:
 - Proposed Residential Subdivisions and Contaminated Sites;
 - Proposed Subdivisions Adjacent to Valley Banks – Evaluation of Valley Bank Slope Failure Hazards;
 - Environmental Reference Manual, Environmental Guidelines, Subdivision related Environmental Provisions in Alberta Legislation;
 - Proposed Residential Subdivisions and the Utilization of Provincial Aggregate Resources
 - Proposed Residential Subdivisions and the use of Groundwater;
 - Proposed Residential Subdivisions Adjacent to Rivers – Evaluation of Flooding and Erosion Hazards;
 - Proposed Residential Subdivisions Adjacent to Lakes – Evaluation from both Hazard and Environmental Protection Perspectives.

November 9th – Town Hall Meeting regarding the Closure of the Flagstaff Lodge – in attendance with Mayor Robinson and Clr's Rose and Higginson. Members from the FRHG and TBG addressed the audience and answered a variety of questions regarding seniors housing and the closure of the Flagstaff Lodge. MLA Wes Taylor and Executive Assistant Lee Cooper were also in attendance.

November 12th – 13th – ALUP Course, Edmonton – Planning Law (final in-class portion).

- The course consisted of the following topics:
 - Authority, Process and Statutes;
 - Statutory Plans;
 - Bylaw Adoption and Amendment – Procedural Issues;
 - The Land Use Bylaw and its Enforcement;
 - Intermunicipal and Regional Planning;

Town of Sedgewick - CAO Report – Period Ending November 19th, 2015

- Subdivision and Development Appeal Boards;
- Development Agreements;
- Environmentally Sensitive Lands;
- Condominium Basics.

(12) Administration

- Ongoing lengthy meetings with residents concerned with the closure and demolition of the Flagstaff Lodge. The residents are looking for ways to repurpose the facility and or keep the facility as a seniors lodge.
- Ongoing review of historical information pertaining to the Flagstaff Regional Housing Group from previous board members.
- Review of all insurance policies.
- Council introductory with Clr. Higginson.
- Identified the need to develop and implement an Encroachment Agreement for the alley on the east side of 47th Street following the issuance of a Compliance Certificate. Administration is working on the development of the agreement as the back-alley was constructed on private property. Although this was 'known' no agreements were ever formally put in place.
- Development and issuance of Heat Lamp Agreement with two parties.
- Submission of the 2016 Canada Day grant for fireworks.
- Extensive review of regional board packages with synopsis's developed for Council representatives.

(23) Fire

- Ongoing lengthy meetings with rural residents regarding the current state of Fire Services within the Flagstaff Region.
- Ongoing consultation with Fire Chief Hebert regarding Fire Services.
- Investigating all training requirements for Chief Hebert to obtain his Fire Inspection Certification.

(66) Development

- Ongoing consultation with JMAA Architecture, TBG regarding the construction of the ten-unit self-contained independent living facility.

(72) Recreation

- Prepared job descriptions and an Organizational Flow chart for all positions at the Sedgewick Recreation Centre as requested for the Rec Board.
- Addressing and getting up to speed on the Sedgewick Community Spray Park Project in an effort to ensure installation for 2016.

(74) Culture

- Hall Board Member Appointment – request that Kim Remple be appointed to the Hall Board

Attachments:

1. FIP Regional Governance Presentation
2. Organizational Meeting Minutes and Correspondence – Nov. 2, 2015
3. Action Items List – no action required

FLAGSTAFF REGIONAL GOVERNANCE STUDY

EXECUTIVE SUMMARY

NOVEMBER 9, 2015





In May, 2015, the Flagstaff Intermunicipal Partnership (FIP) contracted 13 Ways, Inc. to undertake a Regional Governance Study with the goal of identifying options for enhanced collaboration between all the municipalities located in the region.

This document is an overview of the information collected through extensive research, a comprehensive survey, two workshop opportunities, and a thorough analysis performed by the 13 Ways team. A full presentation, with all of the information and research, was presented to FIP on November 2, 2015 in Sedgwick, Alberta, and the full presentation was submitted to all members that week.

It was clear through the process that there is a recognition of the gravity of the situation the members of the Flagstaff Intermunicipal Partnership are facing now, and into the future. Cooperation is understood to be a necessity. Interestingly, there is consensus among members that a stronger and more formalized governance style urgently needs to be put into place.

Survey Results - Highlights

Between October 19th and 30th, 2015 an extensive online survey was sent to all elected officials and CAOs with membership in FIP by 13 Ways. Of the 66 requests, 39 surveys were completed – a 61 per cent uptake.

The following are para-phrased highlights of the findings compiled from the 39 completed surveys:

*Note: Scoring is based on a 9 point scale. Strong agreement with a statement, at 9, would represent a score of 100%. Neutral feeling would represent a score of 50%. Negative feeling would generate a score below 50%.

- **Attitudes – People Believe in Closer Collaboration**

- Through regional collaboration and joint investment, there is an **83%** scoring* related to belief that new or enhanced services can be achieved that could otherwise not be achieved by individual communities.
- Having a shared community development vision that includes services, recreation and economic development is important to the quality of life for all residents. **74%**



- Focusing on providing services to a larger region-based population and consolidating services is more important than arguing about the location of schools, fire trucks and recreation facilities. **72%.**
- There is a need for more region-based basic services. **71%.**
- Enhancing region-based amenities is important for the next generation of residents. **76%.**
- Doing something bold now will help the position of the region's struggling communities. **76%.**
- Only **42%** believe that they have reached the limitations of regional collaboration.
- Only **39%** believe cost efficiency should be the single driver for region-based governance options.
- Desire to be seen as municipal government leaders. **80%**
- **Hurdles – People Identified Significant Issues in the Region**
 - There was a **29%** scoring in the belief that the population base in each individual community is large enough to provide the services and life-style amenities people will want in the future at a price they are willing to pay.
 - Municipal governments in the region trust each other. **30%**
 - Municipal governments are trusted by the ratepayers they serve. **45%**
 - There are too many elected representatives for the population of the region. **69%**
 - Communities will be financially viable and able to provide services 10 years from now. **48%**
 - Lack of consensus holds back regional ambitions. **74%.**
 - Optimists are listened to more than pessimists. **40%.**



Confirmation of Recommendations

The work undertaken by 13 Ways, Inc. indicates that in spite of the challenges, hurdles and sometimes strained relationships within and between FIP communities, there is a strong undercurrent of positive attitude, a deep understanding that bold steps are needed, and strong desire to take action now to ensure all communities thrive moving forward. Members of FIP showed incredible leadership during the November 2, 2015 workshop indicating support to move forward into the next phases:

- **100%** agreed to proceed with an Infrastructure Needs Assessment and Capital Asset Plan, referred to as, The Business Case.
- **100%** agreed The Business Case should be done regardless of any funding from the Alberta government, but government funding should be pursued.
- **80%** would like to see this business case be completed within one year, while other 20% believe two years may be a more realistic timeline.
- Virtually all agreed a regional communications strategy should be developed immediately to ensure there is not a vacuum of information available for the public.
- **72%** (29 of 41) would like to investigate the possibility of moving towards a Single Tier Urban/Rural Government Model, with others interested in exploring the possibilities associated with a strong Federated model of regional governance as well.
- **80%** wanted to see a Single Tier Urban/Rural Government model implemented within five years.
- When asked about their fears following the presentation, the vast majority of people who spoke expressed a fear of failing to implement a solution rather than a fear of options presented.

These existing common bonds are a foundation for everyone to build on, allowing all communities to take steps to shape the region's future into one that retains community identity, provides necessary and expanded services, and grows the region into one of Alberta's more desirable places to live.



Recommendations

- The Flagstaff Intermunicipal Partnership should proceed with the Business Case: Conduct an Infrastructure Needs Assessment and Capital Asset Plan - for all its member communities. The Flagstaff Intermunicipal Partnership should engage Alberta Municipal Affairs to secure funding to complete The Business Case.
- The Flagstaff Intermunicipal Partnership should proceed with co-participation and co-investment in execution of a Regional Economic Development Plan through FIP. Members may wish to consider contracting this work to an outside consultant, or proceed internally.
- The Flagstaff Intermunicipal Partnership should retain a consultant to act as a facilitator, negotiator and broker to manage issues that arise, as the process continues over several years, to ensure FIP members remain focused on, and committed to, the process and approved recommendations.
- The Flagstaff Intermunicipal Partnership should develop a Regional Communications Strategy to ensure all residents and stakeholders in its communities understand the issues and the options, and to allow local leaders to engage with their communities and garner support for efforts to build a robust New Governance Model.
- The Flagstaff Intermunicipal Partnership should agree to support advancing toward a Single Tier Urban/Rural Municipal Government with implementation to be completed no later than 2021.
- The Flagstaff Intermunicipal Partnership should consider beginning the work of developing a framework for a New Governance Model before the Business Case is completed, to ensure momentum is continued, to ensure a solution is always the focus, and to inform the Regional Communications Strategy. An outside consultant should be retained for the research and negotiations associated with this process.
- The Flagstaff Intermunicipal Partnership should prepare the Business Case, the Regional Economic Development Plan, and the New Governance Model framework on timelines that presume the 2017 Municipal Elections results will be a plebiscite on their work and proposal.



Flagstaff Intermunicipal Partnership: Regional Governance Study

November 2, 2015

By: Doug Griffiths, Chris Fields & Tim Morrison

Why are WE here . . . a powerful story . . .

- In the old world: independence and competition worked
 - farmers, vehicles, local, small, services
- But things changed in the world . . . And for us . . .
 - mobility, mentality, more . . . revolutions
- FIP was born (League of Nations)
 - meet new challenges together, find success
- Next evolution . . .
 - You called 13 Ways, Inc.

Threats to Success

Your issues:

- Partners pulling out of FIP
- Municipalities dissolving
- Egos, grudges, protectionism, and distrust

Real Issues:

- Communities getting smaller
 - Businesses closing
 - Youth leaving
 - Seniors housing
 - Infrastructure crumbling
- is anybody listening

“The current structure of the MGA has municipalities competing against each other.”

“. . . its time to modernize those relationships, therefore municipalities will form partnerships, and find new ways to integrate services, to manage growth, and to use land better.”

Hon. Deron Bilous, Minister of Municipal Affairs
AUMA 2015 Fall Convention

“We’re working at ways to support municipalities to partner and work together, and so funding is a great way to incent that behaviour.”

Hon. Deron Bilous, Minister of Municipal Affairs
AUMA 2015 Fall Convention

“Municipalities that contravene – they are essentially breaking the law – and there are consequences for those that do.”

Hon. Deron Bilous, Minister of Municipal Affairs
AUMA 2015 Fall Convention

. . . You can't outwait your challenges
 . . . Your challenges won't disappear
 . . . But you might . . .

Elements of Success

- Attitude
 - “Attitude is Everything”
 - Negativity Kills Slowly
 - Fear Kills Quickly
- Admitting THIS (FIP) isn’t enough . . . isn’t failing
- Making a choice to make something superior (not being forced)
- Focus on Success, not Equity (define SUCCESS)
 - Rural/Urban Divide Region/Local
- Long-term Vision (Not about Right Now . . . Build Something)
 - Baby steps are steps to failure . . . not babies anymore
- Big, Hairy, Audacious Vision/Goals . . . For those you serve

“The difference between a politician and a statesman is that a politician thinks about the next election while the statesman think about the next generation.”

James Freeman Clarke, 1800s American Theologian and Author

Formalizing Regional Governance

- Eight Tested Models:
 - Rural/Urban Segregation/Annexation
 - Local Rural Consolidation
 - Amalgamation - Self-contained Labour Areas
 - Single Tier Rural Municipality
 - Single Tier Urban Rural Merger
 - Regional Planning and Service Boards
 - Regional Contract
 - Municipal Confederation
 - Municipal Federation

Models to Learn From

- Many others have walked this road
 - Ontario in late 1990s
 - Manitoba now
 - Large urban centres...Toronto & Vancouver
- Three examples today
 - Prince Edward County, Ontario
 - BC Regional Districts
 - Lac La Biche County

Key Questions

- What was it like before you formed?
- What prompted discussions?
- What were key sticking points?
- How did you decide what to choose?
- Has it changed the fortunes of the region?

Prince Edward County

- Inconsistent services and costs
- Government forced amalgamation
- Representation – still a problem
- They didn't - government order
- Stronger regional economy and better land use planning

BC Regional Districts

- Little or no co-operation
- Government forced amalgamation
- They had no locally elected officials
- Government Order
- More services for everyone – pay for what you get.

Lac La Biche County

- One Town – One County
- Mutually agreed – a public vote
- Rural – Urban divide (53% vs 93%)
- Decided the model on their own terms
- Stronger regional economy, better land use planning and economies of scale.

“Amalgamation works. It works very well.”

Former Lac La Biche County Mayor Aurel Langevin,
July 23 2013 Westlock News

Elements of Success

- Attitude
 - “Attitude is Everything”
 - Negativity Kills Slowly
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- Admitting THIS (FIP) isn’t enough . . . Isn’t failing
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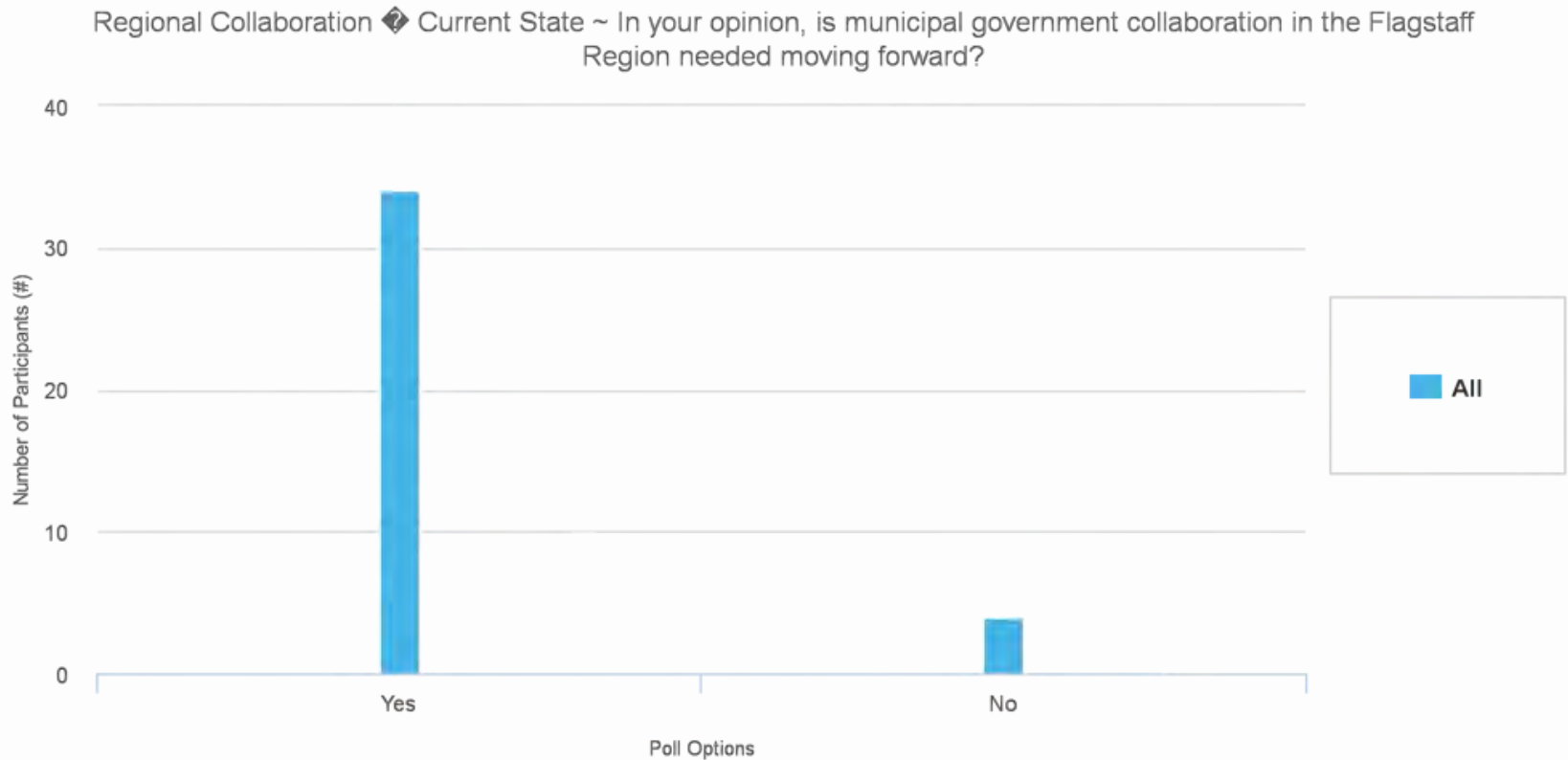


Survey Findings

- “Test” barriers and opportunities, both perceived and material to regional shared services and regional governance.
 - incl. exploration of variation between communities, and between admin and elected officials.
- Explore more “aggressive” models.
- Lay out what a pathway might look like, recognizing trade-offs + internal attitudes/capacity.

39

The Need For Collaboration Has Been Identified



www.9Lenses.com



Complexity / Challenges



Coincidence OR Not ???

If...

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

Equals...

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26

Then

K • N • O • W • L • E • D • G • E
11 • 14 • 15 • 23 • 12 • 5 • 4 • 7 • 5 = 96%

H • A • R • D • W • O • R • K
8 • 1 • 18 • 4 • 23 • 15 • 18 • 11 = 98%

Both are important, but fall just short of 100%.

But

A • T • T • I • T • U • D • E
1 • 20 • 20 • 9 • 20 • 21 • 4 • 5 = 100%

Attitudes: Generally Positive Frame Of Mind

Slider Prompt	Score
There are too many elected officials that serve our population.	68%
Via regional collaboration and joint investment, we can achieve new or enhanced services that otherwise couldn't be achieved by individual communities.	83%
We have enough population in each of our individual communities to provide the services and lifestyle amenities people will want in future at a price people are willing to pay.	29%
In 10 years, the community I work in or are a political representative of will be financially soluble, while providing the services people want at a price they are willing to pay, and being able to recapitalize aging infrastructure.	48%
Having a shared regional community development vision that includes services, recreation, and economic development is important to future prosperity and quality of life for all of us.	74%
We should stop arguing about where medical facilities, schools, recreation facilities and fire trucks are and think more about whether we can provide an enhanced service to region-residents by consolidating locations and serving a larger population.	72%
We need more region-based basic services provision.	71%
If regional solutions could be quantitatively proven to be more cost efficient I would be more vocal in my support.	68%
Our similarities in terms of values, services needs and desires, and community development aspirations, are more similar than different in the Flagstaff Region.	66%
Municipal governments in the region are trusted by ratepayers.	45%
Municipal governments in the region trust each other.	30%

Our sum in the region is greater than our parts.	66%
If we could prove that taxation is cheaper while services can be maintained or enhanced, we should amalgamate.	65%
A common regional brand is meaningful to pursuit of future prosperity and quality of life of residents.	63%
We have reached the limitations of regional municipal collaboration.	42%
We listen more to the optimists than the pessimists.	40%
We seek creativity and value being innovators in our approach to municipal government.	55%
More regional collaboration has proven to be cost efficient for our FIP municipalities.	52%
Some form of municipal governance amalgamation in the region is inevitable.	76%
We have too many political representatives for our population base.	69%
Community leadership makes the hard decisions that are good for the community in the long-run.	64%
Lack of complete consensus holds back the ambition of our initiatives.	75%
It's important that we enhance region-based amenities to be desirable for a next generation of residents.	76%
If we need to develop region-based amenities and close individual community amenities to position us more ambitiously for the future, then that's what we need to do.	64%
Cost efficiency should be the only driver of exploration of region-based agreements/governance options.	39%
Our communities are struggling and we need to do something bold to position for the future.	76%
We want to be seen as municipal government leaders.	80%

Regional Collaboration: Where Should It Focus?















As one moves down the funnel there is less agreement on need, though general agreement.

Slider Prompt	Score
How important is OPERATIONAL SERVICE PROVISION (e.g. FCSS, housing, recreation, planning, assessment, tenders, economic development, etc.) to the efficacy of more regional municipal government collaboration in the Flagstaff Region?	79%
How important is a Region-Based Governance Model to the efficacy of more regional municipal government collaboration in the Flagstaff Region?	73%
Basic Services Provision (e.g. water, emergency services, solid waste).	85%

There is Solid Agreement On Importance Of Many Region-Based Services Moving Forward

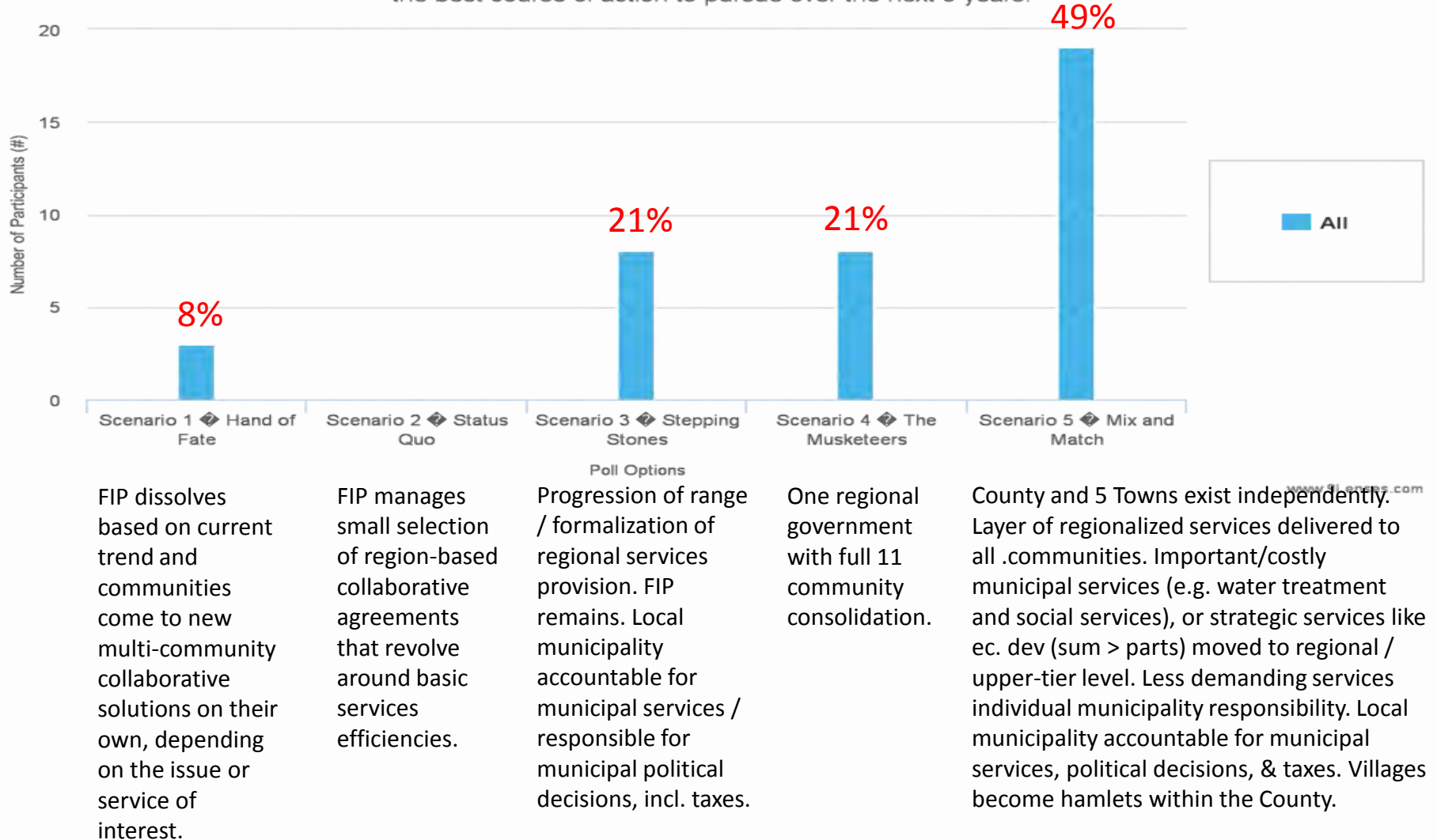
 Top 5
  FIP Activity
 Bottom 5
  Future FIP Activity

Slider Prompt	Score
Region-Based Industrial Land development (selected locations only)	68%
Shared Equipment	75%
One Region-Based Development Vision 	69%
Regional Governance <i>Tied 26th rank</i>	68%
Medical Recruitment	82%
Single Regional Voice to senior levels of government for "bedrock" issues (roads, health, education)	78%
Seniors Care	85%
Employee Safety Program 	76%
Shared Administration Services (tax, assessment, finance, planning, tenders, etc.)	73%
Fire Services 	89%
Communications Systems (e.g. fire) 	87%
School Planning	68%
Medical Facilities Planning	78%
Other (please specify below)	96%
Bylaw Services 	67%

Economic Development Services	78%
Emergency Services (fire, police, EMS)	92%
Family and Community Support Services 	87%
Geographic Information Systems (GIS)	64%
Housing	76%
Parks Management Services	52%
Planning Services (development services application processing and plan-making)	72%
One Regional Municipal Development Plan	65%
One Regional Recreation Master Plan 	64%
Recreation Services (community halls, sports facilities, libraries, museums)	68%
Solid Waste Management Services  	87%
Transportation Services (roads)	76%
Water Services 	81%
Wastewater Services	77%
Infrastructure 	77%
Regional Marketing for Investment Attraction and Retention 	80%

The Desire For More Aggressive Collaboration Has Been Identified

Governance Scenarios ~ Please indicate your preference (choose one) for one of the five scenarios that you feel is the best course of action to pursue over the next 5 years:



Perceived Inevitability Of More Aggressive Regional Activity

FIP Not The Mechanism?

Choose one of the following in terms of where you think
FIP is headed based on the current “chess board.”

- a. Status quo scope of collaborative services agreements - 3
- b. Broader range of collaborative services agreements - 4
- c. More formalized services organizations (shared services, (own legal status, arms length, not for profit) - 3
- d. One regional government – 3
- e. Unravelling/non-existent - 6

*Some say d is the ideal
but b is the probable.
One says B, but D for
some services and for
smaller municipalities.*

6. Choose one of the following in terms of where you
think FIP needs to go:

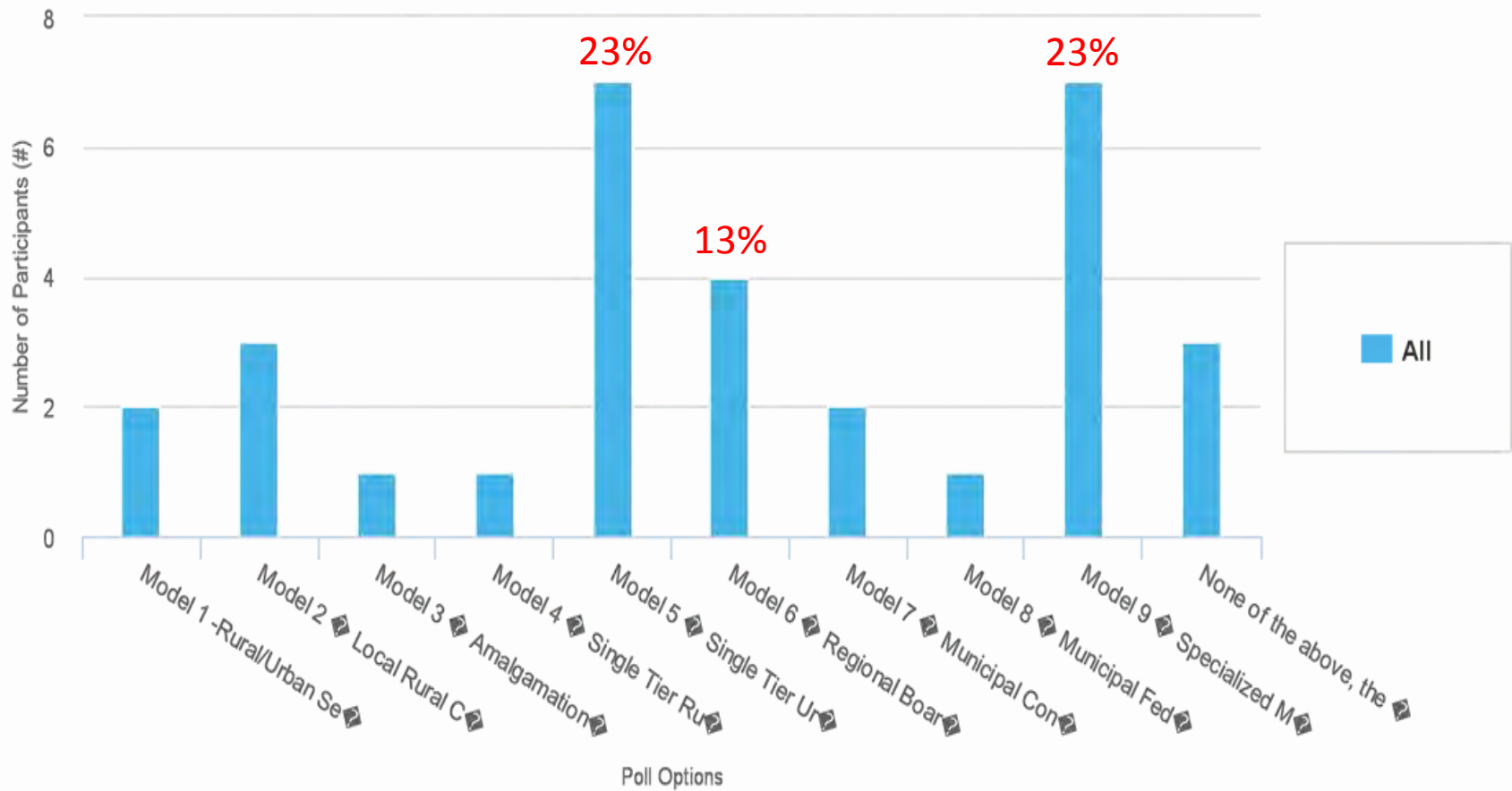
- a. Status quo scope of services agreements - 0
- b. Broader range of services agreements - 2
- c. More formalized services organizations - 7
- d. One regional government - 8

“Fit” Governance Model Fit With Path Forward For Flagstaff Region Communities

Topic	Score	Alignment
Model 1 - Rural/Urban Segregation/Annexation	50%	57%
Model 2 – Local Rural Consolidation	53%	49%
Model 3 – Amalgamation Based on Self-Contained Labour Areas (SLA)	29%	55%
Model 4 – Single Tier Rural Municipality	53%	50%
Model 5 – Single Tier Urban/Rural Merger	61%	44%
Model 6 – Regional Board/Contracts	58%	58%
Model 7 – Municipal Confederation	48%	56%
Model 8 – Municipal Federation	36%	58%
Model 9 – Specialized Municipality	48%	46%

Perceived “Best Fit” Governance Models

Model 9 ♦ Specialized Municipality ~ Which single governance model do you think is the most appropriate fit with the Flagstaff Region communities ♦ context moving forward?



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Regional Collaboration: FIP's Challenges

Attitudes that default to region-based initiatives as a nice to have but not a must have.	77%
Initiatives aren't operationalized as effectively as they could be.	78%
Some communities have a voice that is "too loud."	74%
The partnership isn't ambitious enough.	72%
Individual community protectionism.	78%
Initiatives haven't generated enough cost efficiency to offset the trade-off for autonomy.	68%
We haven't figured out an equitable way to finance/operate more region-based initiatives.	73%
We haven't figured out a way to create a representation by population management structure.	66%
Lack of vision.	81%
Lack of agreement on initiatives to pursue.	82%

Lack of elected official understanding of the benefits of regional initiative.	82%
Lack of ratepayer understanding of benefits of regional initiative.	77%
The quantified business case for region-based collaboration is missing.	68%
We don't believe a "sum can be greater than the parts."	75%
Needs more operational resources.	66%
Needs a strong "operational executive" that can expertly implement and manage initiatives.	86%
Lack of broader discussion about implications of changing trends and times on our region communities.	75%
We're too focused on initiatives that involve all communities vs considering initiatives that may only involve a few communities based on need and/or level of interest.	73%
Other (please specify below)	82%

Trade-Offs: There is Significant Neutrality

Slider Prompt	Score
If we could build one central recreational facility that provides more and/or enhanced services vs maintain several smaller recreational facilities at greater cost, we should do so.	40%
If we could co-invest in servicing of industrial land in one or two "best" locations on a corporate site selection basis (e.g. water, rail access) we should do that versus all of us trying to do our own thing.	65%
Even if it's more expensive, it's important to maintain individual community services vs regionalize those services.	42%
It doesn't matter where jobs-related investment happens in the region, as long as we share tax revenues.	68%
We should locate basic services (e.g. water, sewer, emergency services) in each of our municipal boundaries vs consider locations that best service the Flagstaff Region population.	44%
It's more important to us that we have very close or in-community access to health and education services, even if we could get enhanced services from a consolidated location further away.	58%
Getting more senior's housing in the region is more important than what community it locates in.	75%
The internal, individual municipal administrative cost of looking after FIP activities is considered equal to activities internal to the municipality.	54%
A regional plan (e.g. MDP or Recreation Master Plan) should never have priority over an individual community plan.	51%
Our individual identities are more important than a regional identity.	52%

When the rubber hits the road, the perceived inevitability of more regional services / governance and expression of interest in region-based services / governance models is balanced against muddled perspective on implications. These become tough negotiating points.

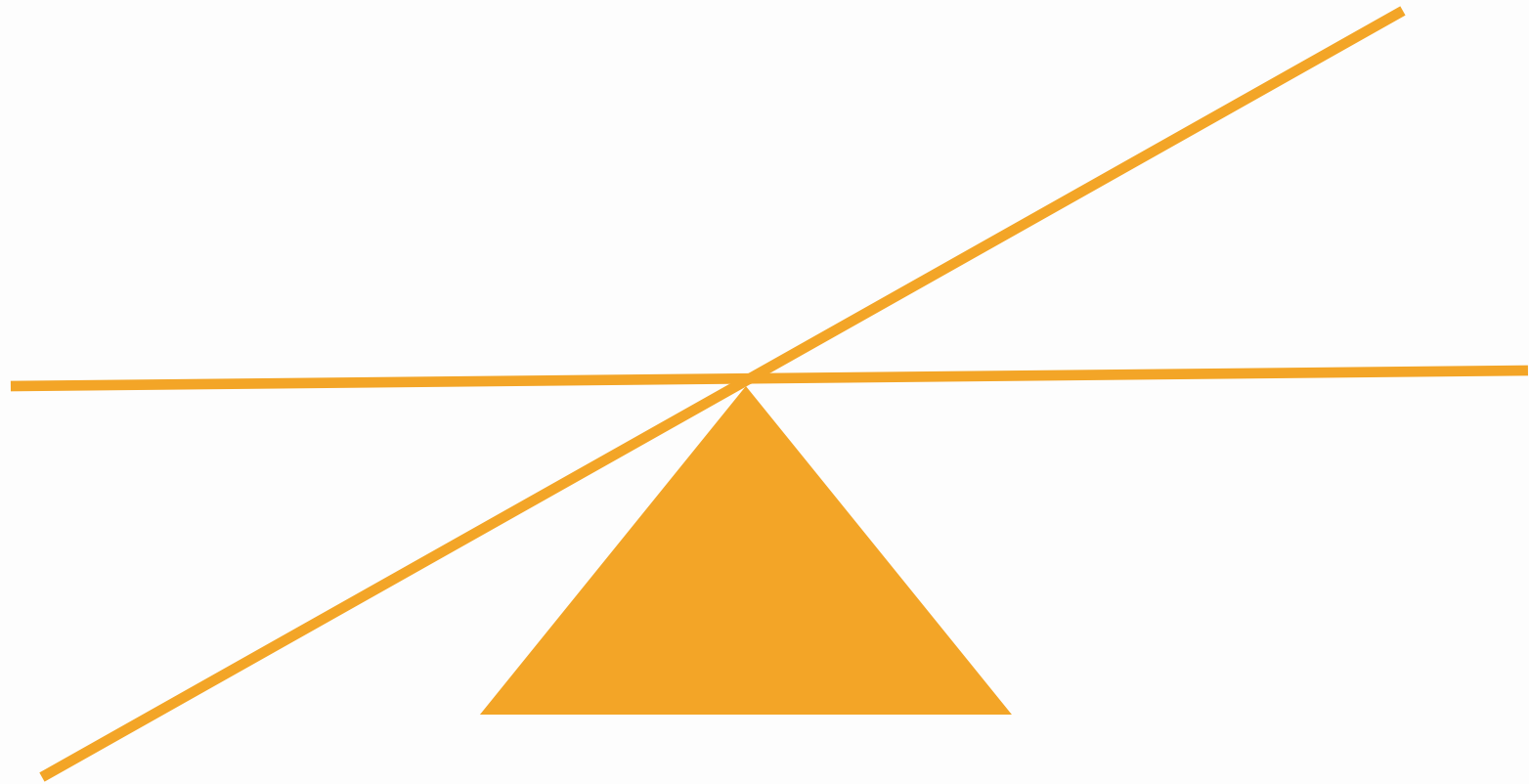
Community and social interactions, events, and organizations are more important to local identity than municipal governance structure.	69%
Promoting our communities as a single region for investment attraction and tourism, including a regional brand, is more important than our individual efforts.	68%
If any municipal operational service (e.g. planning, administration services like planning, assessment, tenders) could be proven to be lower cost on a region basis then we should implement it vs run that service as an individual municipality.	75%
There are advantages to municipality having control over all of its operations vs more regional organization(s) having some of that control.	55%
Our ratepayers place taxation level above protection of community identity and autonomy in the context of regional considerations.	48%
Sacrifice of local identity is okay as a trade-off for region-based potential for lower cost services, better administration, and improved infrastructure.	44%

Stepping Stones: This Is Significant Agreement On Some Key Steps

Slider Prompt	Score
Elected official/municipal staff education sessions with knowledge experts around regional collaboration.	82%
An ongoing continuous learning program for elected and municipal officials to capacity build ability to manage complex regional relationships and projects.	81%
A communications strategy and ongoing communications to residents to raise understanding of the purpose, projects, and achievements of more region-based initiative, and to establish the links and trade-offs between region-based services, taxation and autonomy.	86%
A strong “operational executive” that can expertly implement and manage initiatives.	85%
A readily-available sounding board resource at the provincial level to help us sort out road-bumps we run over along the way.	84%
Provincial incentives to pursue more region-based initiatives.	81%
Other (please specify below, and rank importance to the right)	90%
Clear understanding of the business case	80%

The Regional “Anything” Conundrum

Autonomy

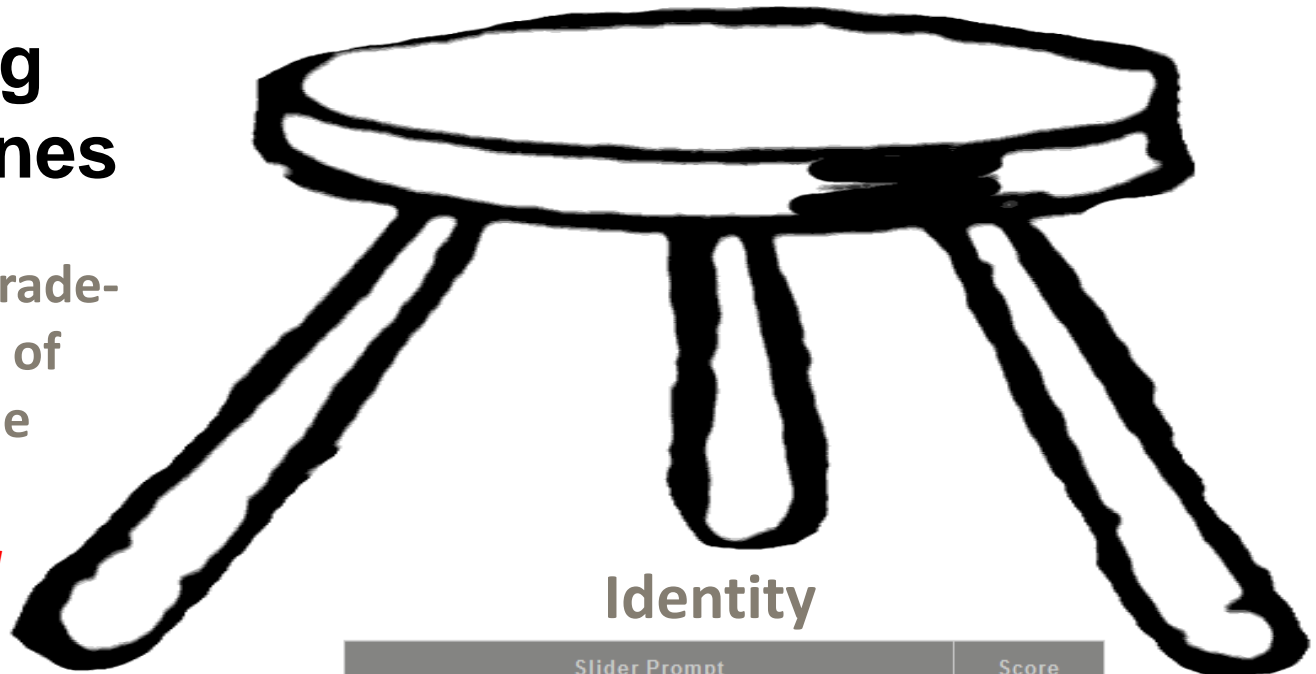


Efficiency

Negotiating Cornerstones

Decisions may trade-off one or more of these against the other(s).

- *Maintain names and some local decision making.*
- *Urban/rural taxation variation.*
- *Political representation by population.*



Identity

Slider Prompt	Score
We need to maintain some local decision making ability to preserve community identity.	72%
We need a single region name only.	36%
We need a new region name to create a clean slate.	36%
We need to maintain all existing community names.	83%

Taxation

Slider Prompt	Score
There should be a differential between urban community and rural community taxation in a regional governance model to account for fewer services available (e.g. water/sewer) to rural residents.	65%
Taxation should be based on assessment within current municipal boundaries.	63%
Shared taxation should be on a region basis.	56%

Representation

Slider Prompt	Score
We should elect some representatives on a city/county-wide basis, but have other representatives elected from local rural and urban wards.	56%
Given our current population is 50% County and 50% urbanized communities within the County, we should establish political representation of 50% County/50% urbanized.	53%
We should have political representation by population.	71%



Recommendations

Answer these two questions and you are 80% there in terms of an effective strategic positioning.

“Progress” is a reflection of three roles of government in navigating a path forward: 1) set a direction; 2) provide services people want; and 3) provide services at a price people are willing to pay.

WHO are we?

(and why do we matter?)

Realities

- Small – not critical mass individually.
- Declining rural population (8800 down to 7400 by 2026).
- Not as accessible as many parts of Alberta.
- “Cool” little towns – reasonably close together.
- Complexity of investment environment.
- Today...whether it's nature, governance, or economy, systems are increasingly integrated.

Conclusion – can't be everything to everyone. Need to work together and put some eggs in a basket of strategic emphasis.

Bridging the Rising Expectation Gap

Service enhancement can become a critical value proposition from an investment attraction perspective, but amidst small rural populations the ability to achieve service enhancement requires critical mass that can't be met by single communities.



- Service provision becomes a matter of efficiency – which drives competitiveness.
- An umbrella consideration for the three roles of government is to determine a pathway for governance that remains respectful of individual communities while more fundamentally addressing ability to provide services more efficiently, and/or to enhance services, and most importantly to build toward an ambitious vision (jobs, housing availability and affordability, recreation and other quality of life features). These are the fundamentals that “customers” (ratepayers) ultimately most deeply care about.

Recommendations

*Key Gateway
Catalyst*

*Phase 2
Governance Study*

**Business
Case**

-Capital Cost Accounting-
-Infrastructure Needs
Assessment-
-Capital Asset Plan-

Need?

*Phase 3
Governance Study*

**Negotiate
Region-Based vs
Local Services**

**Federated
Governance
Model**

**Single Tier
Urban / Rural
Merger**

*Incentivized by
Province?*

- *Operational executive*
- *Education sessions/Continuous learning*
- *Communications strategy (residents)*
- *Provincial sounding board resource*

**Co-Invested
Economic
Development**

***Villages Transition
Into County***

2016

2017

2022

FIP Mandate Ends

Time

An Argument For Shared Economic Development Activity

Slider Prompt	Score
Region-Based Industrial Land development (selected locations only)	68%
Shared Equipment	75%
One Region-Based Development Vision	69%
Regional Governance	68%
Medical Recruitment	82%
Single Regional Voice to senior levels of government for "bedrock" issues (roads, health, education)	78%
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Emergency Services (fire, police, EMS)	92%
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Geographic Information Systems (GIS)	64%
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Parks Management Services	52%
Planning Services (development services application processing and plan-making)	72%
One Regional Municipal Development Plan	65%
One Regional Recreation Master Plan	64%
Recreation Services (community halls, sports facilities, libraries, museums)	68%
Solid Waste Management Services	87%
Transportation Services (roads)	76%
Water Services	81%
Wastewater Services	77%
Infrastructure	77%
Regional Marketing for Investment Attraction and Retention	80%

For Group Discussion

- How do you feel about path forward?
- Do we agree to proceed?
- Three critical next steps we need to take to make it happen?

Recommendations

*Key Gateway
Catalyst*

Business Case

- Capital Cost Accounting-
- Infrastructure Needs Assessment-
- Capital Asset Plan-

*Incentivized by
Province?*

Need?

Negotiate
Region-Based vs
Local Services

Federated
Governance
Model

Regional
Boards /
Contracts

Single Tier
Urban / Rural
Merger

Co-Invested
Economic
Development



Appendix:
Workshop
Findings
Oct. 2015

What is Driving the FIP?

Need for cooperation to generate efficient service delivery.	To save time/money - efficiency	Understanding by some of need to work together moving forward.
Resources that reduce duplication and increase efficiency	Confusion – wanting more and not knowing how to get it.	Desperation. Started as desire to work together to address reality of imposed change. Didn't work. Trying to cling to original purpose.
Communication with other communities	Efficiency via shared services	Efficiency
Request to work together – but disappointment has been a recent driver.	Nothing exciting or visionary	Desire for autonomy currently.
Nothing	Tradition – hope for eventual cooperation.	Not much – currently floundering. Desire to improve services
Recognition that must work together even though there are challenges.	Efficiency – stronger region that is more effective for residents.	More effective service and governance.

Greatest FIP Successes and Why?

“Infrastructure is an insurmountable challenge and we need to work together as a matter of necessity.”

Some public works delivery – SCADA, safety	Fire/911 radios – purchasing equipment for a common goal.	Shared services – save \$ and easy to do.
Regional agreements for SDAB, QMP, DAB	SCADA system – linking all water plants	Standards that improve service – e.g. disaster services
Initial successes have devolved into unsuccessful outcomes – e.g. RESC	Generally communities working together and understanding what it takes to get things done.	SCADA, Regional water operators consortium
Regional emergency communications system – addressed a need not a want.	Generally bringing communities together.	Water consortium. Fire agreement incl. regional chief.
Regional assessment review board, SDAB – only ones that work harmoniously because they aren’t used much.	Water	SCADA – saved \$. Accessed qualified workers otherwise couldn’t afford. Job sharing with other staff was helpful.
Fire/911 radios. Regional EMS coordinator – resource and support for all communities	Professional development workshops – not a generally widespread opportunity. SCADA.	SCADA (regional water operators)
Fire/911 radios.		

Greatest FIP Hiccups and Why?

SCADA – lack of knowledge of people responsible for server and lack of buy in from public works staff (don't understand benefit).	Variation of perceived need by members. Variation of level of understanding. Desire to compete.	Operating protocol. Red tape. Lack of direction re new initiatives.
Fire and rescue agreement. Working with County.	Municipalities trying to retain autonomy. Lack of education, sharing of information and willingness to self-educate.	Trying to accept information at the table and respecting everyone's ideas in order to move forward.
Withdrawal of 5 municipalities – Councils are only willing to work with cooperative partners. Decline in willingness to participate in regional projects for the common good because municipalities can't see the future benefit of collaborating now.	RESC (Regional Emergency Services Coordinator). Began as a position to help municipalities. Ended as a County employee, which ends up feeling like whoever controls the purse strings makes the rules. Any questioning of that results in termination of agreements and isolation of "offending" municipality	Fires Services Agreement – loss of autonomy and lack of respect from County for service providers. SCADA – a lot of money spent on something that is not working well. Lack of willingness to continue with project and develop personnel commitment. Overall lack of respect for each other and differences/concerns.
Lack of communication – assumptions from the past brought to the discussion. Lack of respect for each other. Unwillingness to change. Talk change – everyone will agree verbally but can't "walk" change (talk).	Resignation of FIP Coordinator over bickering from an urban partner resulting in lack of agreement signing. County response was understandable and apparently found efficiencies and alternatives.	Lack of true desire to work together...afraid of loss of autonomy. Lack of genuine leadership skills – both elected officials and administrations.
Lack of cooperation. Everyone wishes to advance their own self-interested opinion vs come to common opinion.	Withdrawal from agreements. Everything is fine as long as \$ is flowing freely. When \$ becomes tight people get cranky.	FIP Coordinator resignation. Left FIP scrambling for a year because no one wanted to be Managing Partner.
Regional Recreation Master Plan put in place by County caused a lot of friction.	Lack of respect...."know more than you," baggage of old feelings, etc.	Getting traction and direction. Communities not seeing value.
Protectionism.		

Key Stumbling Blocks/How Do We Overcome Them?

Unstoppable conversation – removed it from FIP and communities work together to do it.	Forestburg stepped up to become the new managing partner when everyone was backing out.	County controls things through financial veto.
Fire agreement can't ever seem to get off step 1.	Loss of FIP Coordinator – Forestburg willing to step forward to keep group viable.	SCADA – Daysland did it on its own.
Managed to recruit an FIP Coordinator after a long time without one.	When government \$ stopped, each partner gave more.	From a large list of priorities, condensing to a doable list.
Contributed resources to projects that did not directly affect our operations but assisted all citizens	Towns and Villages want County involved with no accountability. Towns and Villages are afraid someone else is getting ahead.	Launch of regional water operators consortium. CAOs stepped up to the plate, developed the RFP and implemented.

Issues Between County and Alliance?

Feeling of lost control and not sharing same vision.	County doesn't like other municipalities asking questions because they control the purse strings and want to make the rules.	Personalities – too much chirping.
Frustration – sense that County only wants to partner if they are in charge. Smaller municipalities leaving out of fear and frustration.	Because Forestburg is the managing, County has the \$ (e.g.). Personalities and short-sightedness.	Other municipalities expect County to adhere to their needs at no cost. Urbans can't see long term benefit of collaboration.
Too much arguing.	Personal power trips. Tired of not seeing results. Tired of same people putting up same old issues/obstacles.	Power struggle over fire agreements. Lack of concrete progress. Too much arguing over agreement details.
Lack of respect for differing views and individual municipal challenges (from the whole group)	Very high levels of frustration. Not willing to work with each other therefore no perceived value.	Lack of perception of value. Angry some other municipalities stood up to them.
County seems to be disruptive in the process to make towns and villages cooperate....feeling that the towns and villages just want money.	Fire Agreement conflict – County Council dynamic – Lougheed.	Small communities don't see the benefit. Flagstaff tired of dealing with what they see as smaller, more insignificant issues.

Choose one of the following in terms of where you think FIP is headed based on the current “chess board.”

- a. Status quo scope of collaborative services agreements - 3
- b. Broader range of collaborative services agreements - 4
- c. More formalized services organizations (shared services, (own legal status, arms length, not for profit) - 3
- d. One regional government – 3
- e. Unravelling/non-existent - 6

Some say d is the ideal but b is the probable.

One says B, but D for some services and for smaller municipalities.

6. Choose one of the following in terms of where you think FIP needs to go:

- a. Status quo scope of services agreements - 0
- b. Broader range of services agreements - 2
- c. More formalized services organizations - 7
- d. One regional government - 8

Biggest Challenges re Movement Toward More Regional Services and Structures

United cooperation	Personalities, invisible barriers, control.	Lack of understanding.
More strategic planning and a lot bigger and broader picture perspective.	Financial equality on a per capita basis. Increased respect. Equalized regional linear taxation divided per capita.	Unwillingness to give up autonomy. Lack of trust in the County to follow through. Old history.
Change requires much more ambition and we must change so the greatest hurdle is judgement against change.	"Old stock" residents. See Ryan McNeil: "Is Social Capital Killing Rural Towns and Counties"	Release of local autonomy, trust, inability to think long term benefits.
Each partner is protecting own community to ensure survival. Lack of ability to focus on decisions that benefit the region (vs what's in it for me).	People too stuck on "own town" us vs them mentality. Everyone talks the talk but no one willing to give anything up and so no one knows how to proceed from that point.	Protectionism – every community wants to have every service when it's not realistic – i.e. arenas, curling rinks, ball diamonds, large community halls.
Fear of losing something individual community residents will criticize for.	Territorial attitude. Too many partners. Protectionism.	Administering various communities. Government funding.
Towns and villages won't cooperate to build a regional public works program for more efficient service delivery.	Communication and cooperation among Councils. Move forward thinking required – need to be open to various forms of regional cooperation.	All participants being able to see the benefit of working together (vs competing).
Biggest challenge is consensual agreement.		

Key Obstacles re Notion of One Regional Government

Will never work without united cooperation.	Maintain or improve a standard level of service.	Unwillingness to give up autonomy. Fear. Mistrust. Lack of vision.
One regional government is the obstacle. Inability to see the big picture or draw a good picture of what could be.	Get rid of protectionism. Which politicians are willing to step aside for the “good of the whole.” Nobody is willing to fall on the sword for the team.	Need more basic respect, financial equality. If reverse these problems then would be no problem with regional governance. As long as the County “controls the purse strings, they make the rules” has to stop.
Mayors need to like each other and seek solutions.	Turf protection.	Release of local autonomy
Governance	Get out of own town mode. People don’t really want to change.	Resident buy in and large geographic area.
Need to take emotion out of the discussions. But first we need to have open and honest discussions.	Convincing the public of the benefit of one government (assuming all 55 elected officials buy in).	Need cultural change and crisis will bring this. Until then will hiccup along.
Towns and villages think they have to compete against each other.	More strategic planning and a lot bigger and broader picture.	Rural vs urban – still challenges regionally.
Ratepayer and elected official buy-in.		

Will Region Communities Be Financially Soluble in 5 Years?

Not all	No unless we look bigger and have a willingness to share and compromise.	6 of the urbans will be. The rest will be County.
Yes	No	The smaller ones will struggle with revenue and infrastructure deficit.
Yes	Maybe but dependent on government handouts.	The small villages will not be able to survive.
Yes	Possibly 2 besides the County	Some – but will depend on Provincial and Federal grants.
No	Those with population >500 may have a chance but will struggle with priorities.	Yes
No	Some yes, some no.	Yes in most cases.
Some – those that work together.		

Ideal Vision for the Region

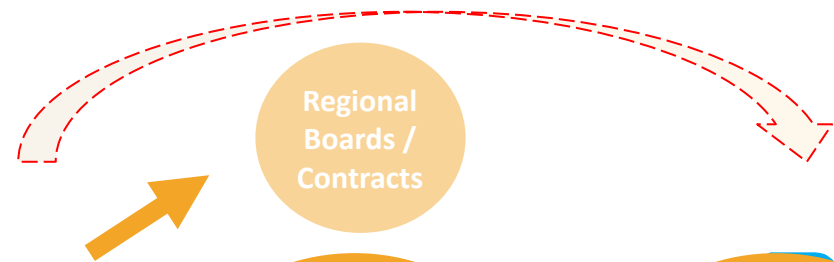
Working together without dissolving into one municipality	City amenities, quiet rural setting, eager population, connectivity, “leanliness.”	Respectful, cooperative, solvent municipalities sharing linear assessment and services, using established and inalienable agreements.
Coming to solutions and better planning that drive regional collaboration.	Regional governance with clearly thought out services, devoid of protectionism.	Viable communities sharing services that allow us to enhance our residents’ lives by being able to provide wants, not just needs.
Belonging in a place where people want to belong.	A regional government with 10 zones centred around urban municipalities, with regional commissions/partnerships as advisory.	2-3 governments in the entire region that will work harmoniously to achieve common goals.
A vibrant, energetic community.	More businesses spread out over entire region that provide jobs to keep young people or draw them back here.	One regional government where all services – recreation, culture, fire, seniors – are provided so there is no “winner” and all are equally pleased. The towns and villages all respect the other’s right to have the same access to services.
One regional government that will facilitate more efficiencies and effective services. We are united with one strong voice in rural Alberta.	Healthy communities, shared services where feasible, growing populations, optimize the opportunity that we are NOT large centre living.	One regional government (specialized municipality)
Viable, healthy, welcoming region where people live, work and play.	Cooperation through long term set of agreements for revenue/service sharing.	Cooperation between willing partners who work together to be sustainable and viable.

Actual Achievable Vision for the Region

Regional cooperation within the remaining municipalities.	Improved public engagement and a willingness to partner services when and where appropriate.	Recent MGA and Provincial Government change push cooperation at a regional level. Municipalities that terminate agreements face consequences.
Move forward. Achieve goals. All communities engaged with mutual respect.	Regionalize or die.	County and 5 urbans providing regional emergency services and not much else. Remaining villages will be hamlets.
The b.s. makes way for wiser and more thoughtful governance with re-aligned services.	Government intervention to bang heads together (e.g. Fort William/Port Arthur amalgamation in Ontario).	Municipalities will continue to operate on an individual basis until they are forced into dissolution due to financial challenges or need.
4 or 5 towns remain, some improvement in job creation, population increases.	Fewer municipalities (hamlets). More formalized services offered by small groups (e.g. recreation, culture, water operators, etc.) – not necessarily County but small groups of municipalities.	Dissolution of all small towns and villages. The remaining five larger communities work with each other and where appropriate form partnerships with the County to gain efficiencies and effectiveness.
Unique communities that provide the advantages of small communities.	5 towns, 5 hamlets and the County still provide governance.	4 to 5 urban municipalities plus the County.
The communities that work together share the same desire to work together.		

Recommendations

*Key Gateway
Catalyst*



Business Case

- Capital Cost Accounting-
- Infrastructure Needs Assessment-
- Capital Asset Plan-

Need?

Negotiate
Region-Based vs
Local Services

Federated
Governance
Model

Single Tier
Urban / Rural
Merger

*Incentivized by
Province?*

Co-Invested
Economic
Development

“The difference between a politician and a statesman is that a politician thinks about the next election while the statesman think about the next generation.”

James Freeman Clarke, 1800s American Theologian and Author

Flagstaff Intermunicipal Partnership
Organizational Meeting
November 2, 2015, 2 PM

Attendance:	Deb Moffat	- Forestburg CAO
	Dennis Steil	- Heisler
	Jeannette Herle	- Galahad
	Laura Towers	- FIP Coordinator
	Bob Coutts	- Forestburg
	Gail Watts	- Daysland
	Gwenda Poyser	-Galahad
	Amanda Howell	- Heisler CAO
	Leslie Heck	- Strome CAO
	Shelly Armstrong	- Flagstaff CAO
	Sandy Otto	- Hardisty CAO
	Perry Robinson	- Sedgewick
	Gunnar Albrecht	- Flagstaff
	Bud James	- Killam
	Dell Wickstrom	- Alliance
	Amanda Davis	- Sedgewick CAO
	Leo Lefebvre	- Hardisty
	Butch Robinson	- Daysland
	Rod Krips	- Daysland CAO

The annual organizational meeting was held immediately following the Fall Forum at which 13 Ways Inc presented their report on Regional Governance.

Chairman Bob Coutts called the meeting to order in the Sedgewick Community Hall at 2 PM.

1. Election of Officers

Bob Coutts stepped down from Chair .

Coordinator Laura Towers called for nominations for Chairperson.
Bud James nominated Bob Coutts.

Nominations were called for two more times.
Perry Robinson moved nominations cease.

CARRIED

Bob Coutts resumed the Chair and called for nominations for Vice Chair.
Dennis Steil nominated Bud James.
There were no further nominations.
Perry moved nominations cease.

CARRIED

2. Meeting times –

Bud James moved that we hold meetings on the second Monday of the month every other month.

CARRIED

3. Signing Authority

Perry Robinson moved that signing authority be the same as in 2015.

CARRIED

4. **Regional Governance** - The general consensus after receiving the 13 Ways Inc report is that we need to proceed with Phase 2 – the Business Case which includes an infrastructure assessment of all municipalities, and Phase 3 which would be implementation of one of the suggested governance formats.

It is recommended that Councils look further at the report when it comes out by email and discuss it within their own Councils, then make a decision at our next meeting of FIP.

5. **SCADA** - Sandy Otto reported that 2nd Floor Computers and Nason should have an update with financial estimates available next week.

6. **Next meeting** - Monday, December 14. Location to be announced.

Adjourned by Chairman at 2:35 PM.

Meeting with Loughheed Council
Thursday, October 15, 2015

1. Seemed like the only time anything was accomplished was when we hired Brian Austrom at the beginning. After that it seemed to become fragmented with nothing being carried through
2. Representative stated she had not received any notice of meetings until the Sept 2015 mtg and had been on FIP since October 2014 (Note - Actually on March 19, 2015, Loughheed Council passed a motion to restrict Councilor Twerdochlib from attending any and all meetings representing the Village or Village Council until October 2017. I believe Mayor Armer then became the FIP rep. Notice of June 1 meeting was sent to the CAO)
3. SCADA - was not working, but that turned out to be an internal personnel problem. However, when they needed help with WTP operators, they called several communities and the only one that would offer assistance was Killam – did it for 4 months. Now CAO is doing WTP on a temporary license
4. Don't understand why the plan to move SCADA base to Hardisty was decided at a CAO meeting without a vote – CAO's just let it happen
5. Loughheed CAO feels CAO meetings are a waste of time for her. Too many overbearing CAO's in the group
6. Feel they cannot speak openly at FIO meetings without being "shot down" by the CAO's in attendance. At Hardisty meeting with Municipal Affairs, felt rejected by the group
7. Feel the CAO's are running FIP – why are they at the meetings?
8. Too much bickering and nit-picking at FIP and CAO meetings
9. Councilor wants more feedback from FIP meetings
10. Regionalization cannot work unless the County is part of FIP – should be the hub of regionalization.

How to improve FIP –

Everyone needs to be willing to really LISTEN and hear what others are saying, and be open to their ideas.

Alliance Council - October 28

Don't feel we are getting anything out of our current requisition to FIP - what is in the future

Meetings of FIP seem to be madhouse - everybody arguing

What do we see in the future? What is current goal and projects?

SCADA - does not do what it is supposed to do - Alliance is not automated at all.

What are we doing about this?

Need to have a meeting with WTP operators and Nason.

Flagstaff Council – October 28

Recreation facilities should be consolidated

Public works could be sharing contractors

CAO's could be shared among communities

Seemed like the County got in the "road" - Seemed like towns felt the County was pushing projects, so they felt they should step back and let the towns find a way to work together

We are very common minded, but when we get to the table it is urban vs rural - felt like the County was pushing their own agenda - Urban perspective is that we need everything in our own community, but rural people are used to travelling for everything - rurals have never had anything out their back door - travelling for business, etc is every day thing for rurals.

Seems like we spend a lot of time dealing with towns and villages, but not enough time dealing with County issues - too much to deal with

Feel like FIP is more interested in getting money from the County rather than working together

As long as there were lots of grants available, everyone was on board, but when we have to put our own \$\$ it becomes a problem

Council Action Items

25-Jun-15

	For	Item	Action Taken	Date Completed
7	Marta	Spray Park Sign on 50th Street authorized by Council. Develop sign and consult with CAO & PW re: location and further seek permission for installation from AB Transport.		
9	Amanda/Marta	Subcommittee Policy Meeting re: draft level of expectation for all user groups in an effort to create operational policies.		
15	Maxine/Public Works	Review options for new mowers for TOS that have mulching component and/or bagging etc. in an effort to mitigate future safety issues.	AD discussed with PW 6/26/15	

Council Action Items

20-Jul-15

	For	Item	Action Taken	Date Completed
4	Amanda	Develop a draft CAO contract with the Administration committee.	In progress.	

Council Action Items

17-Sep-15

	For	Item	Action Taken	Date Completed
6	Amanda	Letter to Mayne's re: list of complaints.		
10	Maxine	Download Bill 20 with listed impacts and changes and send to Council.	Downloaded	26-Oct-15
11	Amanda	Develop draft upgrade/capital purchase policy re: \$15K		
15	Amanda	Proceed with attaining consultant for the residential subd.		

Council Action Items

22-Oct-15

	For	Item	Action Taken	Date Completed
1	Amanda	Update personnel on committees	Complete - to be uploaded online.	23-Oct-15

2	Maxine	Letter to boards re: new member appointment	Drafts prepared	26-Oct-15
3	Maxine	Prepare synopsis for new member board appointment on major business items.	In progress	
4	Maxine	Update website re: new deputy mayor.	Updated	26-Oct-15
5	Maxine	Email new board appointments to individual councils with next meeting dates attached.	Complete and sent.	26-Oct-15
6	Amanda	Update Fire Services Synopsis are discussed and post on all social media ports.	Complete - council directed to hold off.	3-Nov-15
7	Amanda	Draft letter to FIP re: SDAB appointments.	Complete and sent.	23-Oct-15
8	Perry/Amanda	Complete FFCS Director Evaluation.		
9	Maxine	Update L. Towers re: members attending FIP Forum. Confirmed: SH, PR, WD, CR	Advised L. Towers	26-Oct-15
10	Amanda	Public notice re: TOS decision to support ten unit development as recommended by FRHG.	Complete ready for Mayor signature.	23-Oct-15
11	Amanda	External Organizational Restructing - tabled to January meeting.		
12	Lorna	Follow up on unlocated transfer switch in the Community Hall.	Emailed to CAO.	26-Oct-15
13	Amanda	Update all new policies B1, B2, B3 and send confirmation to boards.	Complete and sent.	23-Oct-15
14	Amanda	Proceed with the purchase of new 1/2 ton as quoted by McLennan Chrysler.	Transaction sent via email. Waiting confirmation for fleet pricing.	23-Oct-15
15	Amanda	Letter to FC re: recreation funding - to be signed by GS.	Letter complete and sent for signing.	23-Oct-15
16	Amanda	Letter to SPL - re. 2016 budget approval.	Complete and sent.	23-Oct-15

17	Amanda	Letter to PRL re. 2016 budget approval.	Complete and sent.	23-Oct-15
18	Amanda	Letter to FIP re. 2016 budget approval and approval for Phase II application.	Complete and sent.	23-Oct-15
19	Amanda	Letter to H. Bovencamp re: financials for Mennonite program.	Letter complete and emailed.	23-Oct-15
20	Amanda	Finalize CAO template, Employee Manual and Salary Chart.	Complete and updated.	23-Oct-15
21	Amanda	Provide council with CAO Evaluation.	Complete - ready for pick up.	23-Oct-15
22	Amanda	Letter to FC re: IDP rezoning approval.	Complete and sent.	23-Oct-15
23	Amanda	Complete purchase of shared equipment with FC.	Letter complete - holding to Nov. 16.	23-Oct-15
24	Amanda	Letter to FC re invitation to an open discussion re: fire services.	Complete and sent.	23-Oct-15
25	Maxine	Update meeting boards and include Dec. 3 special council meeting 5PM.	Complete	23-Oct-15
26	Maxine	Newsletter highlights.	Complete	28-Oct-15
27	Maxine	Upload all approved minutes online once sealed.	Complete	26-Oct-15
28	Maxine	Update phone greeting.	Complete	23-Oct-15

An Organizational Meeting of Sedgewick Town Council was held on the above date with the following members present: Mayor P. Robinson, Clr. G. Sparrow, Clr. W. Dame, Clr. E. Skoberg, Clr. C. Rose and Clr. G. Imlah; Also in attendance, CAO Davis and Recording Secretary M. Steil.

Call to Order: Mayor Robinson called the meeting to order at 5:00 PM.

2015.10.266: MOTION by Mayor P. Robinson to go in-camera at 5:00 PM to discuss personnel with all persons excluded except Town Council, CAO Davis and Recording Secretary M. Steil.

CARRIED.

2015.10.267: MOTION by Mayor P. Robinson to revert to a regular meeting at 5:03 PM.

CARRIED.

2015.10.268: MOTION by Mayor P. Robinson that the discussion held in-camera regarding personnel be accepted as information.

CARRIED.

Committee Appointments:

2015.10.269: MOTION: by Clr. W. Dame that the members on the standing committees and appointments be approved as follows with all councilors designated as alternate members on all committees.

CARRIED.

Administration	Budgeting and Finance Contracts, Agreements and Requisitions Bylaws Memberships and Subscriptions Legal Engineers Town Office - building and equipment Insurance Licenses and Permits Assessor and Assessments Auditor Grants – Local, Provincial and Federal
Perry Robinson Cindy Rose Grant Imlah	
Wayne Dame Greg Sparrow New Clr.	Town Personnel Salary and Performance reviews
Perry Robinson Cindy Rose Erik Skoberg	Policy Review Committee
Economic Development	
Council	Economic Development Public Relations Citizen Complaints
Protection to Persons and Property	
Perry Robinson	Policing and Bylaw Enforcement Citizens' Advisory Committee - <i>Second Monday</i>
Grant Imlah	Volunteer Fire Department - <i>first Thursday</i>
Grant Imlah	Regional Emergency Services Committee – <i>second Wednesday, quarterly</i>
Ian Malcolm	Director of Emergency Management
Transportation & Utilities – Public Works	
Wayne Dame Greg Sparrow	Streets and Sidewalks, sanding, gravel, oil, paving, lighting, storm sewers, and snow removal Public Works – building and equipment Water System Sanitary Sewer System
Environmental Health Services and Utilities	
Wayne Dame Erik Skoberg Greg Sparrow	Sedgewick Killam Natural Gas System – <i>Quarterly</i>
Wayne Dame	Flagstaff Regional Solid Waste Management Association – <i>fourth Monday</i>
Parks, Recreation and Culture - Town Parks and Town owned Facilities	
Wayne Dame Cindy Rose	Sedgewick Beautification – Parks & Signage
Greg Sparrow	Sedgewick & District Recreation Board – <i>third Monday</i>
	Sedgewick Golf Club

Cindy Rose	Sedgewick Lake Park Committee– <i>call of chair</i>
	Sedgewick Library Board – <i>second Thursday</i>
	Parkland Regional Library Board
Wayne Dame	Sedgewick Community Hall Association – <i>call of chair</i>
Erik Skoberg Greg Sparrow Grant Imlah	Land Acquisitions Publicity and Promotions Community Growth Land Agreements and Sales Zoning and Land Use Development Agreements and Minimum Standards
Public Health and Welfare	
Grant Imlah	Health Unit contact and communication
Perry Robinson	Flagstaff Family & Community Services – <i>second Wednesday</i>
Erik Skoberg Greg Sparrow (alt.)	Flagstaff Regional Housing (Lodge) – <i>call of chair – third Tuesday bimonthly</i>
Perry Robinson Cindy Rose Grant Imlah	Sedgewick Cemetery
Economic Development	
Cindy Rose Perry Robinson (alt.)	BRAED – Battle River Alliance Economic Development
Perry Robinson	FIP - Flagstaff Intermunicipal Partnership – <i>first Monday</i>
Perry Robinson	Mayors Meetings – <i>Call of chair (3 times/year)</i>

Deputy Mayor:**2015.10.270:****MOTION** by Clr. C. Rose that Clr. G. Sparrow be appointed Deputy-Mayor.**CARRIED.****Assessor:****2015.10.271:****MOTION** by Clr. E. Skoberg that pursuant to M.G.A. Section 289 Garry Barber is appointed the assessor for the Town of Sedgewick.**CARRIED.****Auditor:****2015.10.272:****MOTION** by Clr. G. Sparrow that pursuant to M.G.A. Section 280 Brian King is appointed the auditor for the Town of Sedgewick.**CARRIED.****Council Meetings:****2015.10.273:****MOTION** by Clr. W. Dame that pursuant to M.G.A. Section 193 council meeting dates remain the third Thursday of the month at 6:00 PM with Special Meetings to be held the first Thursday of the month if required.**CARRIED.****Signing Authorities:****2015.10.274:****MOTION** by Clr. G. Imlah that the signing authorities be either the Clr. W. Dame or Clr. C. Rose and the Chief Administrative Officer or the Municipal Secretary.**CARRIED.****Adjournment:****2015.10.275:****MOTION** by Mayor. P. Robinson for adjournment at 5:17 PM.**CARRIED.**

Perry Robinson, Mayor



Amanda Davis, CAO

Mayor
19-Nov-15

CAO
19-Nov-15

The Special Meeting of Sedgewick Town Council was held in the Council Chambers of the Sedgewick Town Office, Sedgewick, Alberta on Thursday, October 22nd, 2015 at 6:00 pm.

Present	Perry Robinson	Mayor
	Erik Skoberg	Councillor
	Cindy Rose	Councillor
	Wayne Dame	Councillor
	Greg Sparrow	Councillor
	Grant Imlah	Councillor
Present	Amanda Davis	Chief Administrative Officer
	Maxine Steil	Recording Secretary

Call to Order Mayor Robinson called the meeting to order at 6:00 PM.

Agenda
2015.10.276 MOTION by Clr. G. Imlah that the agenda be approved with the following additions:
Correspondence:
A10 - Village of Forestburg Fire Services
Business:
B15 - Budget Meeting Dates
B16 - Round Table. CARRIED.

<u>Correspondence</u>	
SLP	The Sedgewick Lake Park Association (SLP) meeting minutes of June 7 th , 2015 were reviewed.
SLP	The SLP Association meeting minutes of August 10 th , 2015 were reviewed.
Rec Board	The Sedgewick Rec Board meeting minutes of August 5 th , 2015 were reviewed.
RFC	The unapproved Recreation Funding Committee (RFC) meeting minutes of October 8 th , 2015 were reviewed.
FIRST	The Flagstaff Initiative to Relationship and Spousal Trauma (FIRST) meeting minutes of June 22 nd , 2015 were reviewed.
Flagstaff Physician Recruitment	The Physician Recruitment Committee meeting minutes of September 14 th , 2015 were reviewed.
SDAB	Due to the resignation of members from the Flagstaff Regional Subdivision and Development Appeal Board (SDAB) new member appointments were recommended by the Secretary.
2015.10.277	MOTION by Clr. E. Skoberg that the Town of Sedgwick appoint the following members to the SDAB: <div style="margin-left: 40px;"><ol style="list-style-type: none">1. Brenda McDermott2. Gordon Thompson3. Leslie Cholowsky4. Linda Simpson5. Trent Swainson6. Harold Haugen<u>CARRIED.</u></div>
Flagstaff County	Flagstaff County’s Fire Protection for Rural Residents, Update #2, October 14 th , 2015 was reviewed.
FFCS	Flagstaff Family and Community Services (FFCS) provided a Director Evaluation for completion. Mayor P. Robinson and CAO Davis to complete the evaluation.
Village of Forestburg	A notice was received from the Village of Forestburg requesting that Flagstaff County explore the possibility of taking over fire services and contracting such services to the Village.
LOC	A list of correspondence items was reviewed by council, as per the list attached to and forming part of these minutes.

- 2015.10.278** MOTION by Clr. G. Sparrow to accept correspondence items and file as information.
CARRIED.
- Financial Statements** Council reviewed the Financial Statement for the month ending August 31st, 2015 as attached to and forming part of these minutes.
- 2015.10.279** MOTION by Clr. W. Dame that the Financial Statement for the month ending August 31st, 2015 be approved as presented.
CARRIED.
- Council reviewed the Financial Statement for the month ending September 30th, 2015.
- 2015.10.280** MOTION by Clr. G. Sparrow that the Financial Statement for the month ending September 30th, 2015 be approved as presented.
CARRIED.
- Accounts** Council reviewed the issuance of General Cheques and Payroll Cheques for the month ending September 30th, 2015 as attached to and forming part of these minutes.
- 2015.10.281** MOTION by Clr. C. Rose to approve issuance of General Cheques #4211-4254, totaling \$63,605.17 and Payroll Cheques #0522-0536, totaling \$19,626.12 for the month ending September 30th, 2015.
CARRIED.
- Committee Reports** Council provided written committee reports to October 22nd, 2015 as attached to and forming part of these minutes.
- FIP** Discussion held regarding the Flagstaff Intermunicipal Partnership (FIP) Regional Governance Survey and proposed Fall Forum.
- Mayor P. Robinson, Clr.'s Rose, Dame and potential Clr. Higginson to attend the fall forum.
- Flagstaff County Rebranding** Clr. C. Rose reported attendance to Flagstaff County's rebranding session held on September 24th, 2015.
- 2015.10.282** MOTION by Clr. G. Imlah that the Committee Reports be approved as presented.
CARRIED.
- Public Works Report** A written Public Works report was provided to October 22nd, 2015 as attached to and forming part of these minutes.
- 2015.10.283** MOTION by Clr. G. Sparrow that the Public Works report be approved as presented.
CARRIED.
- CAO Reports** CAO Davis provided a written Administration report to October 22nd, 2015 as attached to and forming part of these minutes.
- 2015.10.284** MOTION by Mayor P. Robinson confirming Council's authorization to sign the Fire Services Agreement with Flagstaff County pursuant to email communication on August 14th, 2015 with CAO Davis retroactive to January 1st, 2015.
CARRIED.
- Seniors Housing** Council discussed the plans presented by the Flagstaff Regional Housing Group's (FRHG) Building Committee in regards to the proposed ten unit self-contained independent living facility.
- Council measured out room sizes due to public concern and further addressed the closure of the Flagstaff Lodge
- 2015.10.285** MOTION by Clr. G. Sparrow that the property in question being PRT NE8-44-12W4M belongs to the FRHG. It is understood that the Flagstaff Lodge will be demolished and replaced with a ten unit self-contained independent living facility under the auspice of the Government of Alberta. The Town of Sedgewick has no authority over this matter as the decision was made by the FRHG. The Town's responsibility at this time is to deal with the rezoning of the land. Any further questions regarding this matter are to be directed to the FRHG board representatives.
CARRIED.
- Organizational Restructuring** Administration sought direction of Council regarding the proposal for Organization Restructuring as deferred from September 17th, 2015.
- 2015.10.286** MOTION by Clr. C. Rose to defer discussions regarding organizational restructuring until

January 21st, 2016 regular council meeting.

CARRIED.

2015.10.287

MOTION by Clr. E. Skoberg that the CAO report be approved as presented.

CARRIED.

Minutes

Council reviewed the minutes of the October 13th, 2015 special council meeting.

2015.10.288

MOTION by Mayor P. Robinson that the minutes of the October 13th, 2015 special council meeting be approved as presented.

CARRIED.

Business

**Policy Manual -
Council**

Pursuant to motion 2015.09.091 administration developed a draft policy B.7 titled Unscheduled Business Communication.

2015.10.289

MOTION by Clr. G. Imlah that the Town of Sedgewick adopt policy B.7 Council – Unscheduled Business Communication as presented.

CARRIED.

**Policy Manual -
Elections**

Pursuant to motion 2015.09.196 administration developed a draft policy A.5 titled Municipal Elections - Advanced Poll.

2015.10.290

MOTION by Mayor P. Robinson that the Town of Sedgewick adopt policy A.5 Municipal Elections Advance Poll as presented.

CARRIED.

**Policy Manual -
Asset Rotation**

Pursuant to motion 2015.09.218 administration developed a draft policy D.1 titled Public Works - Asset Rotation.

2015.10.291

MOTION by Clr. E. Skoberg that the Town of Sedgewick adopt policy D.1 Public Works - Asset Rotation as amended.

CARRIED.

**Capital Purchase -
Asset Replacement**

In accordance with the municipal budget and asset rotation policy three quotes were received for the purchase of a new ½ ton public works truck.

2015.10.292

MOTION by Clr. C. Rose that the quote provided by Campbell McLennan Chrysler for a 2016 Dodge Ram be accepted in the amount of \$27,128.25 + GST.

CARRIED.

RFC

The RFC provided recommendations for the award of Phase II grant applications.

2015.10.293

MOTION by Clr. E. Skoberg that Council approve the RFC recommendation for Phase II recreation grants:

- Battle River Football Association - \$3,000;
- Sedgewick Mixed Bowling League - \$7,500 noting the need to focus on fundraising in the future;
- Sedgewick Playschool - \$5,000.

CARRIED.

2015.10.294

MOTION by Clr. G. Sparrow directing administration to prepare a letter addressed to Flagstaff County seeking an update on recreation funding for 2016 and the benefits such financial assistance has garnered for the region.

CARRIED.

SPL

The Sedgewick Public Library's (SPL) 2016 proposed budget was presented.

2015.10.295

MOTION by Clr. C. Rose that the Town of Sedgewick approve the SPL 2016 budget as presented with a municipal operating grant of \$6,550.

CARRIED.

PRL

The Parkland Regional Library's (PRL) 2016 proposed budget was presented.

2015.10.296

MOTION by Clr. C. Rose that the Town of Sedgewick approve the 2016 PRL budget as presented with a \$6,753 requisition.

CARRIED.

FIP

FIP's 2016 proposed budget was presented.

2015.10.297

MOTION by Mayor P. Robinson that the 2016 FIP budget be approved as recommended by the committee with a requisition of \$8,613.60 for the Town of Sedgewick.

CARRIED.

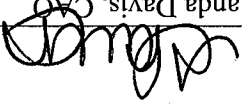
2015.10.298

MOTION by Mayor P. Robinson that Council support the FIP Committees recommendation to apply for an application for an ACP grant for Phase II of the Regional Governance Study with the Village of Forestburg being the Managing Partner.

CARRIED.

Request for Funding	Pursuant to the delegation of September 17 th , 2015 a request for financial assistance of the Mennonite Liaison Program was presented.
2015.10.299	MOTION by Clr. G. Imlah that Council defer any actions for financial contributions to the Mennonite Liaison Program until a more detailed budget is prepared and a specific financial request is made. <u>CARRIED.</u>
CAO Contract	Pursuant to motion 2015.07.186 the Administrative Committee presented a template CAO Contract.
2015.10.300	MOTION by Clr. G. Imlah that Council approve the template CAO Contract as recommended by the Administration Committee. <u>CARRIED.</u>
Employment Policy	A revised Employee Policy was presented for review.
2015.10.301	MOTION by Clr. C. Rose that Council approve the revised Employee Policy Manual as recommended by the Administration Committee. <u>CARRIED.</u>
Salary Chart	A revised salary chart was presented for review.
2015.10.302	MOTION by Mayor P. Robinson that Council approve the revised Salary Chart as recommended by the Administrative Committee. <u>CARRIED.</u>
In - Camera	
2015.10.303	MOTION by Mayor P. Robinson to go in-camera at 8:26 PM to discuss personnel with all persons excluded except Town Council. <u>CARRIED.</u>
Revert	
2015.10.304	MOTION by Mayor P. Robinson to revert to regular meeting at 9:13 PM. <u>CARRIED.</u>
2015.10.305	MOTION by Mayor P. Robinson that based on the discussion held in camera any action be deferred to the November 19 th , 2015 council meeting in accordance with the annual review. <u>CARRIED.</u>
IDP	Flagstaff County sent an application for rezoning of NE5-44-12-W4M.
2015.10.306	MOTION by Mayor P. Robinson that the Town support the rezoning of NE5-44-12 W4M from Multi-lot Country Residential to Highway Commercial and that should rezoning proceed that the Intermunicipal Development Plan be updated to reflect such revisions in 2016. <u>CARRIED.</u>
Fire Services	Discussion held regarding Fire Services and Shared Equipment.
2015.10.307	MOTION by Clr. E. Skoberg that the Town of Sedgewick accept the valuation of the Pumper Midship Side control, 2008 Freightliner LLC Chassis Serial #1FVACYBS68HHZ81008 and purchase the unit based on the value of \$152,501.17 at 50% being \$76,250.59 which would be all inclusive to accessories and equipment that have been purchased between the Town of Sedgewick and Flagstaff County since 2008. <u>CARRIED.</u>
2015.10.308	MOTION by Clr. E. Skoberg directing administration to send an invitation to Flagstaff County in an effort to have an open discussion regarding fire services and further that the Town's attendance at such a meeting consist of Clr.'s Skoberg, Imlah with Sparrow as an alternate with the exclusion of administration and further that Flagstaff County set any additional terms for a meeting. <u>CARRIED.</u>
Unstoppable Conversations	Clr. E. Skoberg attended the Unstoppable Conversations on October 2 nd -3 rd , 2015 arranged through Generative Conversations. A review of the presentation was provided.
Special Meeting Dates	Council discussed dates for a special budget meeting.
2015.10.309	MOTION by Clr. W. Dame that December 3 rd , 2015 be set for a special budget meeting at 5:00 PM. <u>CARRIED.</u>
Round Table	A round table session was held. Discussion ensued.
Adjournment	
2015.10.310	MOTION by Mayor P Robinson for adjournment at 10.05 PM. <u>CARRIED.</u>

Perry Robinson, Mayor


Amanda Davis, CAO

19-Nov-15 Mayor

19-Nov-15 CAO

An Organizational Meeting of Sedgewick Town Council was held on the above date with the following members present: Mayor P. Robinson, Clr. G. Sparrow, Clr. W. Dame, Clr. E. Skoberg, Clr. C. Rose, Clr. G. Imlah and Clr. S. Higginson; also in attendance, CAO Davis and Recording Secretary M. Steil.

Call to Order: Mayor Robinson called the meeting to order at 4:13 PM.

Oath of Office: Mayor Robinson performed a swearing in ceremony of Shawn Higginson.

Committee Appointments:

2015.10.311: MOTION: by Clr. G. Imlah that the members on the standing committees and appointments be approved as follows with all councilors designated as alternate members on all committees. CARRIED.

Administration	Budgeting and Finance Contracts, Agreements and Requisitions Bylaws Memberships and Subscriptions Legal Engineers Town Office - building and equipment Insurance Licenses and Permits Assessor and Assessments Auditor Grants – Local, Provincial and Federal
Perry Robinson Cindy Rose Grant Imlah	
Wayne Dame Greg Sparrow Shawn Higginson	Town Personnel Salary and Performance reviews
Perry Robinson Cindy Rose Erik Skoberg	Policy Review Committee
Economic Development	
Council	Economic Development Public Relations Citizen Complaints
Protection to Persons and Property	
Perry Robinson	Policing and Bylaw Enforcement Citizens’ Advisory Committee - <i>Second Monday</i>
Grant Imlah	Volunteer Fire Department - <i>first Thursday</i>
Grant Imlah	Regional Emergency Services Committee – <i>second Wednesday, quarterly</i>
Ian Malcolm	Director of Emergency Management
Transportation & Utilities – Public Works	
Wayne Dame Greg Sparrow Shawn Higginson	Streets and Sidewalks, sanding, gravel, oil, paving, lighting, storm sewers, and snow removal Public Works – building and equipment Water System Sanitary Sewer System
Environmental Health Services and Utilities	
Wayne Dame Erik Skoberg Greg Sparrow	Sedgewick Killam Natural Gas System – <i>Quarterly</i>
Wayne Dame	Flagstaff Regional Solid Waste Management Association – <i>fourth Monday</i>
Parks, Recreation and Culture - Town Parks and Town owned Facilities	
Wayne Dame Cindy Rose Shawn Higginson	Sedgewick Beautification – Parks & Signage
Greg Sparrow	Sedgewick & District Recreation Board – <i>third Monday</i>
Shawn Higginson	Sedgewick Golf Club
Cindy Rose	Sedgewick Lake Park Committee– <i>call of chair</i>
Shawn Higginson	Sedgewick Library Board – <i>second Thursday</i>
Shawn Higginson	Parkland Regional Library Board - <i>quarterly</i>
Wayne Dame	Sedgewick Community Hall Association – <i>call of chair</i>

Erik Skoberg Greg Sparrow Grant Imlah	Land Acquisitions Publicity and Promotions Community Growth Land Agreements and Sales Zoning and Land Use Development Agreements and Minimum Standards
Public Health and Welfare	
Grant Imlah	Health Unit contact and communication
Perry Robinson	Flagstaff Family & Community Services – <i>second Wednesday</i>
Erik Skoberg Greg Sparrow (alt.)	Flagstaff Regional Housing (Lodge) – <i>call of chair – third Tuesday bimonthly</i>
Perry Robinson Cindy Rose Grant Imlah	Sedgewick Cemetery
Economic Development	
Cindy Rose Perry Robinson (alt.)	BRAED – Battle River Alliance Economic Development
Perry Robinson	FIP - Flagstaff Intermunicipal Partnership – <i>first Monday</i>
Perry Robinson	Mayors Meetings – <i>Call of chair (3 times/year)</i>

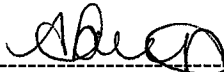
Adjournment:

2015.10.312:

MOTION by Mayor. P. Robinson for adjournment at 4:16 PM.

CARRIED.

Perry Robinson, Mayor



Amanda Davis, CAO

Mayor
19-Nov-15

CAO
19-Nov-15

The Public Hearing Meeting of Sedgewick Town Council was held in the Sedgewick Community Hall, Sedgewick, Alberta on Thursday, October 29th, 2015 at 5:00 pm.

Present

Perry Robinson
Greg Sparrow
Cindy Rose
Grant Imlah
Wayne Dame
Erik Skoberg
Shawn Higginson
Amanda Davis
Maxine Steil

Mayor
Councillor
Councillor
Councillor
Councillor
Councillor
Councillor
Chief Administrative Officer
Recording Secretary

Present

Donna Buelow
Peter Miller
Dennis Beasley
Tamlyn Beasley
John Davis

FRHG Chair
FRHG Director
TBG, CEO
TBG, Project Lead
TBG

Call to Order

Mayor P. Robinson called the Public Hearing to order at 5:00 pm.

Overview

Mayor P. Robinson provided an overview of the purpose of the public hearing and order of the meeting. Part one of the Public Hearing is to receive input from those affected by the proposed bylaw change; amending Land Use Bylaw to rezone PRT NE8-44-12 W4M from “I” Institutional to “DC” Direct Control as per Bylaw #520. Representatives from Flagstaff Regional Housing Group (FRHG) and managing body The Bethany Group (TBG) were present to respond to questions from the citizenry following the land use zoning portion of the meeting.

Concerns brought forward:

- How large is the area being rezoned;
- Would the town regain a portion;
- Once rezoned can it ever be amended;
- Will Council always have control over the parcel;
- With the 10 units, could future development take place on the parcel;
- When and how did FRHG acquire the parcel;
- How can FRHG and TBG not have the information requested;
- School dorm built in 1961 still stands.
- No public consultation, is this what the citizens really want;
- Are there any other properties that could be rezoned?

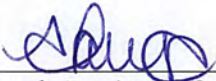
Call

Mayor P. Robinson called for any more questions or comments.

Adjournment

Mayor P. Robinson adjourned the public hearing at 5:15PM.

Perry Robinson, Mayor



Amanda Davis, CAO

A Special Meeting of Sedgewick Town Council was held in the Council Chambers of the Sedgewick Town Office, Sedgewick, Alberta on Thursday, October 29th, 2015 at 7:18 PM.

Present	Perry Robinson Wayne Dame Cindy Rose Grant Imlah Greg Sparrow Erik Skoberg Shawn Higginson	Mayor Councillor Councillor Councillor Councillor Councillor Councillor
Present	Amanda Davis Maxine Steil	CAO Recording Secretary

Call to Order Mayor P. Robinson called the meeting to order at 7:18 PM.

Agenda
2015.10.313 MOTION by Clr. C. Rose that the agenda be approved with the following addition:

Business:

B3. Personnel

CARRIED.

Business:

Amending LUB Bylaw #520 Council discussed bylaw #520 following the Public Hearing held earlier that evening.

2015.10.314 MOTION by Clr. E Skoberg to give second reading to bylaw #520. CARRIED.

2015.10.315 MOTION by Clr. G. Sparrow to give third reading to bylaw #520. CARRIED.

Development Permit - DC Council discussed the development permit application submit for PRT NE8-44-12 W4M in accordance with bylaw #520.

2015.10.316 MOTION by Mayor P. Robinson that the Town of Sedgewick approve Development Permit Application 2015-18, Project No. 1092-15 as presented with the following conditions:

1. That the Registered Owner/Agent provides a detailed site remediation plan to the Town of Sedgewick by December 31st, 2016. The site remediation plan should deal with how the existing building (Flagstaff Lodge) will be dealt with through demolition or repurposing. Also, should subdivision of any portion of the lands be contemplated, the plan should address any proposed subdivision.
2. That the application prepares a Development Agreement that addresses sidewalk improvements and access improvements. The Development Agreement should also include a provision for a letter of credit or other security to secure such obligations. The said agreement shall then be reviewed by the development authority and negotiated accordingly.

And,

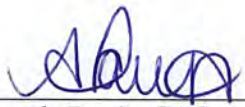
that council received a copy of the conditions letter via email for final approval.

CARRIED.

Personnel Discussion held regarding the relationship between council and administration.

Adjournment
2015.10.317 MOTION by Mayor P. Robinson for adjournment at 8:20 PM CARRIED.

Perry D. Robinson, Mayor


Amanda Davis, CAO

Request for Decision (RFD)

Topic: Mexican Mennonite Liaison Program Request for Funding
Initiated by: Council
Prepared by: Holly Bovencamp
Attachments: 1. Need for Funding – Letter
2. Population Percentages
3. Summary Budget
4. Program Overview
5. Additional Financials (historical)

Recommendations:

1. That the Town of Sedgewick provide financial support in the amount of \$_____ for the Mexican Mennonite Liaison Program for 2016 with further review at 2016 year-end to evaluate the success of the program.
 2. That the Town of Sedgewick reject financial contributions to the Mexican Mennonite Liaison Program for 2016 and recommend that the program be referred to Flagstaff Family and Community Services.
-

Background:

On September 17th, 2015 Town Council heard a delegation from Lynne Jenkinson, FFCS and Holly Bovencamp, Mennonite Liaison Program Director. The delegates presented information and statistics regarding the Low German Mennonites that have immigrated to the Flagstaff Region.

The delegates have been directed by Flagstaff County to seek financial contributions from surrounding municipalities in an effort to uphold the viability of the program. Flagstaff County gave a \$25,000 grant as presented on the May 1st, 2014 – April 30th, 2015 financial statement.

Sedgewick Town Council reviewed the request for funding an additional time during their October 22nd, 2015 regular meeting and the following motion was made (2015.10.299):

“MOTION by Clr. G. Imlah that Council defer any actions for financial contributions to the Mennonite Liaison Program until a more detailed budget is prepared and a specific financial request is made.

CARRIED.”

Current:

As per the request of council, Mrs. Bovencamp has summarized the attached:

1. The need for funding;
2. Population percentages;
3. Summary budget

Prior to making a decision to provide financial assistance or to refuse the request council should consider the following:

- Has the program helped integrate the minority population into our community and region?
- Is there long-term merit and benefit of the program?
- Do you have any concerns with the program?
- Has the program been evaluate to an extent acceptable to council?

- Does the Town have the financial means to support this program?
- Will this program contribute to the future sustainability of the region?
- Will the program proceed without all the requested contributors?
- Is council willing to consider addition requests for funding of social programs?
- Could/should this program be a department of FFCS?

Flagstaff Mennonite Liaison Program
Box 26,
Lougheed, AB T0B 2V0
Oct. 27, 2015

Town of Sedgewick
Box 129,
Sedgewick, AB T0B 4C0

Dear Town Councilors and Ms. Davis:

Please let me take this opportunity to thank you for your avid interest and encouragement during our recent presentation to your council. As per your request, we have attached a projected budget with a proposed financial allotment based on population per community. We have also attached population numbers representing each community that has been approached for funding.

This is not an expectation of payment but rather follows a meeting in Lougheed in which they requested a budget that focused on the population per community. It is understood that allocation could also have been based on trade patterns, employment or school attendance.

I thank you again for your attention to this valuable service.

Yours truly,

Holly Bovencamp

Total population = 177

Breakdown:

Lougheed: Urban...58 = 33%
Rural...34

Sedgwick: Urban...16= 9 %
Rural... 29

Kill am: 7= 4%
Rural...19

Daysland: Rural:...6

Hardisty...Urban:...8= 5 %

Urban = 51%
Rural = 49%

Mexican Mennonite	Program	Budget	2016
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Expenses

Program Coordinator:

\$25 per hour x 21 hrs
per week x 52 weeks per
year

\$27,300

Translator/Interpreters:

\$15 per hour (as
needed)

\$3,000

Travel @ 800 kms per
month x 12 months @ .46
per km

\$4,416

Hotel Accommodations in

Taber: 2 nights

\$800

TOTAL

\$35,516

Revenue

Lougheed 33%

\$11,720.00

Segewick 9%

\$3,196.00

Killam 4%

\$1,421.00

Hardisty 5%

\$1,776.00

Flagstaff County 49%

\$17,403.00

Total Revenue

\$35,516.00

Funding Request Presentation 2015
Mennonite Liaison Program
Towns of Sedgewick/Killam

The Mexican Mennonite Population in Flagstaff needs assistance and we are requesting funding from the Town of Sedgewick. This request comes from the Mennonite Liaison Program initiated in 2012 to facilitate easier transition to relocation in rural Alberta. The Low German Mennonite (LGM) people are bringing to the area their strong work ethic, high moral fiber and large families, boosted by their high birth rate. This influx of population, however, brings new and diverse challenges.

The first two Mennonite men arrived in Lougheed in February of 2006, employed in the Agricultural sector. Because their culture stresses the importance of "hard work" to stay healthy and to "please God", they soon gained a reputation as excellent workers. In Mexico, their community was economically depressed, being terrorized by the Mexican Drug Cartel, and most of the members were Canadian citizens which simplified the documentation process for employers. In nine years, that number has increased from 2 to 177. It is estimated that 50,000 are now living in Alberta.

So, I will begin this presentation with a little background information about this Mennonite community. Approximately 75 % of the members are Canadian Citizens possessing a low level of English literacy. Their great - grandparents moved to Canada from Prussia in the 1870's, after a dispute with Catherine The Great concerning military conscription. They settled in the Manitoba and Saskatchewan areas until they again ran into conflict this time with the Manitoba government concerning education of their children in English. Between 3 and 9,000 moved to the Chihuahua desert area in Mexico where they established the first two colonies: The Manitoba and The Swift Current .

Killam: Interestingly enough, a recent R.C.M.P. Sergeant's wife told the story her Grandfather had told: They had started down to Mexico but there was so much hardship and death, just on the way down, that after they had lost two of his children to disease and starvation, he had called a halt and turned around and came back to Canada. Of others who stayed; ancestors of Vic Toews (recent Harper Cabinet member), Randy Bachman of the Guess Who, Rudy Wiebe and Marion Toews, well-known authors.

From these two colonies their numbers have increased to 90,000 and they continue to live a simple agrarian lifestyle;... some of the more conservative members use teams of horses to farm with all rubber removed from implement tires and horses and buggies are the only method of transit. In some Campos, ownership of a motorized vehicle is cause for excommunication from church.

Two events occurred in the Campos; the colonies could not support the population which had rocketed from 9 - 90,000 and this explosion combined with the

dwindling water supply for irrigation, forced people to return to Canada and the U.S. for seasonal work because their Canadian passports allowed them to move easily across the borders. In Alberta, young men were approached to come and work permanently and cheaply...and they returned to the Campos with cash, fancy ½ tons and cell phones. Soon they returned to Canada with young wives and babies...the Health Care here is far superior to that which they access in Mexico, they are eligible for Child Benefits, they are no longer hungry, and they are safe.

The next thing was the rise of the Mexican Drug Cartel. The Mennonites have a distinct custom of naming children after extended family members; the first two children are named after the grandparents, the next two are named after the parents, the next after the parents siblings...When I told a young woman whom I was tutoring that my pregnant daughter had a book called "1,000 Names For Babies", she was astounded and asked, "You mean there is more than 15 names?"

Back to the Drug Cartel – If your name is Jacob Neufeld (there are presently three Jacob Neufelds living in Lougheed, none related) and another Jacob Neufeld desperate for cash, takes up the Cartel's offer of a one-time-only "drug mule job" and then disappears with the goods – this ticks off the Drug Cartel, and they do not check birthdates before you or all the other Jacob Neufelds hanging around are killed. One of my students showed me a gruesome photo on his cell phone that had been sent up to Canada – four severed heads carefully laid beside four severed torsos, left beside the sidewalk to a Mennonite Church in Cuauhtemoc, as a warning.

So, they are nervous, suspicious and mistrustful of all governments and authority. The colonies protected their language "Plautdietsch" which translates to Low German, and it is the only language spoken in the home here in Canada. Some children have never heard their names in English when they start Kindergarten. It should also be mentioned that Plautdietsch has only become a written language in the last 15 years. They have little experience with alphabets and the workings of a written language. (Isaak and the alphabet..."A" "You mean it always makes this sound?)

The illiteracy problem is compounded by the education system developed in Mexico. Very few adults tell me of positive memories of their schooling. Most hated the experience and see no reason to subject their children to the same...children are traditionally removed from school at the age of eleven. The secret to good health, they are told is belief in "God" and hard work. I have yet to assist a Mennonite adult with a resume that lists higher than a Grade 6 education (And I would add that this Gr. 6 is probably equivalent to our Grade 3). A teacher, male, is chosen from the ranks of the community – someone who can not do physical work because of an accident or deformity, and he oversees a class of, I am told, usually no more than 100. The classes are conducted in High German and three textbooks are used: The Bible, (the original Martin Luther version), The Catechism and The Hymnbook.

They arrive here in Canada then, with a low level of English literacy, if any, and lack of scientific knowledge.

The need for a Mennonite "Help Office" became apparent in 2011 as women began to arrive at a monthly "Ladies Day" meeting in Loughheed with forms. The only woman who could read English did so at a beginner level and was not comfortable with "government" forms. "Government" forms was a general term used for anything to do with the Federal, Provincial or Municipal offices, as well as school or medical forms. (You have a hand-out which lists the documentation the MHO handles.)

They also needed help dealing with and understanding health issues; from basic anatomy to complicated jargon. As an example; one Christmas holiday, two young women took a sick child to the Viking clinic. When they returned, I asked what the doctor had said, they weren't quite sure, but the young woman with the highest level of English assured me that it didn't matter, that he'd given them a prescription, they'd had it filled and then gone to the Second Hand Store which was quite a good one. They were at my doorstep because they didn't know when to give the medicine. After that I went with anyone who requested my presence.

Home Remedies? There had been a problem with worms which one of the men had tackled by drinking Sunlight Dishwashing Soap...it didn't work but the men sure got a kick thinking about all the bubbles in the Loughheed sewer...and when one young man discovered that I had cancer, he offered me his remedy that someone had brought up from Mexico...a green sludge in a 2 litre pop bottle...1/2 a cup/day...disintegrated rattlesnake in straight Tequila.

The office organized a monthly "Body" class to explain the human body and how it works... and I am happy to report that after two years of "Body" classes, the women are now handling the G.P. appointments on their own and they now accompany the newcomers. Another will begin in November.

And lastly, these settlement issues were made more difficult by an Old Colony Church ministerial ban on the use of computers. All Citizenship and immigration issues have to be dealt with by phone. First we have to reach an operator (this can take as long as 2 ½ hours, then the counselors have to verify that the person is who they are, that they authorize me to explain the problem to the government counselor, and then to actually carry through with the instructions given. In April of this year, a young woman arrived at the Help Office with a request to help her apply to the Province of Ontario for a long birth certificate so she could renew her daughter's Canadian passport. Unfortunately a nurse had misunderstood her when helping her fill out her baby's registration and had spelled the Mother's name with an "s" rather than a "z". It is now Sept. and we are still receiving forms, and all have to be commissioned by a Commissioner of Oaths, to correct this. The family wanted to go to Mexico to visit family this summer but were unable to because the passport has expired.

There is a huge problem we have encountered with Alberta Transport. Mexican driver's licenses are not recognized in Alberta (a good thing, the bribe cost only 600 pesos in Mexico) and so newcomers have 6 months to obtain their Class 5 license after they arrive. The MHO has offered Driver Education classes with a translator but then we hit the Motor Vehicle Division. The Motor Vehicles Branch offers their Class 7 written test in 10 different languages to accommodate immigrants. You will remember Plautdietsch is not written and you will also remember that no one is familiar with computers. When I enquired about translators, I was given a list of accredited organizations... no one offered Plautdietsch. When I requested and received Translator application forms, a Grade 12 equivalency was required. The registry employees are not allowed to print out the exam to read it to any who might be able to understand it, nor are they allowed to explain the 'legalese' used in the tests. One of our students, a 24 year old father of two employed in the agricultural sector, 'failed' the test 10 times before finally driving 10 hours to a registry office with Plautdietsch-speaking employees.

A quick overview of present settlement:

Lougheed: 18 families (52%)

- 36 adults
- 52 children (4 pregnancies)

Sedgewick: 9 families (23 %)

- 16 adults
- 23 children (3 pregnancies)

Killam: 5 families (15%)

- 9 adults
- 17 children

Hardisty: 1 family (5 %)

- 2 adults
- 6 children

Strome/Daysland: 1 family (4 %)

- 2 adults
- 4 children

Of these families, 55 % (101) live in Towns and Villages and 45%, (76) live in a rural setting.

School Populations (June 2015)

Central High Sedgewick Public School:
LGM children in attendance: 41

Sedgewick Kindergarten: 8

Killam Public School:
LGM children in attendance: 3

Killam Kindergarten: 1

Daysland Public School:
LGM children in attendance: 2

Sedgewick

As mentioned in the pre-meeting synopsis, CHSPS administration told me of their concern when they received a "Critical Enrollment" notice from the Battle River School Division. With the arrival of Loughheed area and LGM children, they have since been removed from that designation. Although, the majority of families have thus far settled in Loughheed, they send their children to Sedgewick; And I will respectfully remind the Council of the benefit of a school, its staff and parents to the Town; taxes, housing, and trade dollars and I've just recently completed a zillion School Registration packages where parents have been assessed Rec. Centre fees varying from \$ 20 - \$ 30/child for Bowling/Skating/Curling.

Killam

Although the LGM community initially settled in Loughheed, we have no more rental accommodation available. They are drawn to Flagstaff County because wages here are higher than Two Hills or Taber, driven up by the Oil Field. They also want to send their children to a school which offers a "German/Religion" Option which CHSPS does and since the BRSD allows children to board "High School" buses, people are also moving into the Killam area. They do not live communally as the Hutterite Colonies do and so do a great deal of shopping in your area.

The Flagstaff Mennonite Liaison Program, or as the LGM term it: the "Help Office", has expanded from a one-day/week office to a three- day/week program: once per week open office, once per week closed office and once per week accompaniment to appointments or meetings.

At first contact, we deal with AB Health Care, AB Health and Child Tax Benefit forms. Secondary settlement issues deal with immigration and citizenship, the Canada Revenue Agency and Canada Child Tax Benefits; services available only online, and the community's high level of English illiteracy and lack of computer access continue to bring most for help.

We assist with:

- Permit Extension (Work & Visitor)
- Passport Renewal (Canadian & Mexican)
- U.S. Travel Visas
- Restoration of Citizenship and Temporary Visitor Status
- Permanent Residence Application Status with Canadian Immigration and Citizenship (CIC), also Changes of Address/ Use of Representative Forms
- Permanent Residency Application Requests from CIC
- Permanent Residency Application "Re-Opening of File" Requests
- Canadian Citizenship Applications
- Assist families in traumatic situations access financial aid or social agencies

Liaison With Schools:

- Presentations to teachers
- Liaison between administration staff and teachers
- Explain the Albertan Education system to LGM parents i.e. Play School, Kindergarten, Physical Education, Fundraising
- Translation of newsletters and completion of registration forms
- Access/scheduling/transportation to Plautdietsch-speaking Psychologist for LGM student assessments and subsequent follow-through
- Aid with arrangement of Bus Pick-ups
- Meetings between teachers and parents as we continue our attempts to convince parents of the importance of a Canadian education and to prepare teachers for the level of education these students bring from Mexico

Liaison With Medical Field:

- Transport/accompany/translate and explain diagnosis from Doctor/Specialist appointments
- Provide computer access and arrange teleconferencing between Specialists and Patients
- Liaise between area hospitals/Doctors/Medical Technicians and those LGM who are not eligible for Alberta Health Care Benefits
- Organize monthly Health/Anatomy Information Class for LGM women

Advocacy:

- ❖ Alberta Transportation, Re: Written Driver Tests
- ❖ Alberta Apprenticeship Board
- ❖ Alberta Health Services
- ❖ Canadian Immigration & Citizenship
- ❖ Alberta Health Services (Temporary Residents)
- ❖ NorQuest College, Re: English Classes for Newcomers (PR Applicants)
- ❖ NorQuest College, Re: English Classes for Canadian Citizens
- ❖ Flagstaff Adult Learning, Re: English Conversation Classes for Newcomers
 - ❖ - Tutors for Individual learning
 - ❖ - Driver Education

Presently, the program receives the bulk of its funding from Flagstaff County (2014 and 2015). We also receive aid in the form of a laptop computer from Flagstaff Family and Community Services (2012 – 2015) as well as a monthly stipend of \$ 100.00, forwarded to the Village of Lougheed to defer office costs. The Village of Lougheed has provided an office and technical equipment since 2014. However, Flagstaff County has asked that we approach other sources to partner with them in financial support and that is why I am here tonight.

From the Pre-Meeting Synoptic:

Mennonite Help Office Budget

Program Coordinator:	\$ 27,300
Translator/Interpreters	3,000
Professional Development:	1,400
Travel:	6,000
Administration:	<u>3,000</u>

Total: \$ 40,700

Within the past four months, we have contacted:

Village of Lougheed [Presentation requested]
Town of Killam [Presentation requested]
Town of Sedgewick [Presentation requested]
Government of Alberta (MLA) [No]
Government of Canada (MP) [Referral to literacy grant]
Battle River Community Foundation [Application forwarded July 2015]
Lougheed Lions Service Club [No answer as yet]
Sedgewick Lions Service Club [Presentation requested]
Killam Twice Nice Association [Will help individuals and newcomers]

Sedgewick Good As New Store [Unable at this time]
Lougheed Agricultural Society [Not within their jurisdiction]
Sedgewick Agricultural Society [Not within their jurisdiction]
Killam Agricultural Society [No answer as yet]

As you can see, I can give you no answers as to a revenue generation as yet. Neither can I give you a financial precedent or template. Instead, I can only request that you contribute to this worthwhile office whose constituents have fallen victim to government cutbacks or through the cracks of government bureaucracy.

Thank you.

Census July 2015

Total County Population: 160

Urban: 89 (55%)

Rural: 77 (45%)

Population Split: Urban / Rural

Lougheed: 83

- Urban: 53 (55 %)
- 12 households in town
- Rural: 32

Sedgewick: 43

- Urban: 16 (17%)
- 4 households in town
- Rural: 27

Killam: 26

- Urban: 12 (13%)
- 1 household in town
- Rural: 14

Daysland/Strome: 6

- Rural: 6

Hardisty: 8

- Urban: 8 (9%)

Total Budget: \$ 40,700

Urban Split-

Mexican Mennonite Program
May 1, 2014 - April 30, 2015

Income:

Flagstaff County Grant	25600.00
Flagstaff Community Adult Learning	<u>10920.00</u>
	36520.00

Expenses:

Program Director Wages	18200.00
Translator Wages	2110.00
Travel & Subsistence	204.07
Administrative Services	3000.00
Office	17.16
GST	<u>0.86</u>
	23532.09

Surplus	<u><u>12987.91</u></u>
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Mennonite Help Office 2015 Budget

Proposed budget for 2015 for Mennonite Liaison Program

Expenses	
Help office staff: \$25 per hour x 21hrs per week x 52 weeks per year	\$27,300
Translator/Interpreters: \$15per hour (as needed)	\$ 3,000
Body Lesson Instructor: \$25 per hour @ 8- 2 hour classes per year = 16 hours per year (adult learning)	-\$ 400
Driving Instructor: \$25 per hour @ 4 – 4 hour classes per year = 16 hours per year(adult learning)	-\$ 400
Travel to appts monthly @ 800 kms per month x 12 months1@ .46 per km	\$ 4416
Hotel accommodations in Taber: 4 nights @ \$200 per night	\$ 800
Request from Adult Learning for 2015/2016	-\$10,920
Request from County	\$ 24,596

Mennonite Liaison Office Draft Budget

Program Coordinator:	18,200
\$25/h x 14 hrs/wk x 52 wks/yr	
Translator/Interpreters	10,920
\$15/hr x 14 hr/wk x 52 wks/yr	
Professional Development	
1,400	
Travel	<u>6,000</u>
TOTAL:	36,520

Welcoming Comm. Project	<u>-10,920</u>
Funds still needed	25,600

Proposed Amended Budget for the County for 2014/2015

(Last Year's Budget)

Request for Decision (RFD)

Topic: Flagstaff Family and Community Services (FFCS) 2016 Proposed Budget
Initiated by: FFCS
Prepared by: Lynne Jenkinson
Attachments: 2016 FFCS Proposed Budget

Recommendation:

1. That Council approve the 2016 FFCS budget as presented with a requisition of \$7,285 for the Town of Sedgewick.

OR

2. That Council defer the 2016 FFCS budget until the December 3rd, 2015 special council meeting pending additional information is obtained regarding 2016 FFCS operations.
-

Background:

Attached is the 2016 FFCS budget for Council review.

Based on a per capita requisition Sedgewick's 2016 requisition would be:

	2016:	2015:
Population:	857	857
FFCS Per Capita.	<u>8.50</u>	<u>7.50</u>
	\$7,285	\$6,428

2016 is >\$857 (13.34%)

- * VILLAGE OF ALLIANCE
- * TOWN OF DAYSLAND
- * FLAGSTAFF COUNTY
- * VILLAGE OF FORESTBURG
- * VILLAGE OF GALAHAD
- * TOWN OF HARDISTY
- * VILLAGE OF HEISLER
- * TOWN OF KILLAM
- * VILLAGE OF LOUGHEED
- * TOWN OF SEDGEWICK
- * VILLAGE OF STROME



P.O. Box 450
4809 - 49 Avenue
Killam, Alberta
Canada T0B 2L0

Telephone 780-385-3976
1-800-297-6101
(Toll Free Within Flagstaff Area)

October 15th, 2015

Dear County, Town and Village Administrators;

Enclosed is our 2016 budget for Flagstaff Family and Community Services.

This years budget includes a \$1.00 increase in the requisition which was expected as the Province increased funding by \$10-million to FCSS's Provincially. The Province forgave communities in 2015 that increase and only increased the Provincial portion. In 2016, the Municipal contribution will have to increase as noted. This is the first increase in the FFCS requisition since 2013.

In the last year FFCS has gone through a transition year and has come out of the year of watching funding closely and has succeeded in providing the same level of programming.

This increase from the Province is the first such increase since 2009, so it is recognized by the Provincial FCSS office, that it is a 10% increase, but will actually cover the increased cost of doing business over the last six years.

FFCS recognizes the contribution and over-contribution of the Municipalities and looks forward to working with them and the citizens they serve in 2016.

If you have any questions about the budget and the way it is presented please call Executive Director Lynne Jenkinson or Finance Manager Brooke Grove at 780-385-3876.

Sincerely,

Lynne Jenkinson
Executive Director

RECEIVED
OCT 19 2015

FLAGSTAFF FAMILY AND COMMUNITY SERVICES

FLAGSTAFF FAMILY & COMMUNITY SERVICES 2016 BUDGET

ADMINISTRATION

	BUDGET FOR 2015	BUDGET FOR 2016
Wages	166596	169928
Benefits	38000	39000
Travel & Subsistence:		
Staff	4000	3600
Board	2000	1800
Board Per Diem	1500	1080
Program Essentials:		
Rent**	17924	17924
Phone & Utilities	8500	7500
Insurance	500	500
Audit/Professional Fees	2500	2500
Bank Service Charges	200	250
Interest		
Copier Lease	3100	3100
Consulting Fees		
Materials:		
Advertising	900	800
Memberships	450	450
Office	6000	5100
Training & Development	3600	2000
Miscellaneous		
TOTALS	<hr/> 255770	<hr/> 255532

**no increase in rent

FLAGSTAFF FAMILY & COMMUNITY SERVICES 2016 BUDGET

COUNSELLING

	BUDGET FOR 2015	BUDGET FOR 2016
Counselling Position Wage	57932	59090
Benefits	13000	13500
Counselling Supervisor	2800	2250
Travel & Subsistence Staff	2400	2000
Program Essentials:		
Rent**	17924	17924
Phone & Utilities	8500	7500
Insurance	500	500
Audit & Professional Fees	2500	2500
Copier Lease	3100	3100
Consulting Fees		
Materials:		
Advertising	900	740
Memberships	450	450
Office	6000	5100
Training & Development	1000	500
Miscellaneous		
TOTALS	<hr/> 117006	<hr/> 115154

**no increase in rent

FLAGSTAFF FAMILY & COMMUNITY SERVICES 2016 BUDGET

OTHER

	BUDGET FOR 2015	BUDGET FOR 2016
Wages	1330	
Benefits	160	
Travel & Subsistence:		
Staff		
Board		
Board Per Diem		
Program Essentials:		
Rent	1200	
Phone & Utilities		
Insurance		
Audit/Professional Fees		
Bank Service Charges		
Interest		
Office Equipment		
Consulting Fees		
Materials:		
Advertising		
Memberships		
Office Supplies		
Training & Development		
Miscellaneous/Gail Watt Scholarship		750
Community Development Speakers	1500	1500
Staff Recognition		
TOTALS	<u>4190</u>	<u>2250</u>

2016

Total Projected Funding	2015	2016
Provincial Funding	240900	264992
Municipal Funding	<u>61980</u>	<u>71000</u>
Subtotal	302880	335992
Total Projected Fees		
Fees for Service Prairie Central FASD		7944
Fees for Service FIRST	12000	12000
Resource	39586	
Fees for Service Nights Alive	21500	16000
Other	<u>1000</u>	<u>1000</u>
Subtotal	74086	36944
TOTAL PROJECTED REVENUE	376966	372936

2015 Budget Figures

Administration	255770
Counselling	117006
Other	<u>4190</u>
subtotal	376966

Projected Revenue	376966
Projected Expenses	376966

Projected Surplus 0

2016 Budget Figures

Administration	255532
Counselling	115154
Other	<u>2250</u>

subtotal 372936

Projected Revenue	372936
Projected Expenses	372936

Projected Surplus(Deficit) 0

FLAGSTAFF FAMILY & COMMUNITY SERVICES

2016 Municipal Requisitions

\$7.50/capita 2015 (\$240,900 Provincial/\$61,980 Municipal for total \$302,880)

\$8.50/capita 2016 (\$264,992 Provincial/\$71,000 Municipal for total \$335,992)

Municipality	Population 2015	2015 Requisition	Population 2016	2016 Requisition	Requisition Difference
Alliance	174	1305.00	174	1479.00	174.00
Daysland	807	6052.50	807	6859.50	807.00
Flagstaff County (Rural)	3244	24330.00	3244	27574.00	3,244.00
Forestburg	831	6232.50	880	7480.00	1,247.50
Galahad	119	892.50	119	1011.50	119.00
Hardisty	639	4792.50	639	5431.50	639.00
Heisler	151	1132.50	151	1283.50	151.00
Killam	981	7357.50	981	8338.50	981.00
Lougheed	233	1747.50	273	2320.50	573.00
Sedgewick	857	6427.50	857	7284.50	857.00
Strome	228	1710.00	228	1938.00	228.00
TOTALS	8264	\$ 61,980.00	8353	71000.50 \$	9,020.50

Requisitions will be sent out January 2016

Request for Decision (RFD)

Topic: Sedgewick Killam Natural Gas System (SKNGS) 2016 Proposed Budget
Initiated by: SKNGS
Prepared by: Aleisha Brodie
Attachments: 2016 SKNGS Proposed Budget

Recommendations:

1. That the Town of Sedgewick approve SKNGS' recommendations as follows:
 - i. To purchase Sage 50 Pro Simply Accounting in accordance with the 2016 budget.
 - ii. To approve the 2016 budget as presented.
 - iii. That SKNGS meeting dates change to two scheduled meetings per year, one in May and one in November for budget purposes and further that any additional meetings be at the call of the chair.
-

Background:

On November 12th, 2015 the SKGNS board met to review the 2016 proposed budget and tend to various operational matters. As a result of the meeting three recommendations have been sent to individual councils for approval:

1. To approve the purchase of Sage 50 Pro Simply Accounting in accordance with the 2016 budget;
2. To approve the 2016 SKNGS budget as presented;
3. That SKNGS meeting dates change to two scheduled meetings per year, one in May and one in November for budget purposes and that any additional meetings be at the call of the chair.

SKNG Budget 2016

REVENUES							
	CODE						
	365	Administration fees Killam	115000	GJ	\$ 0.85	per GJ	\$ 97,750.00
	366	Administration fees Sedgewick	85000	GJ	\$ 0.85	per GJ	\$ 72,250.00
	410	Sale of Gas Killam	115000	GJ	\$ 3.00	per GJ	\$ 345,000.00
	411	Sale of Gas Sedgewick	85000	GJ	\$ 3.00	per GJ	\$ 255,000.00
	412	Sale of Material Killam	\$ 3,500.00				\$ 4,000.00
	413	Sale of Material Sedgewick	\$ 3,500.00				\$ 4,000.00
	414	Sale of Material Others	\$ 4,000.00				\$ 3,600.00
	550	Return on Investments	\$ 4,500.00				\$ 400.00
	775	Gas Alberta Transportation	\$ 7,481.16				\$ 7,481.16
		\$ 2.00 x 1000 Customers x 12 months	\$ 24,000.00				\$ 24,000.00
		TOTAL REVENUES					\$ 813,481.16
EXPENDITURES							
	215	Telephone / Freight	\$ 6,500.00				\$ 6,500.00
	220	Advertising	\$ 100.00				\$ 100.00
	225	Federation Membership	\$ 13,000.00				\$ 13,000.00
	230	Auditor	\$ 2,200.00				\$ 2,200.00
	233	Alberta One Call	\$ 650.00				\$ 650.00
	235	Maintenance Contract	\$ 109,200.00				\$ 109,200.00
	239	Cathodic Protection/ Leak Survey	\$ 7,000.00				\$ 7,000.00
	240	Administration Services	\$ 6,200.00				\$ 6,200.00
	246	Training/ Seminars/ Meeting	\$ 500.00				\$ 500.00
	250	Gas Samples	\$ 1,000.00				\$ 1,000.00
	251	Trans Canada/ RMO/Gate Stations	\$ 5,000.00				\$ 5,000.00
	271	Insurance Federation/Killam	\$ 6,000.00				\$ 6,000.00
	510	Office Supplies	\$ 700.00				\$ 700.00
	520	SKNG Stock	\$ 2,500.00				\$ 2,500.00
	530	Maintenance Materials	\$ 1,500.00				\$ 1,500.00
	531	Natural Gas Purchase	200000	GJ	\$ 3.00	per GJ	\$ 600,000.00
	535	Instrument repairs/ New	\$ 5,000.00				\$ 5,000.00
	540	Utilities	\$ 5,000.00				\$ 5,000.00
	762	Contribute to Capital New modem	\$ 4,000.00				\$ 4,000.00
	765	Refund Transfer to Towns	\$ -				\$ -
		Contribute to Reserve	\$ -				\$ -
		New Software for accounting	\$ 2,500.00				\$ 2,500.00
		Total Expenditures					\$ 778,550.00
		Sub Total					\$ 34,931.16
This Budget is based on Gas purchase at \$ 3.00 GJ and selling to the Towns At \$ 3.85 GJ							
and our customers at \$ 4.25 Gj							
		Gain for 2016					\$ 34,931.16

Request for Decision (RFD)

Topic: 2016 Sedgewick Lake Park (SLP) Proposed Budget
Initiated by: Lake Board/Council
Prepared by: Amanda Davis
Attachments: 2016 SLP Budget

Recommendation:

That Sedgewick Town Council approve the Sedgewick Lake Park Association budget as presented.

Background:

The Sedgewick Lake Park Association prepared the attached 2016 budget from council review. The association is not seeking any financial assistance from the Town of Sedgewick for 2016.

Budget highlights:

- The main goal of the association is to complete the Community Spray Park Project. A meeting has been arranged with Park N' Play for November 24th, 2015 at which time the association will have a better understanding of whether or not the project is attainable for 2016. The Town of Sedgewick has completed a separate budget for the spray park project.
- Electrical and site upgrades to existing lots.
- Annual replacement of fire pits and tables as well as tree replacement.
- As per the associations Multi Year Capital Plan funds will be set into a reserve for the eventual replacement of the cook shack. The budgeted \$8,075 will be transferred to reserves.

2016 Approved Lake Park Budget - Capital & Operating

Revenues:	2013 Actual	2014 Actual	2015 Budget	2015 YTD	2016 Approved
MRTA Grant	8,000				
Trfr From Reserves			44,920		40,095
WCB- surplus return		146			
CSJ/STEP Grant					
Bank Interest	49	85	40	84	40
Campground Fees	94,155	155,996	84,950	99,497	85,000
Misc.Rev/Wood	3,751	5,330	5,500	4,872	4,800
Pasture Lease	-	-			
Town Operating Grant	-	10,000			
Laundry Mat Sales	320	501	225	390	300
Community Grants		1,000	1,000	1,000	
Pool Memberships/Passes	812	788	500	859	750
Tee Pee Time	77	107	65	54	65
Special Revenue	2,068	2,818	1,000	33	1,000
Total:	109,232	176,771	138,200	106,788	132,050

Capital Revenues	2013 Actual	2014 Actual	2015 Budget	2015 YTD	2016 Approved
Municipal Capital Grant					-
VCU Capital Saving	8,923	16,000			
Tree Watering					
Spray Park Revenues			28,000	98,075	
Total:	8,922.85	16,000.00	28,000.00	98,074.67	0.00

Expenditures	2013 Actual	2014 Actual	2015 Budget	2015 YTD	2016 Approved
Wages-Manager	22,663	23,921	23,000	22,011	23,000
Employer Contrib.	9,883	9,008	10,000	12,128	12,000
Summer Students	13,467	12,653	14,000	16,773	16,000
Advertising	266	778	700	758	700
Insurance	78	922	750	1,635	900
W.C.B.	192	598	600	215	500
Office Supplies	816	699	1,000	452	750
Board Supplies	226	65	300		200
Vehicle Maintenance	194	1,269	1,000	258	600
Vehicle/Equip.Fuel	1,202	1,522	1,500	1,056	1,250
Equip. R&M	510	560	1,000	2,292	1,250
Tools and Shop Supplies	145	111	500	39	250
Electricity	10,787	17,609	11,500	10,206	11,500
Telecommunications	775	890	1,000	730	1,000
Janitorial Supplies	1,166	1,894	1,500	1,373	1,500
Landscape Maint.	932	1,553	1,000	3,668	1,500
Bldg. R&M	4,357	1,284	1,500	801	1,500
Petty Cash	0				
Pool Supplies	1,580	465	2,000	1,164	2,000
BRCU - M.C. Fees	156	23			
ATB - Visa & Debit Charges	1,110	2,246	1,200	1,340	1,200
FRSWMA Fees	811	811	800	855	800
Refund Reservation Fees	-				
Propane	958	1,700	1,500	1,654	1,500
Firewood Expenses	5,400	5,400	6,000	4,950	5,400
Transfer to Reserves		16,000	28,000		
Internet	466	405	500	457	500
Kids Progam	682	640	1,000	432	750
Lot Maintenance	125	958	500		500
Total:	78,948.36	103,984.48	112,350.00	85,246.27	87,050.00

Capital Projects	2013 Actual	2014 Actual	2015 Budget	2015 YTD	2016 Approved
Picnic Tables/Fire Pits	7,399.69	7,350.00	7,350.00		7,350
Lot upgrades	831.73		20,000.00	1,061.08	28,075
Pool Repairs	414.91	963.11	15,000.00	17,311.35	
Tree Program	3,331.12	1,252.44	1,500.00	1,605.55	1,500
Utility Vehicle	3,000.00				
Chemical Room Repairs	3,229.44				
Pool Shed)	5,431.14				
Electrical Upgrades					
Entrance sign	465.41				
Pool Bench/Sewer Cover	817.49				
Mower replacement	6,457.50		10,000.00	17,000.00	
Pool House Repairs		4,465.62			
Spark Park				19,439.42	
Gazebo		65.24		418.47	
Cookshack Replacement					8,075
Total:	31,378.43	14,096.41	53,850.00	56,835.87	45,000.00

2015 Total Revenues:	204,862.93	132,050.00
2015 Total Expenditures:	142,082.14	132,050.00
	62,780.79	0.00

Board approved on November 8, 2015

Request for Decision (RFD)

Topic: CAO Contract – Evaluation
Initiated by: Administration Committee/Council
Prepared by: RMRF/Administration Committee
Attachments: 1. Template CAO Contract
2. Town of Viking Peer Review – 2013
3. Town of Sedgewick – Approved Salary Chart

Recommendations:

1. That Council provide direction regarding the terms of a CAO Contract with A. Davis as per recommendations from the Administrative Committee.
-

Background:

On October 15th, 2015 the Administrative Committee (Mayor Robinson, Clr's Imlah and Rose) met to address a CAO Contract pursuant to motion 2015.07.186:

“MOTION by Mayor P. Robinson that Sedgewick Town Council authorize and support the development of a CAO contract and further that the Administration Committee be responsible for overseeing the development phase. CARRIED.”

Reynolds Mirth Richards and Farmer (RMRF) LLP provided a template contract. The committee reviewed the contract subjectively to determine whether the contract was suitable for the Town. The committee made various revisions which were later approved by Council as per motion 2015.10.300.

Further to the development of the CAO Contract the Administrative Committee addressed the use of a contract with CAO Davis on October 15th, 2015. The parties negotiated on the contents to individualize the terms to support ongoing employment.

The negotiations were presented to Council during the October 22nd, 2015 regular meeting and were deferred by Council to November 19th, 2015 following the annual review of CAO Davis.

THIS AGREEMENT MADE THIS ____ DAY OF _____, 20__

BETWEEN

The Town of Sedgewick
(hereinafter referred to as the "Town")

- and -

(hereinafter referred to as the "Employee")

WHEREAS:

- A. The Council of the Town is required to appoint a Chief Administrative Officer in accordance with the provisions of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and any applicable bylaws of the Town; and
- B. The Town and the Employee have agreed to enter into this Agreement to set out the terms and conditions of employment between the Town and the Employee as Chief Administrative Officer.

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the premises and the mutual covenants herein contained, the Parties do hereby agree with each other as follows:

Appointment

1. Subject to a resolution of the Council of the Town appointing the Employee as Chief Administrative Officer ("CAO") of the Town, the Town agrees to employ the Employee, effective _____, 20__, as the CAO of the Town with the authority and responsibility as set forth in the job description attached hereto in Appendix 1. In the event the Council of the Town does not ratify the appointment of the Employee as CAO, by resolution of Council, this Agreement shall be null and void and have no force and effect.

2. The Employee hereby agrees to serve the Town conscientiously and diligently as CAO and to fulfil the duties of CAO.
3. The Employee represents to the Town that the Employee has the requisite skills, ability and experience to perform the duties and the responsibilities required of the Employee as CAO. The Employee shall render such duties as may be required from time to time by the Town and at all times the Employee will diligently perform such duties. In carrying out CAO responsibilities, the Employee agrees to comply with all lawful and reasonable instructions as may from time to time be given by the Town. The Employee further undertakes to comply with all policies, rules and regulations of the Town that are in place from time to time.
4. The Employee represents that the Employee is physically and mentally fit to perform duties as the CAO.

Term

5. The employment of the Employee under this Agreement shall commence on _____, 20__ and shall be for an indefinite term, unless it is terminated earlier as hereinafter provided.

Pre-employment Screening

6. The Employee agrees that this position is contingent upon the results of background checks requested by the Town prior to or at the commencement of Employment, including but not limited to criminal record checks. The Employee agrees to provide any such documentation required by the Town to demonstrate completion of any requested background checks.
7. The Employee agrees that this position is contingent on the Employee passing drug and alcohol testing. The Employee agrees to provide any consents necessary to provide the Town with the results to this testing. The Town will pay for the costs associated with this screening.

8. The Employee agrees that this Agreement shall immediately terminate for cause if the conditions in Section 6 and 7 are not fulfilled to the satisfaction of the Town within the first three (3) months of the Employee's Term of employment.

Full Time and Attention

9. The Employee agrees to devote full time and attention to the performance of the duties as CAO of the Town. The Employee agrees not to accept any appointment as an officer, director or consultant to any other organization while this Agreement is in force without obtaining the prior written consent of the Council of the Town.
10. During the term of this Agreement, the Employee shall devote one hundred percent (100%) effort and working time to advance exclusively the interests of the Town. The Employee agrees not to engage in any other employment or activity that would conflict with the CAO obligations to the Town without the prior written authorization of the Council of the Town. The Town shall be entitled to and shall forever own all of the benefits, profits, research or developments, or other issues arising from or incident to any and all work, services and advice of the Employee arising during the term of this Agreement.
11. The Employee agrees to perform and be devoted to the duties of the CAO and to perform them to the best ability of the Employee and to be at the place of business of the Town or such place as the Town directs or requires, during the hours the Town requires, and shall perform such work as may be required by the Town under and subject to the Town's policies, instructions, directions and control.

Residence

12. The Employee agrees that it is a condition of employment that the Employee reside within a fifteen minute radius of the municipal office, as they exist at the time of execution of this Agreement. The Town agrees that the Employee shall not be required to move in the event the geographic boundaries of the Town are altered.

Probationary Period

13. The Town and the Employee agree the Employee will serve a six (6) month probationary period, commencing _____ 20__ and ending _____, 20__. The Town may terminate employment of the Employee by advising the Employee in writing of such termination. There shall be no compensation for termination during a probationary period.

Termination By Employee

14. The Employee and the Town agree that the Employee may terminate employment by providing the Town with six (6) weeks written notice of termination or payment in lieu thereof, or a combination of both. Any time owed to the Employee by the Town must be applied after the six (6) weeks' notice meaning the Employee may not provide six weeks written notice and take four weeks holidays immediately following the first week of notice. At its sole discretion, the Town may lessen or waive the notice of termination of employment required to be given by the Employee.
15. The Employee shall be liable to the Town for damages for failing to give the specified notice of termination in an amount equal to the Employee's salary only for the period of notice required but not given by the Employee. The payment of such damages shall be final settlement of all damages in lieu of notice payable by the Employee to the Town.
16. Payment in lieu of notice by the Employee will be on a salary only basis and such salary is that which is in effect when the Employee terminates the Employee's employment with the Town.

Termination by the Town

17. The Town and the Employee agree that the Town may terminate the employment of the Employee at any time without notice or payment in lieu thereof:
- a. If the Town terminates the Employee's employment for just cause as that term is defined by the Courts in Alberta. Frustration of the employment relationship is deemed to be just cause for termination without notice or payment in lieu thereof.

18. If the Town terminates the employment of the Employee without just cause after the probationary period, the Town will give the Employee written notice of termination, pay in lieu thereof or a combination of both as follows:
 - a. Two (2) months of notice, plus one (1) month for each completed year of service to a maximum of twelve (12) months. The maximum twelve (12) months of notice includes the threshold two (2) months aforementioned in this subparagraph.
19. The Town shall be liable to the Employee for damages for failing to give the specified notice of termination in an amount equal to the Employee's salary only for the period of notice required but not given by the Town. The payment of such damages shall be a final settlement of all damages in lieu of notice payable by the Town to the Employee. Before pay in lieu of notice is given, the Employee shall execute a release which releases the Town and its employees and representatives from any and all actions or claims the Employee had or may have related to the Employee's employment with the Town.
20. Payment of salary in lieu of notice by the Town will be on a salary only basis and such salary shall be that which is in effect when the Town terminates the employment of the Employee.
21. In the event the Town terminates the employment of the Employee without just cause, the Employee agrees that the Employee will not request a hearing before the Council of the Town and the Employee waives any and all rights to such a hearing.
22. When the Town terminates the employment of the Employee without just cause, the effective date of the termination of the Employee's employment and appointment with the Town shall be the date specified in the resolution passed by the Council of the Town which terminates the Employee's employment and appointment.
23. The following applies when the Town intends to terminate the employment and appointment of the Employee for just cause:

- a. The Town shall serve on the Employee a notice of intent to terminate the employment of the Employee for the reasons specified in the notice.
- b. The Employee is entitled to a hearing before the Council of the Town regarding the notice of intent to terminate the employment of the Employee. The Employee and the Town agree that such hearing shall take place within two (2) weeks of the date the notice of intent to terminate the employment of the Employee was issued to the Employee by the Town. The time for the hearing shall only be extended by mutual written agreement between the Town and the Employee. The Employee may waive any right to such a hearing before Council provided the Employee confirms such waiver in writing to the Town.
- c. Once a hearing has occurred before Council, or the Employee waives the right to a hearing, or in the event the Employee refuses to attend at a hearing or waive the right to it, the Town is at liberty to terminate the employment and appointment of the Employee for just cause if it decides to do so.

24. Notwithstanding paragraph 16 hereof:

- a. The Employee acknowledges the Employee's obligation and duty to mitigate damages to the extent that would be required of the Employee in respect of an action for damages in lieu of notice; and
- b. The gross amount of all employment income whatsoever earned by the Employee from any source during the periods for which payments are made to or on behalf of the Employee pursuant to paragraph 16 shall be deducted from such payments and, in the event the amount of such other income exceeds the amount to be paid pursuant to paragraph 16, the obligation of the Town pursuant to paragraph 16 shall be deemed to have been fully satisfied.

Compensation & Benefits

25. The Town will pay or cause to be paid, or provide, to or on behalf of the Employee:

- a. An annual salary of one _____, (\$_____), by equal consecutive monthly instalments (or such other equal consecutive instalments as established by the Town for its managerial employees), less deductions required by law, commencing on the date which management staff of the Town are regularly paid.
- b. The Town will conduct an annual salary review and the Employee acknowledges there is no guarantee of a salary increase. Salary increases are at the discretion of the Council of the Town.
- c. Group benefits including life, medical, dental, accident and disability insurance equal to and consistent with those benefits that managerial employees of the Town receive from time to time. The Employee agrees to pay the Employee portion of benefit premiums in the same amount and manner consistent with benefits premiums paid by other employees of Town in accordance with Employee Policy. The Employee's eligibility for benefits is contingent upon the terms and conditions established by the relevant carrier.
- d. Annual vacation entitlement shall be consistent with other employees of the Town in accordance with the Employee Policy. Vacation entitlement accrues in one year and such accrual must be used by the end of the following year, unless the Town gives permission and carries such accrual forward. Vacation shall be taken at a time approved by the Council of the Town and may be taken in the year it is earned with the approval of the Council of the Town.
- e. Statuary holidays for the Employee will be consistent with those identified in the Employee Policy.

- f. The Employee will be entitled to bereavement leave consistent with the Employee Policy.
 - g. The Employee will be entitled to sick leave consistent with that which is applicable in the Employee Policy. The Employee agrees that there will be no payout of unused sick leave accrual.
26. The Town will reimburse the Employee for reasonable expenses incurred in performance of the Employee's duties as CAO in accordance with the policies of the Town.
27. The Employee acknowledges and agrees that the CAO of the Town is employed in a senior management position and will be required to work hours of work other than regular hours followed by other office personnel. The Employee is entitled to one (1) work-week of annual leave with pay for such additional work. Unless the prior approval of the Town is obtained, such leave will not be carried forward from one year to the next. Payment in place of such leave shall not be given. There shall not be any payment for such leave not taken when employment of the Employee with the Town ends. The Employee agrees not to be otherwise compensated for any additional hours of work which may be required from time to time and an amount has been factored into the annual salary payable to the Employee for any such work.
28. The Employee agrees that the Town may deduct and set off monies owed to the Town by the Employee from salary, entitlements, benefits and other monies payable to the Employee.
29. Benefits will be adjusted for the Employee in accordance with adjustments made for management staff after reviews regarding such matters are conducted by the Town.

Reviews

30. The Town will conduct three (3) performance review/appraisal of the Employee during the probationary period as follows:

- a. One at one (1) month;
- b. One at three (2) months;
- c. One at five and a half (5.5) months.

Reviews may be completed by Council as a whole or the Administrative Committee.

31. The Town will conduct an annual performance review/appraisal of the Employee by December 1st annually. The Town will measure performance of the Employee in accordance with criteria and against objectives that are set by the Town in accordance with Appendix II.

- a. An informal semi-annual review of the Employee will be conducted by the Administrative Committee of the Town.

Relocation

32. The Town will pay for reasonable moving costs for the Employee to relocate to a residence within the geographic boundaries of the Town as noted above. An acceptable estimate of moving costs is required to be presented to the Town by the Employee for approval before relocation occurs. The Employee is required to provide the Town with receipts to substantiate moving costs.

33. In the event the Employee resigns from employment with the Town, the Employee agrees to reimburse the Town by the following amounts for the moving costs paid to the Employee by the Town:

- a. Seventy-five percent (75%) of the moving costs if the Employee resigns during the first (1st) year of service;
- b. Fifty percent (50%) of the moving costs if the Employee resigns during the second (2nd) year of service; and
- c. Twenty five percent (25%) of the moving costs if the Employee resigns during the third (3rd) year of service.

- d. Such reimbursement of moving costs is a debt due and owing to the Town.

Pension

- 34. The Town and the Employee will each make their respective contributions to the Local Authorities Pension Plan in the amounts specified by that Plan from time to time. The Town and the Employee agree that at all times the provisions, rules and policies of the Local Authorities Pension Plan shall apply.

Fitness & Medical Examinations

- 35. It is a fundamental term of this Agreement that the Employee be physically and mentally fit to perform the Employee duties as CAO. This Agreement shall be null and void if the Employee is not physically and mentally fit to perform all duties of the CAO at the time it was executed.
- 36. The Employee agrees that the Town may require a medical examination before a physician(s) at any time while this Agreement is in effect. The Town will pay for any such medical examinations. The Town may also send the Employee for examinations by any psychologists, counsellors, therapists or other medical practitioners and the Town will pay for any such examinations.
- 37. The Employee agrees to execute any necessary forms, releases or other documents which permit the Town to obtain medical information from any physicians, psychologists, counsellors, therapists or other medical practitioners that examine the Employee.
- 38. The Town will pay for the costs of any reports obtained from any physicians psychologists, counsellors, therapists or other medical practitioners that examine the Employee.
- 39. The Employee agrees that the Town may request drug and alcohol testing at any time for reasonable cause and the results of such tests shall be released to the Town. The Employee agrees to sign any consent forms to permit such testing and release of information. The Town will pay for the costs of the screening.

40. The Employee agrees that being mentally and physically fit to perform duties as CAO are a bona-fide occupational requirement and are reasonable and justifiable.
41. The Employee agrees that in the event the Employee is not mentally or physically fit for a period of six (6) continuous months, there is no other position available at the Town for the Employee and the Town is deemed to have accommodated the lack of fitness up to the point of undue hardship. The Employee further agrees that if the Employee is not mentally or physically fit for a period of six (6) continuous months, the Employee releases the Town from all statutory claims related to the Employee's lack of mental and physical fitness.

Professional Development

42. Subject to the prior approval of the Town, reasonable professional development costs for the Employee will be paid by the Town in accordance with the annual budget. The Employee and the Town shall negotiate the reimbursement of professional development on a case by case basis depending the time in which the professional development is being complete.

Confidentiality

43. The Employee shall not, without the written permission of the Town, either during the term of employment or at any time thereafter, disclose (other than as may be required by law or to lawfully perform duties as the CAO) to any person, firm or corporation any information concerning the business or affairs of the Town which the Employee may have acquired in the course of or incidental to employment hereunder or otherwise, whether for the Employee's own benefit or to the detriment or intended probable detriment of the Town.
44. Forthwith after termination of the employment, and unless the prior written consent has been obtained from the Town, the Employee shall return to the Town, all the Towns property in the Employee's possession and power, including confidential information, written information, documents and other data of any nature whatsoever pertaining to the activities and business of the Town.

Indemnity

45. The Town will defend, indemnify and save the Employee harmless from and against all actions, causes of action, losses, damages, costs, charges, liability and expenses, including an amount paid to settle an action or satisfy a judgment, actually and reasonably incurred by the Employee by reason of being any employee of the Town (including an amount paid to settle an action or satisfy a judgment in a civil, criminal or administrative action or proceedings to which the Employee is made a party) if:

- a. The Employee acted honestly and in good faith with a view to the best interests of the Town; and
- b. In the case of a criminal or administrative action or proceeding, the Employee had reasonable grounds for believing that the Employee's conduct was lawful.

General

46. This Agreement shall enure to the benefit of and be binding upon the Employee and the Town and its successors.

47. The Employee warrants that the Employee's resumé provided during the application for this CAO position is an accurate and truthful declaration of the Employee's education, training and experience. If the information in the resumé is subsequently found to be inaccurate or untruthful, the Town, at its sole discretion, may take disciplinary action or terminate employment with just cause.

48. This Agreement constitutes and expresses the whole agreement of the Parties hereto with reference to the employment of the Employee by the Town and with reference to any of the matters or things herein provided for, or hereinbefore discussed or mentioned with reference to such employment, and all promises, representations and understandings relative thereto are merged herein.

49. All previous employment agreements between the Parties, or on their behalf, in writing or oral, express or implied, are hereby terminated and are null and void when this Agreement was executed.
50. Any modification to the Agreement must be in writing and be duly executed by both Parties to this Agreement, failing which it will have no force and effect.
51. If any provision of this Agreement is invalid, illegal, or incapable of being enforced by reason of any rule of law or public policy, all other provisions of this Agreement shall, nevertheless, remain in full force and effect. No provision of this Agreement shall be deemed dependant on any other provision unless expressly so stated herein.
52. Time shall be of the essence hereof.
53. The Employee and the Town will do, execute and deliver or will cause to be done, executed and delivered all such further deeds, instruments, documents, acts and things as may be reasonably required for the purpose of giving effect to this Agreement.
54. This Agreement and its application and interpretation will be governed exclusively by the laws prevailing in Alberta. The Parties irrevocably attorn to the courts in Alberta.
55. Any notice required to be given hereunder by a Party shall be deemed to have been well and sufficiently given if mailed by prepaid registered mail or delivered at the address of the other Party hereto set forth or at such other address in Alberta as the other Party may from time to time direct in writing and any such notice shall be deemed to have been received if mailed, telexed, faxed, telegraphed or delivered, on the date of delivery. If normal mail, telex, fax or telegraph service is interrupted by strike, slowdown, force majeure or other cause, a notice sent by the impaired means of communication will not be deemed to be received until actually received. The Party sending the notice shall utilize any other services which have not so been interrupted and shall deliver such notice in order to ensure prompt

receipt thereof. The address for notice will, until changed, be the addresses set forth below for each of the Parties:

a. Attention: Mayor
Town of Sedgewick
PO Box 129
Sedgewick, AB T0B 4C0

b. _____

56. The Employee agrees that the Employee has signed this Agreement after being fully satisfied of the facts by the Employee's own knowledge and investigation and after taking as much time and independent advice as thought necessary after time to consider matters. To the extent that the Employee has not sought legal advice, he waives his right to do so.

57. This Agreement may be executed in counterparts, each of which when so executed shall constitute an original and all of which together shall constitute one and the same Agreement, which shall be sufficiently evidenced by such original executed counterparts. An executed faxed copy of this Agreement is deemed to be the same as the original. A faxed copy of this Agreement may be executed in counterparts, each of which when so executed shall be deemed to be the same as an original and all of which together shall constitute one and the same Agreement, which shall be sufficiently evidenced by such faxed executed counterparts.

IN WITNESS WHEREOF the Parties have hereunto caused these presents to be executed as of and for the day and year first above written.

WITNESS

Town of Sedgewick

MAYOR

WITNESS

EMPLOYEE SIGNATURE

Template

APPENDIX I
BYLAW NO. 486
A BYLAW OF THE TOWN OF SEDGEWICK
IN THE PROVINCE OF ALBERTA
CHIEF ADMINISTRATIVE OFFICER BYLAW

A BYLAW OF THE TOWN OF SEDGEWICK IN THE PROVINCE OF ALBERTA TO ESTABLISH THE POSITION OF THE CHIEF ADMINISTRATIVE OFFICER, FOR THE PURPOSE OF PERFORMING THE DUTIES AS OUTLINES IN ATTACHED SCHEDULE "A" AND TO SATISFY THE REQUIREMENTS OF THE MUNICIPAL GOVERNMENT ACT.

WHEREAS Section 205 of the Municipal Government Act, R.S.A 2000, Chapter M-26.1, stated that a municipality must establish a position of Chief Administrative Officer,

AND

WHEREAS Section 208 of the Municipal Government Act, R.S.A. 2000, Chapter M-26.1, outlines the major job duties of a Chief Administrative Officer,

NOW THEREFORE The elected council of the Town of Sedgewick hereby establishes the position of the Chief Administrative Officer and shall abide by the regulations summarized in Section 206 of the Municipal Government Act, R.S.A 2000, Chapter M-26.1, with respect to the appointment, suspension or revocation of the Chief Administrative Officer,

AND

1. That the position of the Chief Administrative Officer of the Town of Sedgewick be and is hereby established
2. That the Chief Administrative Officer of the Town of Sedgewick:
 - a) Is the administrative head of the municipality;
 - b) Ensures that the policies and programs of the municipality are implemented;
 - c) Advises and informs the Council on the operation and affairs of the municipality;
 - d) Shall perform all other duties as may be delegated by Council from time to time.
3. Council, by resolution, will:
 - a) Approve a position description for the position of CAO,
 - b) Appoint a person to the position of the CAO,
 - c) Establish the terms and conditions of the person's employment.

AND

Shall also confer the following powers upon the Chief Administrative Officer:

1. A Chief Administrative Officer may delegate any of the Chief Administrative Officer's powers, duties or functions under this or any other enactment or bylaw to a designated officer or an employee of the municipality.
2. The Chief Administrative Officer shall act as a Designated Officer, for the purpose of fulfilling the requirements as outlined in Section 213 of the Municipal Government Act, R.S.A 2000, Chapter M.-26.1.

That Bylaw No. 386-95 of the Town of Sedgewick be and is hereby repealed.

APPENDIX II

Performance Appraisal

of the Chief Administrative Officer
for the Town

Name of CAO: _____

Date Appointed to Position: _____

Date of Appraisal Meeting: _____

Current Salary: _____

Date of Last Revision: _____

Purpose of a Performance Evaluation Process

This performance evaluation of the CAO is a valued instrument of this Mayor and Council and is used in order to:

- Underline the importance which the Mayor and Council places on its relationship to the CAO
- Ensure that the Mayor, Council and CAO understand essential components/competencies of this position
- Provide a balanced format that is deemed acceptable and useful to both parties and one that serves the purpose of outlining requirements and ensuring sound and regular feedback
- Provide the CAO with a forum for outlining and discussing his/her annual objectives and an assessment of the results
- Establish any needed changes in the criteria for future evaluations.

Performance Evaluation Content

A review of the CAO's performance should embrace a number of areas. These include the following:

- Assistance to Council in understanding its governance role
- Relationship building with the Mayor
- Policy advice and leadership on the key issues
- Fiscal management
- Leadership of the administrative team
- Team selection, assessment, training, mentoring

- Development of community relationships
- Accomplishment of goals
- Areas for improvement

Guidance to Performance Assessment Factors

Rate each factor according to your perception of the performance of the CAO in the past year.

Please provide narrative comments or examples to illustrate, if possible.

RATING CRITERIA:

1. Outstanding
2. Above Standard
3. Standard
4. Below Standard

- **1. Assistance to Council in understanding its governance role**
 - a) *Preparing an orientation program and suitable materials for a new Council*
 - b) *Identifying the needs/priorities of this Council*
 - c) *Committing to equal treatment/courtesy/assistance*
 - d) *Providing advice on potential areas of conflict/pecuniary issues*
 - e) *Seeking to develop a relationship based on mutual respect, trust and integrity*
 - f) *Ensuring access to relevant training programs for all Council members*
 - g) *Being responsive to the feedback and input received from all members of Council*
 - h) *Communicating advice to Council that will assist it in its governance responsibilities*
 - i) *Communicating any issues of concern to Council impacting its relationship to the administration*
 - j) *Monitoring legal implications of issues; being aware of Council's legal and legislative requirements*
 - k) *Ensuring ready access to useful policy-based information*
 - l) *Maintaining appropriate boundaries; assuring equal treatment*
 - m) *Providing quality control on advice going forward*
 - n) *Ensuring an ongoing degree of open communication with Council; presenting reasonable and professional views in a straight-forward yet pleasant manner.*

Rating: _____

Comments:

2. Relationship building with the Mayor

- a) Meeting with new Mayor immediately following election*
- b) Identifying concerns of the Mayor; addressing his/her expectations, style and needs issues*
- c) Ensuring the apolitical nature of the relationship clear (including no personal connection to the Mayor)*
- d) Identifying areas of potential overlap & strategies to address*
- e) Ensuring Mayor prepared for any engagements/speeches*
- f) Ongoing briefings and meetings held on scheduled basis*

Rating: _____

Comments:

3. Policy advice & leadership on the key issues

- a) Assistance in identifying key issues; offering strategic advice addressing such issues*
- b) Ensuring both Council and administration aware of importance of policy development*
- c) Providing quality advice and guidance to Council on identified issues*
- d) Coordination and preparation of draft policy statements*
- e) Strength of administrative leadership as observed in terms of the CAO's decision-making ability (e.g. decisiveness, quality of decisions)*
- f) Advice to Council on importance of strategic planning as a leadership tool; assistance to Council in planning/designing a strategic planning session*
- g) Implementing approved policy; monitoring policy implications*
- h) Review/monitoring of financial controls/audit reports/business plan and budget*

Rating: _____

Comments:

4. Fiscal management

- a) *Ensuring the development of a comprehensive, inclusive and transparent process of business planning and budgeting*
- b) *Ensuring that Council provides guidance to the administration in the development of both plans and budgets*
- c) *Providing Council with accurate, comprehensive advice on the current status of the fiscal condition of the Town*
- d) *Advising Council on the status of any changes required by the external auditor; acting promptly on audit recommendations*

Rating: _____

Comments:

5. Leadership of the administrative team

- a) *Providing ongoing, consistent leadership to department heads and through them to the full administration*
- b) *Communicating effectively and regularly; providing ongoing guidance/direction*
- c) *Making administrative decisions within constraints of bylaw/policies*
- d) *Providing inspiration and modeling of a desire to be the best*
- e) *Delegating/empowering within reasonable limits*
- f) *Supervising direct reports and expecting results*
- g) *Disciplining behaviour and correcting promptly*
- h) *Ensuring sound corporate communications plan*
- i) *Ensuring that senior staff are involved in the process of developing Town goals and priorities; providing a forum for Council and senior staff to engage in discussions relative to the Town's strategic plan*

Rating: _____

Comments:

6. Discharge of all legislative and bylaw requirements

- a) *Determining changes to the organizational structure*
- b) *Continually assessing the needs of the system; seeking the advice of senior staff in this process*
- c) *Developing a sound policy-based and cross-organizational approach to recruitment & selection*
- d) *Ensuring a planned approach to training/development*
- e) *Attending suitable conferences/courses as an example*
- f) *Establishing mechanisms for mentoring other supervisory staff*
- g) *Fulfilling all legislated and bylaw requirements*

Rating: _____

Comments:

Development of community relationships

- a) *Maintaining a positive profile in the Town of Sedgewick's jurisdiction as the senior administrative spokesperson and leader*
- b) *Ensuring that Council members and the Mayor have access to sound advice on how to engage the public (community communication plan)*
- c) *Maintaining contact with other administrative leaders in the region and with other key administrative leaders throughout the region*
- d) *Developing a positive/constructive rapport with media*
- e) *Ensuring the development of administrative protocol to develop courteous relationships with the public*

Rating: _____

Comments:

Annual Objectives/Key Results

These should be developed by the CAO and reviewed with the Mayor and Council (this part of the format could be completed on a separate page(s) if more space is required).

Key Objectives	Key Results

Overall impression of performance and results achieved.

Accomplishment of Goals

Comments:

Areas for Improvement (Rank in order of importance)

1. Assistance in the Council's governance processes
2. Relationship building with the Mayor
3. Policy advice & leadership on the key issues
4. Fiscal management
5. Leadership to the administrative team
6. Discharge of all legislative and bylaw requirements
7. Development of community relationships

Follow-Up

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve her performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

Sign Off

Signatures of the Mayor (on behalf of Council) and the CAO to indicate completion of the process

Signature of the CAO _____

Signature of Mayor (or designate) _____

Date _____



Town of Viking HR Peer Review Project Draft Report

May 31st, 2013

Prepared by MAC Municipal Solutions

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EXECUTIVE SUMMARY

The Town of Viking commissioned this HR peer review project to determine if they were doing enough to attract and retain employees.

Their goal is to be an employer of choice and for trained and qualified people to want to work for the Town of Viking.

The town hired MAC Municipal Solutions, led by Dave McReynolds to complete the peer review. MAC has worked with the town on other projects and has developed and good understanding of the Town of Viking and its operations.

The project began in February 2013 and concluded in May 2013. MAC contacted 16 towns to participate in the peer review. The peer towns were chosen for the comparable size, operations and geographic location. It is noteworthy that all 16 towns agreed to participate and many said they were interested in this type of peer review as well. The Town of Viking has agreed to share the result and this report with the peer participants.

The intent of the review was to compare the Town of Viking against this peer group and draw conclusions on Viking's HR policies, procedures, wages, benefits and overall performance.

The goal was to investigate what other towns are offering their employees, what services they provided and how they operated and if possible to develop some 'best practices' that the town could implement in order to improve.

The survey was comprised of 25 questions, many of which that had multiple parts and required details, information and data.

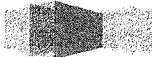
The peer group were asked questions about the municipality such as population and number of dwellings.

The peer group were asked questions regarding their employees such as:

- How many FTEs they employ
- What positions do you employ
- Staff wages
- Benefits offered

3

The peer group were asked about their infrastructure and services to ensure that they were comparable to the Town of Viking. Questions asked pertained to:



- Utility systems and operations
- Municipal facilities
- Public works services
- Recreational services
- Outdoor and open space services.

The peer group were asked about the certificates and professional development for their employees, such as:

- Water and wastewater certificates required
- Equipment operation
- Facility operational certificates
- OH&S training

The survey feedback from the peer group was excellent. All peer participants fully completed the surveys and provided very good information and data.

This report goes into detail regarding each question asked. Tables and charts provide summary data for each question for analysis and comparisons. The end of the report provides conclusions and recommendations for the Town of Viking.

The report will show the Town of Viking is administratively very well positioned.

The CAO has shown a real effort and desire to become an employer of choice. The administrative work completed to date regarding the HR personnel handbook and job descriptions are valuable tools in attracting and retaining employees.

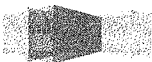
Areas that require more work are:

- Salary and wage grids
- Employee benefits booklets
- Staff recognition and awards

It is clear that the Town of Viking is well on their way to becoming an attractive place to work and an employer of choice.



Dave McReynolds
President
MAC Municipal Solutions



OVERVIEW

Employee attraction and retention is more critical than ever before. Attracting and retaining quality employees is significant to the long term health and success of any organization. Providing municipal services requires skilled, certified and trained staff and the demand for these types of employees is very high in the province of Alberta.

The ability to attract and retain quality employees ensures resident satisfaction, staff satisfaction and retention of organizational knowledge.

High staff turnover and unskilled employees decrease efficiency and effectiveness and increases operating costs.

Conversely, low staff turnover and hiring skilled, trained and certified employees increases operating and financial performance and provides better service to residents.

The Town of Viking is taking a proactive approach to ensuring that they are able to attract and retain quality employees and to ensure that they are providing the most economical, efficient and effective municipal services as possible.

The Town of Viking has undertaken a HR peer review study to determine how the compensation and benefit packages offered to their employees compares to their peer municipalities around the province.

In order to complete this study the town contracted MAC Municipal Solutions, led by Dave McReynolds, to complete a peer review study.

MAC Municipal Solutions has worked on several projects with the Town of Viking over the past three years and has an in-depth knowledge of the annual budget and financial operations of the town.

The Town of Viking is similar to many small towns in Central Alberta. The town has a population of 1,041 and has 493 households.

The town offers community services such as recreations, arena and FCSS and provides operations, maintenance and capital replacement services for its municipal infrastructure and utility operations.

The project was initiated in February 2013 with the goal of completing the study by the end of April with a final report to Council in early May 2013.



INTRODUCITON

Project Goal

The goal of the review is to determine if the Town of Viking is doing enough to attract and retain employees. The Town of Viking wants to be an employer of choice.

The project will review the town's job descriptions, pay grids and benefits to determine if they are comparable with their peer municipalities.

Process Undertaken

The process involved contacting peer municipalities within Alberta. We selected towns that were similar to the Town of Viking. Towns were selected that had a similar population base or geographic location.

It was important to compare Viking to towns that served the same number of residents. It would not be a fair comparison to use large cities or counties. These municipalities require more staff and will have a significantly different organizational structure.

It was also important to select some towns from the same geographical area as Viking. This ensures that the survey is comparing towns that have the same economic impacts, talent pool and employee availability.

The participants

Rod Krips, CAO of The Town of Viking, sent a letter to pre-selected towns requesting their participation in the survey. A copy of the letter is included in the appendices of this report.

The response was very positive and supportive. Two towns did not respond to the request to participate. In all there were 15 towns and 1 village that participated in the peer review.



Table 1 below lists the participating towns, the contacts in each town and their contact information.

Table 1 – Contact List for Participating Peer Towns

Name	Position	Email	Phone
Vicki Zinyk	CAO Town of Bon Accord	vzinyk@bonaccord.ca	780-921-3550
Wendy Wildman	CAO Town of Onoway	cao@onoway.com	780-967-5338
Sandi Maschmeyer	CAO Town of Lamont	sandi.m@lamont.ca	780-895-2010
Deb Hamilton	CAO Town of Redwater	cao@redwater.ca	780-942-3519
Kathy Rodberg	CAO Town of Calmar	krudberg@calmar.ca	780-985-3604
Mike Storey	Finance at Calmar	mstorey@calmar.ca	780-985-3604
Kimberly Borgel	CAO Town of Killam	cao@town.killam.ab.ca	780-385-3977
Amanda Davis	CAO Town of Sedgewick	sedgewick.cao@persona.ca	780-384-3504
Ed Chow	CAO Town of Daysland	echow@daysland.com	780-374-3767
Kaylan Genio	Town of Dayland	kgenio@daysland.com	780-374-3767
Teri Pelletier	CAO Town of Millet	cao@millet.ca	780-387-4554
Robert Proulx	CAO Town of Legal	main@town.legal.ab.ca	780-961-3773
Gizele St. Jean	Manager Corp Services Legal	gstjean@town.legal.ab.ca	780-961-3794
Kim Hauta	CAO Town of Coalhurst	RKhauta@town.coalhurst.ab.ca	403-381-3033
Joanne Ramias	Dir. Corp Services Coalhurst	jramias@town.coalhurst.ab.ca	403-381-3033
Cindy Neufeld	CAO Town of Tofield	cneufeld@tofieldalberta.ca	780-662-3269
Herman Minderlein	CAO Town of Oyen	CAO@townofoyen.com	403-664-3511
Brad Mason	CAO Town of Nanton	CAO@nanton.ca	406-646-2029
Jackie Fenton	CAO Village of Irma	jfenton@irma.ca	780-754-3665
Elsie Hownayk	CAO Town of Two Hills	cao@townoftwohills.com	780-657-3395



SURVEY QUESTIONS

The survey was comprised of 25 questions. Most questions contain multiple part answers and require comprehensive detail.

The survey can be broken down into six sections:

1. Survey introduction
2. General municipal data
3. Municipal infrastructure and assets
4. Municipal services
5. Staffing and Wages
6. Employee benefits.

The survey asked very detailed questions regarding the infrastructure and assets that each towns owns. These questions were required to gather background information and provide contextual data in support of their survey questions.

This report will provide broad statements regarding comparative infrastructure between the towns and will draw conclusions on similarities.

The survey also enquired about the provision of municipal services. What services each town provides and how each service is provided, either via in-house operations or contracted operations.

This information is required to provide contextual data regarding the method in which municipal services are provided. Staffing levels would vary from town to town if one town contracted more services and another provided services using their own staff.

As you may expect the answers for questions can and are varied and are inclusive of many exceptions and conditions. The data provided in this report in all instances attempts to format the data so that comparisons between the peer towns are possible. Notes and caveats are provided when assumptions are made or when insufficient data was provided.



SURVEY RESULTS

General Municipal Data

The first 5 questions of the survey requested general municipal data.

Question #1 and #2 requested the name of the municipality and the name and position of the person completing the survey. This information was provided above in the participant section.

Question #3 and #4 asked for the population of the number of dwellings in the town.

Table 2 provides the details from the responses and it provides a participant average for information.

Table 2 – Population and Dwelling units

Municipality Name	Population	Number of Dwellings
Town of Coalhurst	2,269	906
Town of Tofield	2,182	900
Town of Nanton	2,132	864
Town of Redwater	2,116	900
Town of Millet	2,092	839
Town of Calmar	1,970	738
Town of Lamont	1,753	737
Town of Bon Accord	1,488	575
Participant Average	1,465	599
Town of Two Hills	1,431	533
Town of Legal	1,225	464
Town of Oyen	1,071	450
Town of Viking	1,041	493
Town of Onoway	1,036	431
Town of Killam	982	394
Town of Sedgewick	857	402
Town of Daysland	807	337
Village of Irma	457	221

Infrastructure and Assets

Questions #5 and #6 are the beginning of the infrastructure and asset sections. In these sections questions are asked pertaining to municipal water and wastewater systems.

These questions are asked to determine what level of utility systems the towns operate, which in turn will provide information on what level of certification town employees require.

Table 3 below provides compiled summary data from the detailed survey questions regarding water and wastewater systems.

Table 3 – Municipal Water and Wastewater System Questions

Question	Yes	No
Does your municipality sell potable water to the town residents?	16	0
Does your municipality operate a water treatment plant?	7	9
Does your municipality purchase water from a regional commission?	9	7
Does your municipality own & operate a water distribution system?	16	0
Does your municipality operate a water reservoir?	15	1
Does your municipality treat wastewater?	16	0
Does your municipality operate a wastewater mechanical treatment plant?	1	15
Does your municipality operate a wastewater lagoon system?	15	1
Does your municipality operate a wastewater collection system?	16	0



All towns sell water directly to their residents. The water is either treated by the town or purchased from a regional water commission.

All of the peer towns operate a water distribution system and only one town operates without a reservoir. All towns operate pump houses in their water systems.

All towns collect and treat wastewater. One town operates a mechanical wastewater treatment plant and all other operate a lagoon wastewater system. This year one town will be connecting to a regional wastewater treatment plant.

The utility infrastructure is maintained by employees however the towns take different methods to repairs water and wastewater line breaks.

Most towns contract the digging portion of the repair and use town employees to fix the repair. Only three peer towns uses 100% contracting and only 3 used 100% employees to complete waterline repairs.

In order maintain and repair the water system the peer towns require their employees to hold water operator certifications.

All peer towns required a minimum of Level I water / wastewater operator certification for staff and if applicable foremen or supervisors required Level II water operator certification. (Treatment and collection)

Most peer towns require additional training and certifications for utility operators such as:

- 1st Aid / CPR training
- Safety OH&S training (workplace and equipment use)
- WHIMIS and H2S training
- Confined space and shoring training

This supplemental training is required to ensure employee workplace safety and to prevent accidents that could endanger resident lives.



Municipal Services

Question #7 begins the portion of the survey dedicated to municipal services. The questions regarding municipal services are important to the HR review survey because they identify the staffing needs, skills and certifications required to operate these services.

Below are the responses for Question #7 pertaining to arena operations and recreational programming.

- 12 towns operate an arena. Two towns have arenas operated by the local agricultural society and 2 do not operate arenas.
- Of the arenas that are operated:
 - ✓ 8 operate for the hockey season, but are open for summer events as needed or as they are booked.
 - ✓ 4 are only operated during hockey season and are closed during the off season.
 - ✓ 3 towns operate the arenas during weekday evenings and all day on the weekends.
 - ✓ 8 towns operate the arenas the same hours for weekdays and weekends, with opening and closing times similar to 8 am to 11 pm.
 - ✓ One town only operates the arenas depending on the booking.
- Most towns that operate an arena have recreational programming, such as learn to skate.
- 10 towns employ a recreational programming director and 1 town shares this duty with the surrounding County.
- All towns that have an arena serve local and regional citizens.
- 12 of the arenas receive regional funding assistance from the surrounding counties and 2 do not receive any funding.
- All of the ice plant repairs at all of the arenas are contracted out, although staff will complete small repairs as needed.



- 11 of town arenas require their staff to hold Alberta Association of Recreational Facility Personnel (AARFP) certifications such as Arena Operators, Arena Maintenance, Building Maintenance and Custodial Care.

Questions #8 – #11 pertain to the Public Works Operations of the towns. Questions were asked about the leadership structure and reporting staff for each town as well as the equipment used. Table 4 below are the detailed answers that each town provided.

Table 4 – Public Works Staffing and Equipment

Municipality Name	Does your town employ a Public Works Foreman?	How many staff report to the Foreman?	How many Operator FTEs does your town employ?	What equipment does your staff operate?
Town of Viking	Yes	2	3	Tandem trucks, backhoe, lift, bobcat, street sweeper
Town of Coalhurst	Yes	4	5	Contracted
Town of Tofield	Yes	4	5	Flush truck, graders, backhoe, loader, sweeper snow blower
Town of Nanton	Yes	7	6	Tandem truck, grader, backhoe bobcat
Town of Redwater	Yes	4	5	Plow truck, grader, backhoe, skid steer, tractor, mower
Town of Millet	Yes	2	3	Grader, loader, gravel truck, bobcat, trackless machine
Town of Calmar	Yes	7	4	Grader, loader, snow blower, sweeper, gravel truck, backhoe, small equipment
Town of Lamont	Yes	3	4	Grader, bobcat, tandem truck, snow plow, sweeper
Town of Bon Accord	Yes	7.5	4	Loader, grader, large mower
Town of Two Hills	Yes	3	4	Grader, loader, skid steer, street sweeper
Town of Legal	Yes	3	4	Grader, bobcat, gravel truck, loader, sweeper, mowers
Town of Oyen	Yes	2	3	Sweeper, grader, loader, 3 ton truck
Town of Onoway	Yes	2	3	Plow truck, grader, dump truck, skid steer, mowers, tractors
Town of Killam	Yes	3	4	Grader, backhoe, tandem truck, mowers, sweeper, snow blower, tractor
Town of Sedgewick	Yes	1	2	Backhoe, grader, mower, bucket truck
Town of Daysland	Yes	3	4	Loader, Tandem truck, grader, sander
Village of Irma	Yes	0	1	Backhoe, grader, tractor,

Question #12 asked the peer towns about the public works services they provide and how they are provided.

These questions determine the experience, skills and certifications required for their staff.

Table 5 shows the detail of the responses given by the peer towns.

Table 5 – Public Works Service Provision

Public Works Service	Contractor	Town Staff	N/A
Pot hole repairs	1	15	0
Street Sweeping	5	11	0
Sidewalk repair / replacement	14	2	0
Road overlay	16	0	0
Garbage collection	14	2	0
Sign repair / replacement	1	15	0
Street light / Traffic signal repair	8	1	7
Line painting	4	11	1
Road snow clearing	1	15	0

Question #13 asked if the towns own and operate a municipal golf course. 14 towns do not own or operate a municipal golf course. One town leases their golf course to a private operator and 1 town owns and operates a 9 hole golf course.

Question #14 asked questions about:

- Hiring summer students
- Staff transferring staff between winter and summer operations and the equipment they utilize.

All towns hire seasonal employees. The average is between 2 – 4 employees. It is very common for arena staff to be transferred to outdoor seasonal work outside of the hockey season.



Most towns cited very similar equipment use for their employees including mowers, trimmers, chainsaws, weed whippers and small tractors.

Question #15 asked the peer towns about the recreational and outdoor services they provide and how they are provided.

These questions are intended to provide context on the level of services provided in the peer towns and the employees required to provide these services.

Table 6 shows the detail of the responses given by the peer towns.

Table 6 – Recreation and Open Space Services

Recreation / Open Space Service	Contract	Town Staff	Both	N/A	Volunteer*
Grass cutting	0	16	0	0	0
Flower bed maintenance	1	14	0	0	5
Playground maintenance	1	13	1	1	0
Tree trimming	2	11	3	0	0
RV Park operations	2	5	0	9	0
Weed control	8	5	3	0	0
Tree & water planting	0	16	0	0	1
Garbage can emptying	0	14	2	0	0
Sport field maintenance	0	16	0	0	1
Town beautification	1	14	0	1	3

** Volunteers assist town employees*



Staffing and Wages

The staffing section of the survey asked for detailed data regarding the number of staff, the positions, the salary and the employee benefits.

This section of the survey will provide comments on the salient information and context from the survey data.

- The organizational structure of the peer towns is very similar to the Town of Viking.
- Among the peer towns the number of employees ranges between 2 and 17.5 FTE. The town of Viking currently employs 10 FTE and this appears to be very similar to the peer towns.
- Towns with larger populations and dwelling units have an additional level of senior management. These are the Director level of management and are responsible for the operations and planning of their respective areas.
- Smaller towns are more likely to hire an Assistant CAO that supports the CAO in all functions and operations of the town.
- Some larger towns do not employ accounting clerks. These duties appear to fall under 'finance officers' or 'Corporate Services Directors'.
- Public works foremen appear to be paid similar in all towns with the per hour salary range of \$30 - \$38. Viking's foreman wage of \$37.40 is on the high side of the range.
- Public Works operator pay range is \$21.79 to \$33.00. Viking's public works operator wage is \$26.57 per hour and is well positioned within the range.
- Utility operator pay range is \$25.73 – 33.99. Viking's utility operator wage of \$27.75 is well positioned within the range.
- The Arena operator pay range is \$21.95 to \$38.45. Viking's arena operator wage of \$25.00 is the second lowest wage within the range.
- The Arena / parks labourer pay range is \$12.00 to \$30.00. Viking's arena / parks operator wage of \$16.00 is low within the range.
- Seasonal outdoor labourer pay range is \$14.00 to \$19.44 range. Viking's wage of \$14.00 is tied for the lowest within the range.



Table 8 below provides hours wages by position for each town.

Table 8 – Hourly wages by position for each town

Position Name:	Coolidge	Telford	Nelson	Rodwater	Millar	Calmor	Lamont	Bon Accord	Two Hills	Logan	Oyen	Viking	Choway	Kilham	Sedgewick	Dayland	Ima
Chief Administrative Officer	\$52.00	\$70.77	\$46.83	NA	\$61.14	\$62.38	\$49.45	\$52.95	\$40.87	\$56.76	\$52.98	\$51.50	\$65.00		\$39.00	\$49.45	\$28.60
Assistant CAO																	
Assistant CAO - Part time																	
Director of Corporate Services																	
Director of Community Services																	
Manager of Corporate Administration																	
Communication & Marketing																	
Planning & Development Officer																	
Development Assistant																	
Manager of Economic Development																	
Municipal Finance Officer																	
Accounting Clerk																	
Accounting Clerk - Part Time																	
Administrative Assistant																	
Administrative Assistant - Part Time																	
Legislative Coordinator																	
Director of Community Enforcement																	
Community Peace Officer																	
Director of Public Works																	
Manager of Public Works																	
Public Works Foreman																	
Public Works Operator																	
Utility Operator																	
Public Works - Seasonal																	
Recreation Coordinator																	
Arena / Parks - Foreman																	
Arena Operator																	
Custodian - Part Time																	
Arena / Parks Labourer																	
Arena Laborer - part time																	
Recreation / Outdoor Labourer - seasonal																	

Table 7 below provides FTE data by position for each town.

Table 7 – FTE data, by position for each town

Position Name	Coastal	Tofield	Nanton	Redwater *	Millar	Calmar	Lanmont	Bon Accord	Two Hills	Legal	Oyen	Viking	Onoway	Killam	Sedgewick	Dayland	Irma
Chief Administrative Officer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Assistant CAO		1		1		1					1	1	1				
Assistant CAO - Part time																1	
Director of Corporate Services	1		1		1				1	1							
Director of Community Services													1				
Manager of Corporate Administration	1																
Communication & Marketing			1														
Planning & Development Officer			1														
Development Assistant				1													
Manager of Economic Development							1										
Municipal Finance Officer								1									
Accounting Clerk		1	2		1	1		2	1	1	2	1		1	1		
Accounting Clerk - Part Time								1		1							
Administrative Assistant	1				1	2	1	1	1			1	2	1	1		
Administrative Assistant - Part Time							2									1	
Legislative Coordinator															1		
Fire Chief					1												
Director of Community Enforcement			1														
Community Peace Officer			1		1	1											
Director of Public Works	1		1		1						1						
Manager of Public Works			1														
Public Works Foreman		1		1		1		1	1	1		1		1	1	1	1
Public Works Operator	4	3	4	1	1	1		4	3	3	1	2	2	2		3	
Utility Operator		1	2	1		2								2			
Public Works - Seasonal	2					3-4									1-2		
Recreation Coordinator																	
Arena / Parks - Foreman		1															
Arena Operator				1	1	4	1	2		2	1			1			
Custodian - Part Time							1				1						
Arena / Parks Labourer		3		1		2				1	1		1				
Arena Laborer - part time						3				2-4	2						
Recreation / Outdoor Labourer - seasonal	2				2	4		3	2		4	3	3-4				
Total # of FTEs employed	9	13	17.5		13	17	12	13	9	8	10	10	7	11	5	8	2

* The Town of Redwater Administration is contracted from Strathcona County.

* The Town of Redwater operates an outdoor swimming pool. For comparative purposes these FTEs are not included in this analysis.

The CAO salary range of the peer towns is \$51,870 to \$128,801. Viking's CAO base salary of \$81,820 plus and amount equivalent to the LAPP contribution of \$8,613 for a total of \$90,433. This salary compensation is in the lower range of the peer group.

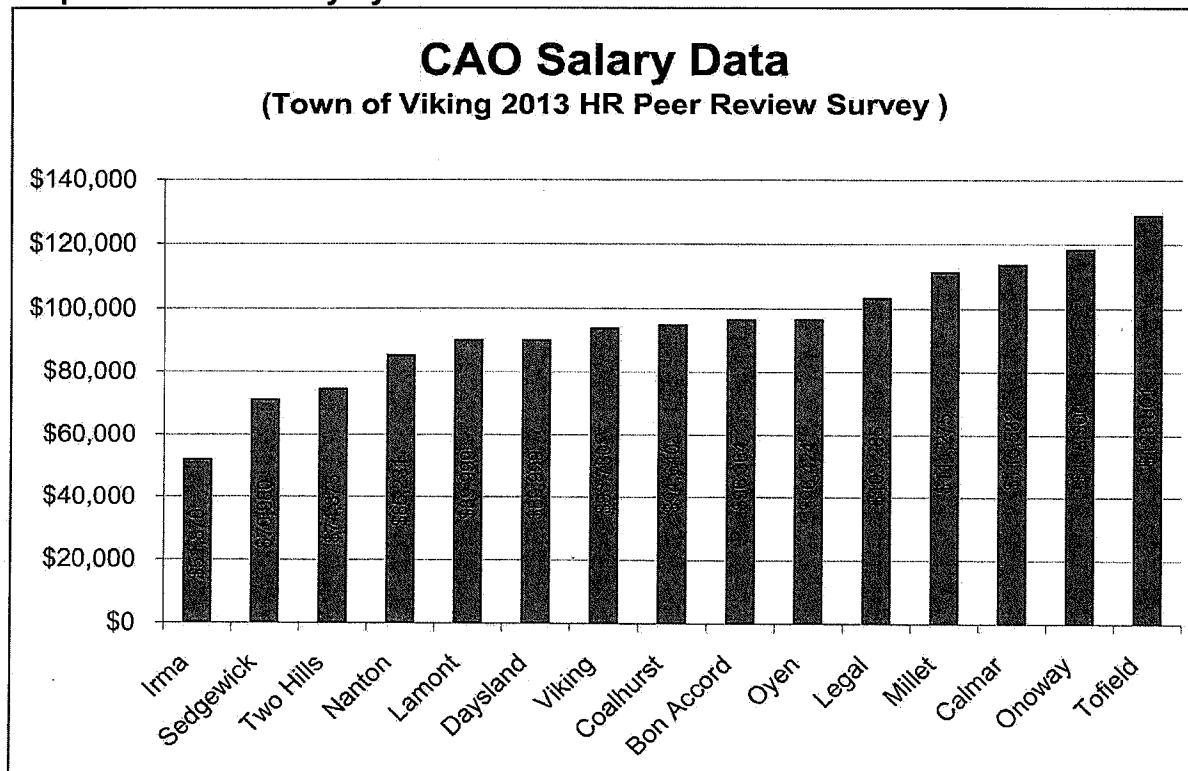
The CAO salary does not appear to have any correlation to the population of the town. For example Coalhurst has the highest population, but only the 8th highest CAO salary and Onoway has the 13th highest population but has the second highest CAO salary.

Coalhurst has one the lowest number of FTEs at 9 and Onoway has an even smaller number of FTEs at 7.

Viking compares well with Legal and Oyen in population and FTEs; however Oyen and Legal CAO salaries are both higher than the Viking CAO salary.

Graph #1 below shows the CAO salary by Peer Town.

Graph #1 – CAO Salary by Peer Town



Employee Benefits

Question #19 asked if employees are paid 'on call' and 'call out' overtime pay.

Table 9 below details how each peer town answered.

Table 9 – Call Out and On Call pay

Town Name	On Call	Call Out
Town of Viking	\$1.20 per hour	Overtime for hours worked
Town of Coalhurst	3 hours per day, per weekend	NA
Town of Tofield	\$1.20 per hour	Overtime, minimum of 3 hours
Town of Nanton	\$2.00 per hour	Regular time, minimum of 2 hours
Town of Redwater	\$53 per day for stat and weekend and \$16 per day for weekday evenings.	Over time, minimum of 2 hours
Town of Millet	\$200 per week	Overtime, minimum of 3 hours
Town of Calmar	\$75 per day for weekends and \$30 per day for weekday evenings	1.5 rate per hour
Town of Lamont	NA	Regular time, 3 hour minimum
Town of Bon Accord	\$150 per week	Overtime rate
Town of Two Hills	\$2 per hour	1.5 rate per hour
Town of Legal	4 hours at regular time and 4 hours OT for stat holiday	Overtime, minimum of 3 hours
Town of Oyen	One week standby = 8 hours off. Usually taken on Fridays	NA
Town of Onoway	PW Manager on Call	NA
Town of Killam	\$150 per week standby pay	1.5 rate per hour
Town of Sedgewick	\$50 per day for weekends & holidays	1.5 rate and time off in lieu
Town of Daysland	On Call time is banked	NA
Village of Irma	NA	Overtime, minimum of 3 hours



Question #20 to #23 asked question regarding overtime rates, if the town pays shift differential, if employees are allowed to bank overtime and if 'time off in lieu' is given for attending council meetings.

Table 10 below details how each town answered.

Table 10 – Overtime rate, shift differential, banked time & time off in lieu

Town Name	Overtime rate	Shift Differential	Banking overtime hrs	Time off in lieu for council meetings
Town of Viking	1.5 for the first 4 hours, then 2.0 for hours above	No	Yes	No
Town of Coalhurst	1.5 rate for weekdays and 2.0 rate for weekends and stat holidays	No	Yes	No
Town of Tofield	1.5 rate for the first 4 hours, then 2.0 for every hour after	No	Yes	Yes
Town of Nanton	2.0 rate	No	Yes, but will be paid out on December 31	No – Union employees
Town of Redwater	1.5 rate	No	Encouraged to	Yes
Town of Millet	1.5 rate for the first 3 hours, then 2.0 for every hour after	No	Yes	Yes
Town of Calmar	1.5 rate	No	Yes	Yes
Town of Lamont	1.5 rate	No	No	Paid overtime
Town of Bon Accord	1.5 rate	No	Office staff only	No
Town of Two Hills	1.5 rate	No	Yes	Hourly - yes, Salary - no
Town of Legal	1.5 rate	No	Yes	Staff do not attend, only CAO and management
Town of Oyen	1.75 rate	No	Yes	No
Town of Onoway	1.5 rate	No	Yes	Council meetings are during the day
Town of Killam	1.5 rate	No	Yes	Yes
Town of Sedgewick	1.5 rate – time off in lieu	No	Yes	Yes
Town of Daysland	1.5 rate	No	Yes	Yes
Village of Irma	1.5 rate	No	Up to 3 months, then it is paid out	No

Question #24 asked about the amount of paid vacation time that is provided to employees. Table 11 provides details of their answers.

Table 11 – Paid Vacation Time for Years of Service

Town Name	After 1 Year	After 3 Years	After 5 Years	After 10 Years	After 15 Years	After 20 Years
Town of Viking	10 days	15 days	15 days	20 days	25 days	30 days
Town of Coalhurst	10 days	15 days	20 days	25 days	30 days	30 days
Town of Tofield	10 days	10 days	10 days	20 days	25 days	30 days
Town of Nanton	10 days	15 days	15 days	20 days	25 days	30 days
Town of Redwater	15 days	NA	NA	NA	NA	NA
Town of Millet	10 days	15 days	20 days	25 days	25 days	25 days
Town of Calmar	15 days	20 days	20 days	25 days	30 days	30 days
Town of Lamont	10 days	15 days	15 days	20 days	25 days	30 days
Town of Bon Accord	15 days	15 days	15 days	20 days	25 days	30 days
Town of Two Hills	10 days	10 days	15 days	20 days	20 days	25 days
Town of Legal	10 days	15 days	15 days	20 days	20 days	25 days *
Town of Oyen	10 days	15 days	15 days	20 days	25 days	30 days
Town of Onoway	10 days	15 days	15 days	20 days	25 days	25 days
Town of Killam	10 days	15 days	15 days	20 days	25 days	25 days
Town of Sedgewick	10 days	15 days	15 days	20 days	25 days	25 days
Town of Daysland	15 days	NA	NA	NA	NA	NA
Village of Irma	15 days	15 days	15 days	20 days	20 days	25 days

Note – Some towns increase their paid vacation time at different years of service. The table represents how many paid vacation days an employee is receiving at these time frames. It is represented like this for comparative purposes.

** The Town of Legal provides 30 days paid vacation after 25 years.*



Conclusions and Recommendations

1. The Town of Viking is administratively well positioned. The CAO has shown a real desire and effort to review and improve the town's HR policies and procedures.

The CAO understands that having employees who are well trained and enjoy coming to work each day pays dividends with respect to the workplace health, the work output and ultimately better services for residents.

The result of the CAO's effort is a council approved HR document that administration can use to lead and manage employees and programs.

Employees can reference this document to understand the town's HR policies and procedures and how they affect their employment.

Employees appreciate structure and written policy, especially when it comes to Human Resources. This formal structure is beneficial to employees and it is also very attractive to future employees. The HR document is a valuable tool for employee attraction and retention.

2. The town has a council approved HR policy and procedure handbook. This handbook is comprehensive and well written. The hand book documents the requirements of administration and employee in all facets of human resources, including:
 - New applicant requirements
 - New employee orientation and probationary periods
 - Employee performance managing, monitoring and evaluation
 - Training & development (mandatory and professional development)
 - Shift schedules, hours of work, overtime pay, call out & on call pay
 - Rest breaks, vacations, sick days, time off in lieu, disability coverage, bereavement and compassionate leave.
 - Employee benefit program
 - Staff awards and recognition programs
 - Harassment and discrimination policies
 - Health & safety training, safety equipment and safety clothing requirements.

23

As mentioned above this document is a valuable employee attraction and retention tool.



It is important for management and administration to learn and understand the intent of the policies and procedures and to consistently implement them. This is what employees expect from their employer.

Inconsistent administrative application of the approved HR policies and procedures will quickly erase any benefits of the document and reduce employment satisfaction.

3. The town has well written job descriptions. Each position within the town's organizational structure has a comprehensive job description, including:

- Position title and department
- Reporting structure
- Position summary
- Duties and responsibilities
- Skills required
- Competencies required
- Qualifications

Having well written job descriptions is very important for management and to employees.

The job description formally documents what is required of each employee. Management can use the job description as a guide when hiring new staff to ensure the successful candidate has all the skills, competencies and qualifications to do the job. The job description can be used to carefully select the right person for the job.

Management can use the job description in their performance review of employees. The written job duties, responsibilities, skills etc. can be used to set employee work plans and goals each year.

The annual plans and goals can be used in employee performance management and successful employees can be recognized and rewarded and unsuccessful employees can be re-focused or re-trained. Employees who consistently underachieve can be disciplined or terminated.

The job description is an effective tool to help for administration to lead and manage employee performance.

Employees can use the job descriptions to know what is expected of them. Well defined job descriptions empower employees to achieve the expectations of their duties and responsibilities.



Employees can work at completing their duties and performing them well, as they will know that performing well can attain a positive performance appraisal, recognition, rewards and a raise. Employees can refine their training and professional developments to meet their own job requirements or perhaps a higher position that they are striving to achieve.

Well written job descriptions are valuable tools in employee attraction and retention.

4. The town should develop a new salary grid document.

The salary grid is a pre-determined salary structure for each type and level of a position. Table 12 below is an example of a salary grid document. The salary grid is first broken down into four categories ... 1) Management 2) Professional Technical 3) Operations and 4) Municipal Support Services

The management category is the salary grid for the executive management of town such as the CAO, Assistant CAO and the director levels. Examples of director can be Director of Corporate Services or Director of Community Services. Employees in this category work 35 hours per week, and are salaried employees. They do not earn overtime pay.

The professional technical category is for any supervisory or professional staff such as engineering, finance, IT or planning. This is usually the second level of management within the organization and is generally in charge of staff and related services. Employees within this category work 35 hours per week, and are salaried employees. They can earn overtime pay.

Operations is the category that captures all operational staff. This is where the 'rubber hits the road'. These employees operate equipment, work on roads and sidewalks, water, sewer and waste utilities, they work in facilities, they provide snow and ice removal, they work in the outdoor open spaces. They are the heart of the municipal services.

These employees work in teams with lead hands that report to a foreman. They require trade tickets, operational certificates, skills and aptitudes. Employees within this category work 40 hours per week are hourly paid employees and they earn overtime pay, on call pay and call out pay.

Municipal Support Services is the category of employees that provide financial and administrative support. These employees process invoices, payables, receivables, utility bills, they prepare reports, agendas, minutes, schedule



meetings and manage documents and files. Employees within this category work 35 hours per week are hour paid employees and can earn overtime pay.

Table 12 – Sample Salary Grid

MANAGEMENT (35 hours per week)				
	Salary		Hourly	
Pay Grade	Minimum	Maximum	Minimum	Maximum
CAO	\$100,100	\$109,200	\$55.00	\$60.00
MGR 2	\$81,900	\$100,100	\$45.00	\$55.00
MGR 1	\$72,800	\$91,000	\$40.00	\$50.00
Professional / Technical (35 hours per week)				
	Salary		Hourly	
Pay Grade	Minimum	Maximum	Minimum	Maximum
PT - 3	\$60,060	\$69,160	\$33.00	\$38.00
PT - 2	\$54,600	\$63,700	\$30.00	\$35.00
PT - 1	\$50,960	\$60,060	\$28.00	\$33.00
Operations (40 hours per week)				
	Salary		Hourly	
Pay Grade	Minimum	Maximum	Minimum	Maximum
Foreman	\$66,560	\$72,800	\$32.00	\$35.00
Lead hand	\$56,160	\$62,400	\$27.00	\$30.00
Operator - 2	\$49,920	\$58,240	\$24.00	\$28.00
Operator - 1	\$45,760	\$52,000	\$22.00	\$25.00
Labourer - 2	\$31,200	\$37,440	\$15.00	\$18.00
Labourer - 1	\$27,040	\$33,280	\$13.00	\$16.00
Seasonal	\$24,960	\$29,120	\$12.00	\$14.00
Municipal Support Services (35 hours per week)				
	Salary		Hourly	
Pay Grade	Minimum	Maximum	Minimum	Maximum
MSS - 3	\$45,500	\$52,780	\$25.00	\$29.00
MSS - 2	\$40,040	\$47,320	\$22.00	\$26.00
MSS - 1	\$34,580	\$41,860	\$19.00	\$23.00

5. The town should ensure that employees have acquired the required certifications. The town operates a water storage and distribution system and a wastewater collection and treatment system. Provincial certifications are required to operate these systems and it is important that operational staff have been trained and certified.

The Carena is a great facility in Viking. Employees that operate this building should hold certificates in ice maintenance, building maintenance and building operations. Untrained and uncertified employees can make errors that can increase costs and reduce the life expectancy of the equipment and building.

6. The town should review the employee benefit package it offers to employees and document the details within the handbook regarding:
- Benefit provider and their contact information
 - Specifics on each benefit offered
 - Eligibility for benefits
 - Specific costs / share for employee and employer
 - Details on individual and family coverage
7. The town should develop an employee recognition program. The program is a way of showing employees that the town cares and it is an opportunity to celebrate successes.

The employee recognition ceremony could include items such as:

- Long service awards at intervals of 5 years. Recognize 5, 10, 15, 20, 25, 30 years of service with a certificate, pin and / or financial gift.
- Recognize and celebrate retirees.
- Safety awards. Recognize employees who have worked safe and did not have accidents in town vehicles or with equipment.
- Recognize and celebrate employee achievements such as attaining a professional degree, trade ticket, certificate or some other personal achievement.



Closing Comment

The Town of Viking commissioned this peer review survey project to determine if they were doing enough to attract and retain employees. It is clear that the town is doing very well with its HR policies and job descriptions and is working well towards the best practices and becoming an employer of choice.

Appendix I - Blank Survey Template

Appendix II - Detailed Survey Results



2016 Approved Salary Chart - Town of Sedgewick

Approved - Oct. 22, 2015 MOTION #2015.10.302

Town of Sedgewick Salary Chart:

CAO - 1820 hrs	81,900	109,200
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PW Foreman - 2080 hrs	66,560	72,800
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PW Assistant I - 2080 hrs	49,920	62,400
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PW Assistant II - 2080 hrs	45,760	58,240
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Recreation and Marketing Asst. - 1820 hrs	29,120	52,780
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Municipal Secretary - 1820 hrs	29,120	52,780
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Administrative Asst. - 1820 hrs	29,120	52,780
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Request for Decision (RFD)

Topic: Signing Authority
Initiated by: Resignation of Clr. W. Dame
Prepared by: Amanda Davis
Attachments: n/a

Recommendations:

That the signing authorities be either Clr. C. Rose or _____ and the Chief Administrative Officer or the Municipal Secretary for the Town of Sedgewick.

Background:

Pursuant to the Motion 2015.10.274 the following personnel have signing authority for the Town of Sedgewick:

- Cindy Rose
- Wayne Dame

And

- Amanda Davis
- Lorna Polege

On November 2nd, 2015 I received Wayne Dame's resignation from Council therefore a member of council must replace his spot as signatory immediately.

Request for Decision (RFD)

Topic: 2015/16 Municipal By-Election
Initiated by: MGA. Sect. 161
Prepared by: Amanda Davis
Attachments: Resignation – Wayne Dame

Recommendation:

That Council set December 14th, 2015 as Nomination Day and January 18th, 2016 for the municipal by-election.

Background:

CAO Davis received Wayne Dame's resignation on November 2nd, 2015.

Pursuant to Sect. 162 of the MGA,

A Council must hold a by-election to fill a vacancy on council unless,

- (a) The vacancy occurs in the 6 month s before a general election, or
- (b) The council consists of 6 or more councillors and the vacancy occurs
 - i. In the 18 months before a general election and there is only one vacancy, or
 - ii. In the 12 months before a general election and the number of councillors remaining is at least one more than the majority of the number of councillors comprising the Council under section 143

Proposed:

Pursuant to the Local Elections and Municipal Government Act,

Council must hold a by-election within 90 days of receiving notification of a resignation.

Advertise for nominations for two consecutive weeks prior to nominations day:

Nomination day – Monday, December 14th, 2015

Advertize for two consecutive weeks prior to elections day (unless a member is appointed by acclamation).

Advance Poll – n/a

Election Day –Monday, January 18th, 2016

From: wdame@sedgewick.ca
To: [Erik Skoberg](#); [Grant Imlah](#); [CAO Town of Sedgewick](#); crose@sedgewick.ca; gsparrow@sedgewick.ca; probinson@sedgewick.ca
Subject: resignation
Date: November-02-15 9:43:09 AM

It is with regret that I submit my resignation as councillor for the Town Of Sedgewick effective immediately.

I feel I am no longer able to do the job I was elected to do. I do not agree with the use of manipulation and bullying as a way to deal with issues. It seems to me that using these tactics has resulted in negative consequences for the Town of Sedgewick on more than one occasion and in my opinion will happen again if the use of these ways continue. The amount of time and energy spent arguing and fighting is exhausting, unhealthy and counterproductive.

I commend my fellow council members who are moving forward in a positive way but unfortunately this situation has become unworkable for me.

My sincere best wishes to all of council.

Wayne Dame

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Version: 2014.0.4842 / Virus Database: 4447/10935 - Release Date: 11/02/15

Request for Decision (RFD)

Topic: Amending Intermunicipal Development Plan (IDP) – Bylaw #521
Initiated by: Part 17 MGA/MOTION #2015.10.306
Prepared by: Amanda Davis
Attachments: Bylaw #521 - Draft

Recommendations:

1. That Council give 1st reading to Bylaw #521.

AND

2. That a Public Hearing be held in accordance with Bylaw #521 on December 17th, 2015 at 5:45PM in the Sedgewick Council Chambers.

Background:

At the October 22nd, 2015 Council meeting an application was reviewed and approved for the redistricting of PRT NE5-44-12 W4M from Multi-Lot Country Residential to Highway Commercial.

The request had been deferred to the Town of Sedgewick in accordance with the principles of the IDP. Both Councils (Town and County) have agreed in principle to redistrict this land as per resident application.

An amending bylaw must be read by both Councils in order to proceed with the redistricting. An IDP is a statutory plan therefore Council may only give one reading to the amending bylaw and then a public hearing must be held in accordance with Part 17 of the Municipal Government Act (MGA) RSA 2000.

The public hearing can be held in advance of the December 17th, 2015 regular council meeting.

Flagstaff County shall address first reading of their amending bylaw on November 25th, 2015 with 2nd and 3rd to follow on December 11th, 2015.

**Town of Sedgewick
Bylaw #521/15**

**BEING A BYLAW OF THE TOWN OF SEDGEWICK, IN THE PROVINCE OF ALBERTA, FOR THE
PURPOSE OF AUTHORIZING AN AMENDMENT TO BYLAW #466 BEING THE TOWN OF
SEDEWICK/FLAGSTAFF COUNTY INTERMUNICIPAL DEVELOPMENT PLAN.**

WHEREAS Section 692(1)(f) of the Municipal Government Act, being Chapter M-26 of the Revised Statutes of Alberta 2000, provides that a Municipality may amend a bylaw for a statutory plan.

WHEREAS it is deemed advisable to amend the Future Land Use Concept within the Town of Sedgewick/Flagstaff County Intermunicipal Development Plan to provide for the future subdivision of large un-serviced lots within the portion PRT NE 5-44-12 W4M, located North of Highway 13;

WHEREAS notice of the proposed bylaw was given and a Public Hearing was held on _____, 2015 commencing at _____, at the Sedgewick Town Office;

NOW THEREFORE pursuant to the authority conferred upon by the *Municipal Government Act*, the Council of the Town of Sedgewick, duly assembled hereby enacts as follows:

THAT Bylaw #466 the Town of Sedgewick/Flagstaff County Intermunicipal Development Plan is amended as follows:

Map 2, Future Land Use Concept, is revised to re-designate:

All that portion of PRT Ne 5-44-12 W4M, located North of Highway 13, and consisting of approximately 55 acres, from Multi-Lot Country Residential "MCR" Area to Highway Commercial "HC" Area.



READ a First time this 19th Day of November, A.D. 2015.

Perry D. Robinson, Mayor

Amanda Davis, CAO

READ a Second time this _____ Day of December, A.D. 2015

READ a Third time this _____ Day of December, A.D. 2015

Perry D. Robinson, Mayor

Amanda Davis, CAO

DRAFT

Request for Decision (RFD) - *Addition*

Topic: Partial Plan Cancellation Request – Bylaw #522 - Draft
Initiated by: Applicant
Prepared by: Amanda Davis
Attachments: 1. Applicant Request and Backup – November 18th, 2015
2. Real Property Report – Plan 2500AE; Block M; Lots 29, 30-31
3. Bylaw #522 – *Draft*

Recommendations:

1. That Council give first reading to Bylaw #522.
 2. That Council give second reading to Bylaw #522.
 3. That Council have third reading of Bylaw #522.
 4. That Council give third and final reading to Bylaw #522.
-

Background:

As per the attached letter the applicant is requesting Town Council proceed with a Partial Plan Cancellation bylaw to join his two titles.

This property is yet another anomaly as per the attached Real Property Report.

The applicant only has two options to proceed as per direction from the Northern Alberta Land Titles Office the applicant may:

1. Request that Council of the municipality proceed with a Partial Plan Cancellation Bylaw whereby creating one title (approx. cost \$50).

OR

2. Contact a legal survey and proceed with a Descriptive Survey of the lands (approx. cost \$1,200).

Council authorized a similar request as per:

- Bylaw #512 (2014)
- Bylaw #506 (2013)
- Bylaw #503 (2013)
- Bylaw #502 (2013)

**Note – this process must be complete and registered by December 31st to take effect for 2016 taxation – therefore time is of the essence.*

CAO Town of Sedgewick

From: tylynn@safetyfirstm.com
Sent: November-18-15 6:29 PM
To: cao@sedgewick.ca
Subject: Lot consolidation for Tylynn Magnusson
Attachments: 2015-11-18 18-16.pdf; Untitled attachment 00022.txt; _Certification_.txt

To who it may concern:

I Tylynnn Magnusson would like to consolidate my 3 lots at 4930 53st Sedgwick Alb.

Plan 2500AE
Block M
Lot 29

Plan 2500AE
Block M
Lot 30 and 31

Thank u for your time in helping me with this request.

In responding to this email or any other in the future please send them to tymags88@gmail.com



Do not write or staple in the above hatched area

DRR #: C0F7846 Version #: 1 Access Code: 55000

Document Registration Request

Box 1876 Calgary
Alberta T2P 2R4
Telephone (403) 297-6511

☒ Box 7380 Edmonton
Alberta T5J 2T3
Telephone (780) 427-2742

Name **MAGNUSSON**

Address **4839 53ST
SEDDGWICK, ALBERTA
T0B4C0**

Create Date **2015-10-14**

Payment Method: **Cheque**

\$ 40.00

Return By Mail

☐ Fax Confirmation

Last Registration Number:

Name of Requester:
Telephone Number:
Email Address:

**TYLYNN L MAGNUSSON
780-365-1442
tylmag88@gmail.com**

Customer's Special Instructions:
No instructions specified.

Registration Priority	Document Category	Document Type	Comments	Other Services
1	Consolidation / Separation			

This DRR will not appear in the submission queue until Land Titles receives a printed copy of this DRR with the original documents.

This information is being collected for the purposes of land titles records in accordance with the Land Titles Act. Questions about the collection of this information can be directed to the Freedom of Information and Protection of Privacy Co-ordinator for Service Alberta, Box 140, Edmonton, Alberta T5J 2G7, (780) 427-2742.

Refunds of overpayments will not be issued if less than \$5.00.

**PREPAYMENT
RECEIVED**

EDMONTON

*Chqre 33332
November 9, 2015*

*\$40.00
Auth*

Application for Separation
Or Consolidation of Titles

1) Tylynn Lamy Magnusson

2) Is/Are the registered owner(s) of:

Plan 2500AE

Block M

Lot 29

Plan 2500AE

Block M

Lot 30-31

Excepting thereout all mines and minerals.

3) (LINC number(s): 0010248672 and 0010248664).

4) I/We am/are requesting the Registrar to cancel the certificate(s) of title and issue 1 new certificate(s) in my/our (the registered owner's) name(s).

5) Describing the land or interest as:

Plan 2500EA

Block M

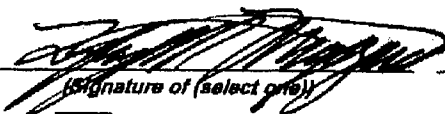
Lot 31A

Excepting thereout all mines and minerals

(Signature of (select one))

(Print name of person signing)

OCT 14 2015
(Date)


(Signature of (select one))

Tylynn L. Magnusson
(Print name of person signing)



Owner(s)

-OR-



Owner's Agent

D.R.R. REJECTION NOTICE

LAND TITLES OFFICE
BOX 2180
EDMONTON, AB
T5J 2T3

TO MAGNUSSON
4930 53 STREET
SEDOGWICK
ALBERTA

T0B 4C0

RE: D.R.R. NUMBER: C0F7846

CALL BOX: MAIL
REJECTION DATE: 2015/11/06

DOCUMENT TYPE

CONSOLIDATION - PARCELS

THIS FORM CANNOT BE USED TO CREATE ONE PARCEL FROM MULTIPLE LOTS. THIS FORM WILL ONLY PUT MULTIPLE LOTS ON 1 TITLE. IN ORDER TO CONSOLIDATE THE LOTS AND CREATE ONE NEW LOT (LOT 31A) WE REQUIRE ONE OF THE FOLLOWING:

1. A PLAN CANCELLATION BYLAW PREPARED BY YOUR MUNICIPALITY WHICH CANCELS THE CURRENT LOTS AND DESIGNATES THE PARCEL AS LOT 31A (OR WHATEVER LOT DESIGNATION THEY DECIDE IS APPLICABLE). THE CURRENT PLAN NUMBER IS RETAINED.
2. A DESCRIPTIVE PLAN OF CONSOLIDATION PREPARED BY AN ALBERTA LAND SURVEYOR WHICH CANCELS THE CURRENT LOTS AND CREATES A NEW LOT UNDER A NEW PLAN NUMBER

** PLEASE RE-SUBMIT DOCUMENT(S) WITH THIS FORM FOR PROCESSING.

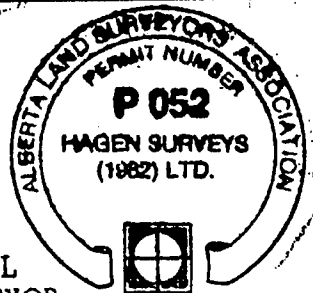
ADR/CRJONES

PAGE: 1

ALBERTA LAND SURVEYORS' REAL PROPERTY REPORT
HAGEN SURVEYS (1982) LTD.

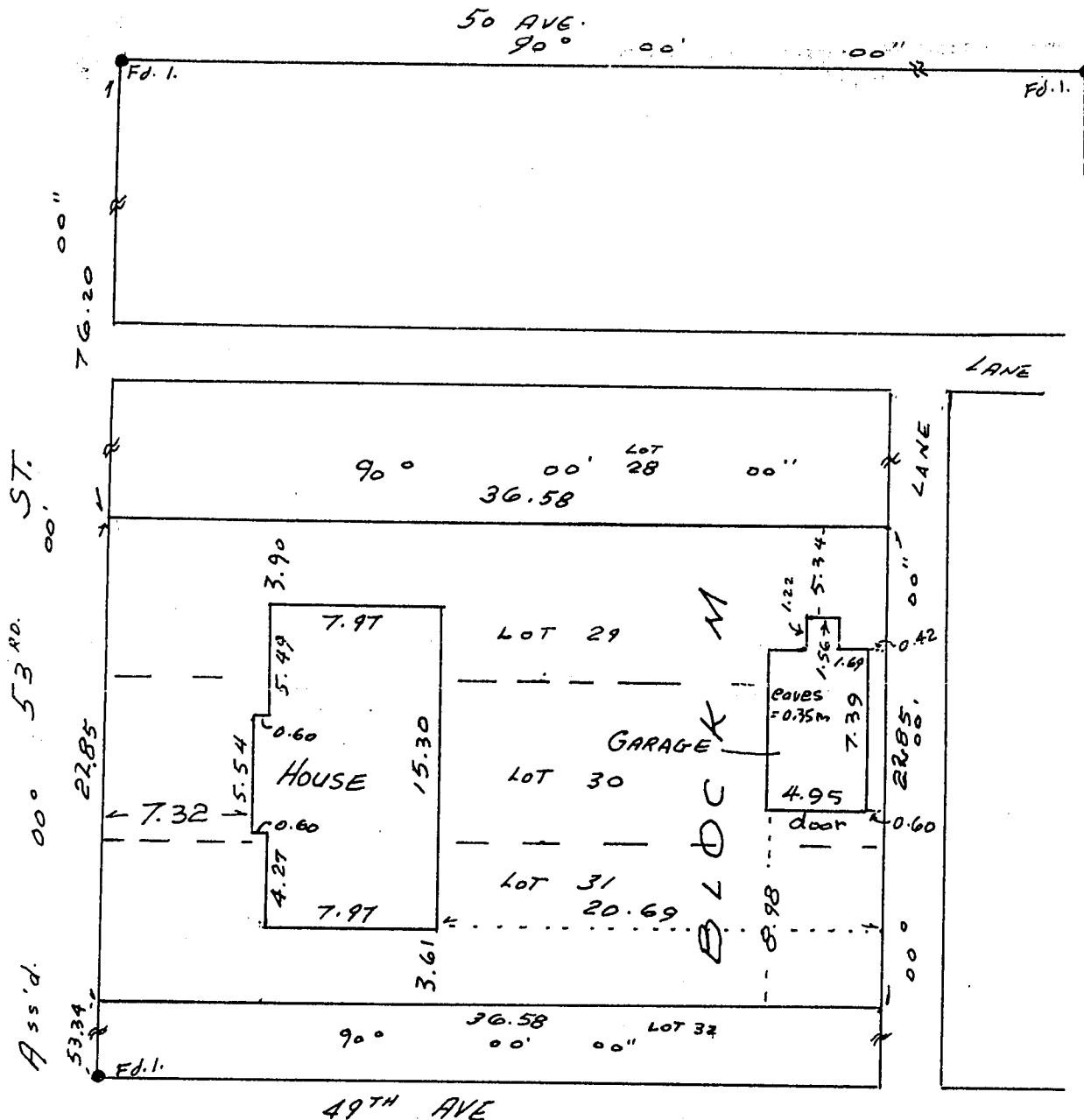
ALBERTA LAND SURVEYORS
9335-47 STREET
EDMONTON · ALBERTA · T6B 2R7
TELEPHONE · 468-2673
J.J. HAGEN, A.L.S.

J. ARTHUR HALL
ALBERTA LAND SURVEYOR



FILE: Farnaham, Schaffter & Ziebart
'ANDERSON'

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ALTER THIS PLAN IN WHOLE OR IN PART WITH-
OUT THE WRITTEN PERMISSION OF J.J. HAGEN,
ALBERTA LAND SURVEYOR.



LOTS 29, 30 & 31 BLOCK M PLAN 2500 A.E.
4930 - 53 Street, Sedgewick, Alberta

NOTE: 1. ALL DISTANCES ARE IN METRES AND DECIMALS THEREOF.
2. UNLESS OTHERWISE SPECIFIED, THE DIMENSIONS SHOWN RELATE TO DISTANCES FROM PROPERTY BOUNDARIES TO OUTSIDE WALLS ONLY AT THE DATE OF SURVEY.

THIS IS TO CERTIFY THAT: THE SURVEY REPRESENTED BY THIS REAL PROPERTY REPORT WAS DONE UNDER MY SUPERINTENDENCE IN ACCORDANCE WITH ADOPTED SURVEYING PRACTICES FOR REAL PROPERTY REPORTS, AND THE SURVEY WAS COMPLETED ON THE 23 DAY OF Sept. AD. 1988 AND ALL BUILDINGS AND SIGNIFICANT PERMANENT IMPROVEMENTS SITUATED ON THE SUBJECT PROPERTY ARE AS SHOWN ON THE PLAN AND ARE ENTIRELY WITHIN THE BOUNDARIES THEREOF, (EXCEPT AS NOTED HEREIN), AND THERE ARE NO VISIBLE ENCROACHMENTS ONTO THE SUBJECT PROPERTY FROM BUILDINGS OR SIGNIFICANT PERMANENT IMPROVEMENTS SITUATED ON ADJACENT PROPERTY (EXCEPT AS NOTED HEREIN).

SIGNED THIS 29 DAY OF Sept. 1988.

J. Arthur Hall
ALBERTA LAND SURVEYOR

BYLAW NO. 522/15
Town of Sedgewick

Being a Bylaw of the Town of Sedgewick, in the Province of Alberta, to Cancel a portion of A Registered Plan of Subdivision.

WHEREAS Section 658 of the Municipal Government Act empowers a municipality to cancel a plan of subdivision in whole or in part;

AND WHEREAS the owners of the parcels of land in the portion of the plan to be cancelled have consented to the proposed cancellation;

AND WHEREAS every person shown on the certificates of title of the land in the plan of subdivision as having an estate or interest in it have consented to the proposed cancellation;

NOW THEREFORE the Council of the Town of Sedgewick in the Province of Alberta, have ensured that all of the conditions listed under Section 658 of the Municipal Government Act have been met, hereby enacts a portion of Plan 2500AE, as follows:

1. That the lands described as Plan 2500AE, Block M Lots 29, 30 and 31 are to be cancelled from the plan of subdivision of Record which is registered in the Land titles Office for the North Alberta Land Registration District.
2. That the cancelled lands be established as a single new lot, known as Plan 2500AE, Block M, Lot 31A.
3. That this Bylaw shall not be effective unless filed by the applicant in the office of the Registrar within NINETY DAYS from the date of third reading.

THE REGISTRAR for North Alberta Land Registration District shall make all cancellations, issue all certificates of title and do such things as necessary, in his opinion, to give effect to this bylaw, including but not restricted to, carrying forward all encumbrances, charges, liens, interests, and reservations as to mines and minerals in the existing certificate(s) of title.

ANY EXPENSES in connection with carrying out this Bylaw shall be borne by the applicant.

READ a first time this _____ day of November 2015.

READ a second time this _____ day of November 2015.

UNANIMOUSLY CONSENTED TO AND READ a third and final time this _____ day of November 2015.

Perry Robinson, Mayor

Amanda Davis, CAO