



**Council Policies and Priorities Committee
Regular Meeting Agenda
For Monday, May 1, 2023, at 1 p.m.
to be held in the Council Chambers,
Town Office at 4512 – 46 Street Olds, AB**

This Council Policies and Priorities Committee Meeting will be conducted in Council Chambers at the Municipal Office at 4512 – 46 Street in Olds, with the public body present at meeting location and will be live streamed out via the Town of Olds website.

Chair Deputy Mayor – Councillor Walsh

1. Call To Order

Land Acknowledgement

1A) Added Items

1B) Adoption of the Agenda

2. Adoption of Previous Minutes

Page 3 2A) Policies and Priorities Committee Minutes

3. Business Arising Out of the Minutes

4. Presentations and Delegations

Page 7 4A) Delegation - Central Alberta Economic Partnership
(Introduction of Chair, Vice Chair and Executive Director)

5. Reports/Statistics

Page 8 5A) Operations Quarterly Report

6. Bylaws and Policies Review

Page 24 6A) Policy 804C Community Grant Program

7. New Business

Page 30 7A) Organizational Review – Quarterly Report
Page 34 7B) Council Strategic Plan 2022-2032

8. Adjournment

PUBLIC INFORMATION:

Media Scrum: any questions arising from the media can be sent to communications@olds.ca and they will be forwarded on to the person addressed.

CLOSED SESSION INFORMATION:

When Council goes into a **CLOSED SESSION**, for continued participation in the virtual Council meeting: stay online in the live stream meeting platform, and the meeting stream will be replaced by a graphic and music will play. When the music stops, the meeting is reconvening.

If you choose to shut down your live stream, watch the Town of Olds social media feeds where the reconvening time will be posted. The social media feeds can also be found at the bottom of the homepage on the Town of Olds website.



POLICIES AND PRIORITIES COMMITTEE REPORT

Date: May 1, 2023

Author: Marcie McKinnon, Legislative Clerk

Department: Office of the Chief Administrative Officer (OCAO)

SUBJECT: Adoption of Previous Minutes

COUNCIL DIRECTION

Accept the minutes as presented.

BACKGROUND

The minutes from the April 3, 2023, Committee of Council Policies and Priorities meeting are being presented for Council's approval.

ATTACHMENTS

Council Policies and Priorities Committee Meeting Minutes of April 3, 2023.

Minutes of the Town of Olds Council Policies and Priorities Committee meeting that was held on Monday, April 3, 2023, at 1:00 p.m. in the Council Chambers, at the Town of Olds Municipal Office, 4512 – 46 Street, Olds, Alberta with the public body present.

ELECTED OFFICIALS:

In the Chair, Deputy Mayor Dan Daley
Mayor Judy Dahl, Councillor Wanda Blatz, Councillor James Cummings, Councillor Harvey Walsh, and Councillor Darren Wilson

ABSENT– ELECTED OFFICIALS:

Councillor Heather Ryan

ADMINISTRATIVE STAFF:

Brent Williams, Chief Administrative Officer; Justin Andrew, Director of Protective Services, Doug Wagstaff, Director of Community Services, Sheena Linderman, Director of Finance, and Marcie McKinnon, Legislative Clerk

1. Call to Order

Deputy Mayor Daley called the meeting to order at 1:00 p.m.

1A) Added Items

None brought forward.

1B) Adoption of the Agenda

Moved by Councillor Wilson, “to accept the Policies and Priorities Committee agenda for the Monday, April 3, 2023, at 1:00 p.m. meeting, as presented.”

Motion Carried PP23-20

2. Adoption of Previous Minutes

2A) Policies and Priorities Committee Minutes

Moved by Councillor Blatz, “to accept the Council Policies and Priorities Committee minutes for the Monday, March 6, 2023, meeting, as presented.”

Motion Carried PP23-21

3. Business Arising Out of the Minutes

4. Presentations and Delegations

4A) Delegation – Mr. Nathan Cooper

Member of Alberta Legislative Assembly (MLA) Olds-Didsbury-Three Hills

Deputy Mayor Daley thanked MLA Cooper for attending and wished him luck in the provincial election this May.

Moved by Mayor Dahl, “that Council accept MLA Cooper’s update as presented to Council.”

Motion Carried PP23-22

5. Reports/Statistics

5A) Community Services Quarterly Report

Director Wagstaff presented the Community Services Quarterly Report to Council, as contained in the agenda package; and responded to Council questions.

CAO Williams left the meeting at 1:54 p.m.

CAO Williams rejoined the meeting at 1:56 p.m.

Moved by Mayor Dahl, "that Council accept for information the Community Services Quarterly Report as presented."

Motion Carried PP23-23

5B) Protective Services Quarterly Report

Director Andrew presented the Protective Services Quarterly Report to Council, as contained in the agenda package; and responded to Council questions.

CAO Williams left the meeting at 2:14 p.m.

Mayor Dahl left the meeting at 2:15 p.m.

Mayor Dahl rejoined the meeting at 2:19 p.m.

CAO Williams rejoined the meeting at 2:19 p.m.

Moved by Councillor Blatz, "that Council accept for information the Protective Services Quarterly Report as presented."

Motion Carried PP23-24

6. Bylaws and Policies Review

7. New Business

7A) 2023 Spring Budget Adjustments

Director Linderman presented the 2023 Spring Budget Adjustments to Council, as contained in the agenda package; and responded to Council questions.

Moved by Councillor Wilson, "that Council accept for information and direct administration to bring the 2023 Spring Budget Adjustments back to the April 11, 2023 regular council meeting."

Motion Carried PP23-25

8. Chief Administrative Officer (CAO) Report

8A) CAO Report

CAO Williams provided a verbal report on the following items:

- Federal Budget (Gas Tax, Carbon Tax and Affordable Housing)

Moved by Mayor Dahl, "that we accept the Chief Administrative Officer (CAO) Report as presented."

Motion Carried PP23-26

9. Closed Session

Item #1

FOIP Section 16 – Disclosure harmful to business interests of a third party

(Community Grants Program)

Deputy Mayor Daley provided directions to online meeting participants on Council moving in and out of closed session.

Moved by Councillor Wilson, "that Council moves into closed session in accordance with Section 197(2) of the Municipal Government Act at 2:46 p.m. to discuss matters exempt from disclosure under the FOIP Act Section 16 – Disclosure harmful to business interests of a third party with required attendees, CAO Williams, Director Wagstaff and Marcie McKinnon to remain."

Motion Carried PP23-27

The gallery was cleared, and the live stream was paused.

Directors Andrew and Linderman left the meeting at 2:46 p.m.

*Deputy Mayor Daley recessed the closed session at 2:46 p.m.
Deputy Mayor Daley reconvened the closed session at 2:55 p.m.*

Moved by Mayor Dahl, "that the meeting reconvenes to the regular Council meeting at 3:33 p.m."
Motion Carried PP23-28

*Deputy Mayor Daley recessed the meeting at 3:33 p.m.
The gallery was opened, staff returned, and the live stream was re-opened.
Deputy Mayor Daley reconvened the meeting at 3:38 p.m.*

10. Rise and Report

Moved by Councillor Cummings, "that Council accept the information presented by the CAO on the Community Grants Policy."
Motion Carried PP23-29

11. Adjournment

Moved by Councillor Walsh, "that this meeting be adjourned at 3:39 p.m."
Motion Carried PP23-30

Dan Daley,
Deputy Mayor

Brent Williams,
Chief Administrative Officer

These minutes were approved on the day of May 2023.



POLICIES AND PRIORITIES COMMITTEE REPORT

Date: May 1, 2023

Author: Marcie McKinnon, Legislative Clerk

Department: Office of the Chief Administrative Officer (OCAO)

SUBJECT: Delegation – Central Alberta Economic Partnership

COUNCIL DIRECTION

That Council thank the delegation from the Central Alberta Economic Partnership and accept the update as information.

BACKGROUND

The Town of Olds Council appointed Mr. James Carpenter as the Town's Business Representative in the Central Alberta Economic Partnership (CAEP). Mr. Carpenter is currently the Chair of CAEP and requested time before council to provide an update on the partnership and to introduce the Vice-Chair, Grand Chief Lenard Standingontheroad and the new executive Director Tracy Gardner to Council.

CAEP works to stimulate economic growth through strategic regional partnerships by connecting members to tools, recourse, training, and people. The represent over 45 municipalities and organizations, CAEP is a collaborative approach to accelerate a sustainable and innovative economy in central Alberta.

ATTACHMENTS – n/a



POLICIES AND PRIORITIES COMMITTEE REPORT

Date: May 1, 2023

Author: Director of Operations, Scott Grieco

Department: Operations

SUBJECT: Operations / Capital Project Quarterly Update

COUNCIL DIRECTION

Accept the verbal update as presented, for information.

BACKGROUND

During construction of capital projects throughout the year a quarterly update is provided at Policies and Priorities Committee meetings. These updates are based on work that is currently being worked on and change as projects are completed and others are started throughout the year.

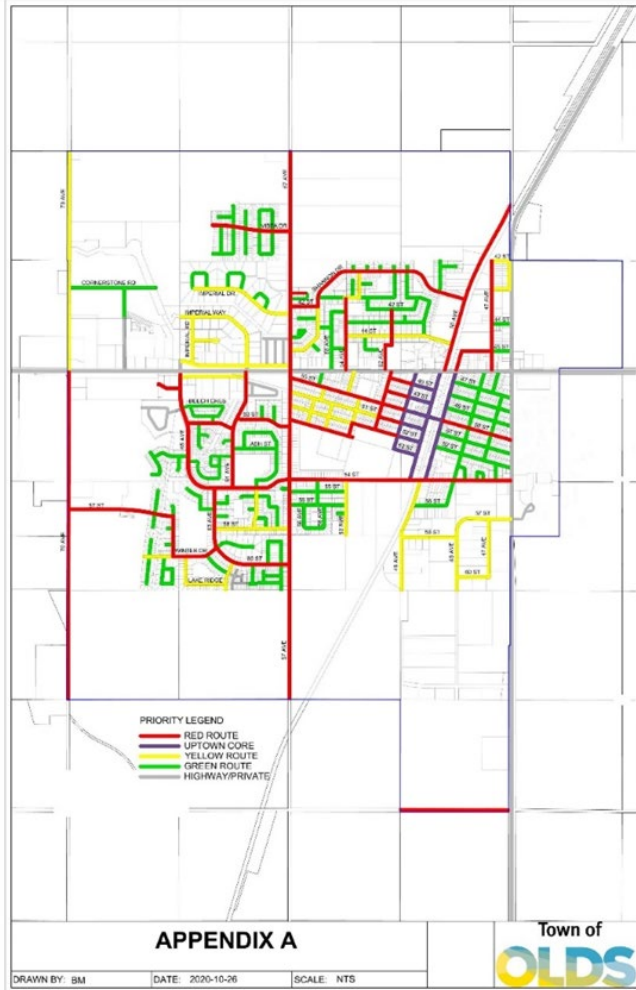
ATTACHMENTS

Operational Update PowerPoint Presentation.

Operations Update

Council Policies and Priorities
Committee Meeting
May 1, 2023

Department Overview



The Operations Department (includes employees from Utilities and Public Works) is responsible for plowing and salting/sanding over 100 kms of roadways within town limits.

Staff Compliment:

- Utilities – 6 FTE
- Public Works – 5.75 FTE

Equipment:

- 1 grader
- 2 loaders (1 with snowblower & 1 with bucket)
- 1 loader backhoe
- 1 tandem dump truck
- 1 tandem plow truck
- 1 single axle plow truck
- 1 one-ton truck
- 1 skid steer

Public Works

Programs

- Street Sweeping Started April 24th
- Line Painting
- Catch Basins
- Concrete Repairs (assessment and contractor oversight)
- Pavement Repairs (assessment and contractor oversight)
- Spring Clean Up Week
- Back Alley Grading and Graveling
- IR Paving
- Pothole Repairs
- Assist with traffic accommodation (Barricades & Special Events)

Good timing for Service Level Review as resources are limited



Winter Road Maintenance

12

- A Winter Road Maintenance package is emailed to all contractors from the previous year to allow them to submit to work again in October.
- A total of **12 local contracted Single Axle and Tandem Truck** companies were hired
- For an approximate total of **1981.6 hours between November 2022 & March 2023.**
- A total of **4 local contracted Grader** companies were hired for an approximate total of **330 hours between November 2022 & March 2023.**
- Contracted equipment was hired for a total of **34 days between November 2022 & March 2023**
- **Total 2022 YTD** (January to December): \$319,570
- **Total 2023 YTD** (January to April): \$174,539



Snow Removal Response

- It takes approximately **2 days** to complete all **Red** Priority Routes
- It takes approximately **1 day** to complete all **Purple** Priority Routes
- It takes approximately **2 days** to complete all **Yellow** Priority Routes
- It takes approximately **10 days** to complete all **Green** Residential Priority Routes
- It takes approximately 3 – 4 weeks to clear the entire town
- The Operations crew was able to clear most of the Town **once with certain areas (like Uptowne Olds) being completed more than once** in the 2022-2023 winter season.



Other Operational Requirements

- **Public Works** staff also completed **5 full burials** and **7 cremains burials** between October 2022 and March 2023.
- **Utilities** staff completed **1 main line break, 4 service line breaks (town-owned), 6 service line breaks (private)**, as well as continuing camera work between October 2022 and March 2023.

Parks & Trails Snow Plowing

Parks Department is responsible for clearing approximately **18 kms of trails & sidewalks**. After a snow fall of 3 cm or more, a 4-person team does the following:

Day 1 consists of:

- A pass over entire trail & sidewalk system using 3 pieces of equipment (Toolcat, Trackless, Gator)
- Hand shoveling done before 8 a.m. at:
 - ❖ Nu2u
 - ❖ Aquatic Centre
 - ❖ Library
 - ❖ Museum
 - ❖ Recreation Centre
 - ❖ Town Office
 - ❖ RCMP and Fire Department

Day 2 consists of:

- Going back to all trails & sidewalks to widen pathways; this is done with the above equipment, as well as tractor.



What are the challenges?

- Cost / Financial
- Snow Dump
- Timeliness (3 – 4 weeks to clear entire town)
- Resources (internal & external)
- Bylaw and Enforcement

Determining direction and level of service for 2023/2024

- Further direction from service level review

Inflow and Infiltration Reduction Program

Phase 1 (Proposed 2023)			
Complete lining 2800 meters of sewer.	\$ 300,000	reduced to	\$ 200,000
Complete lining of 15 manholes.	\$ 100,000	reduced to	\$ 50,000
Purchase smart covers to monitor sewer infiltration.	\$ 43,000	no reduction	\$ 43,000
Monitor smart meters installed in 2022 Pilot Project.			
Install vault meters and additional valves on property line of private developments.	\$ 200,000	increased to	\$ 350,000
Total	\$ 643,000		\$ 643,000

Private Residential Area Water Leaks

- Worked with private residential area on repairing 4 significant water leaks; however, still flowing
- Contractor has started design drawings and ordering of parts for project
- Approval process took approximately
- Project commenced Friday April 28th and will be completed July 07th



Inflow and Infiltration Reduction Program

Smart Covers

- Training will be underway within the month
- Covers are in place and collecting data
- Main goal is to collect baseline data

Sani-Relining

- Plan to complete approximately 1800 meters
- RFP closed Friday April 28th

Water Meter Pilot

- Request for Tender has closed
- Current process of evaluating and interviewing prospective supplier
- Installing 100 meters
- Evaluate the meter performance and if acceptable we would move to Phase II by switching out a 1/3 of the Town
- 87% of meters are mechanical. New meters are expected to reduce unbilled water



Infrastructure & Planning

MIP Projects

52 Street – Phase II (51 – 53 Ave)

- Projects have gone out for tender and closed April 26, 2023
- Kickoff Meeting & Communication Plan

65 Ave (Hwy 27 to 61 Ave)

- Evaluation of MIP and budget to determine path forward

Infrastructure & Planning

Other Projects

Rotary Score Clock

- The Town is working with Minor Ball to procure the signs. Once procured, the Town will move forward with installation

Kiwanis Jean Statham Playground

- Construction underway. To be completed Mid-June (weather permitting)

Rotary Playground

- Construction to begin first week of May
- To be completed end of Jun (weather permitting)

Infrastructure & Planning

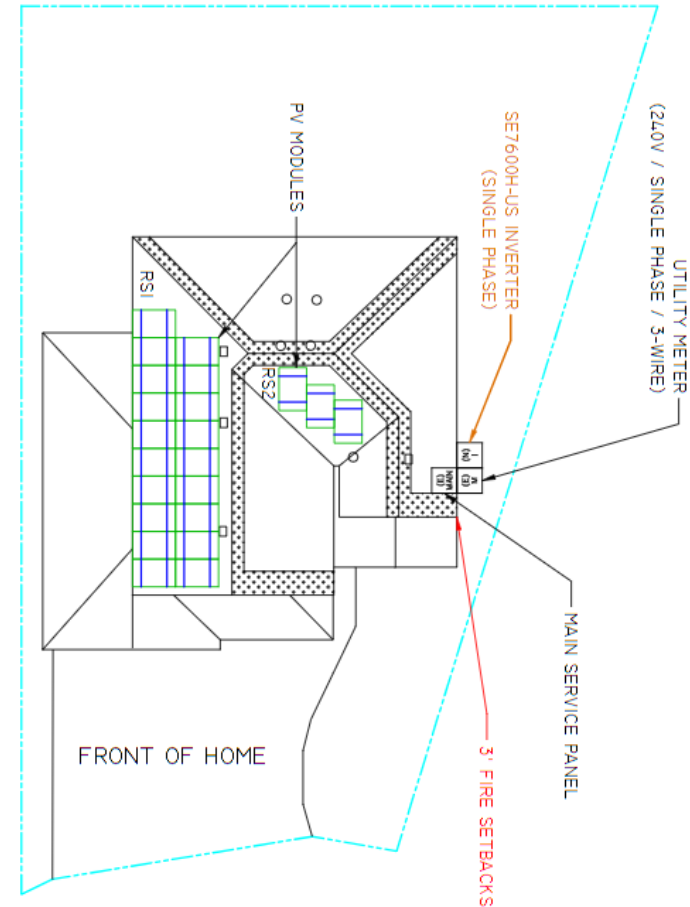
Development Permits

Continuing Trend: Solar Installations

- 2021: 4
- 2022: 9
- 2023 (April Alone): 5

April Change of Use Permits

- 6 change of use permit applications in April for new businesses, including a restaurant, dental clinic, fitness centre, and golf simulator lounge.



Any Questions?

Thank you!



POLICIES AND PRIORITIES COMMITTEE REPORT

Date: May 1, 2023
Author: Marcie McKinnon, Legislative Clerk
Department: Office of the Chief Administrative Officer (OCAO)
SUBJECT: Policy Review 804C Community Grants Program

COUNCIL DIRECTION

Accept the policy 804C Community Grant Program as presented and request the CAO bring forward to a future council meeting and to accept the 804P Community Grant Program procedure as presented for information.

BACKGROUND

Administration is presenting the policy and procedure on the Community Grant Program to council for consideration and direction. The purpose of the policy and procedure is to provide a source of funds for Eligible Groups and Events, and to establish specific criteria for the provision of funds distributed in an efficient and transparent manner.

ATTACHMENTS

Draft - Policy 804C Community Grant Program
Draft - Procedure 804P Community Grant Program

POLICY #804C

4512 – 46 Street, Olds, AB Canada T4H 1R5

403-556-6981

www.olds.ca

Policy Title:	Community Grants Policy
Policy Number:	804C
Approval:	Town Council
Effective Date:	June 1, 2023
Review Date:	January 2, 2025
Approved Date:	TBD
Supersedes Policy No.:	New

Policy Statement:

The Town of Olds shall offer a Community Grants Program to provide financial assistance towards projects/events/activities that enhance and enrich the community.

Purpose:

To provide a source of funds for Eligible Groups and Events, and to establish specific criteria for the provision of funds distributed in an efficient and transparent manner.

The Town of Olds recognizes community and volunteer efforts contribute to the success of the Town and shall provide guidelines for consideration of external requests for the distribution of Community Grants funding.

Standards:**1. Funding Distribution Authority**

- 1.1 Council shall determine the level of Community Grants funding per its budget approval process.
- 1.2 The Chief Administrative Officer (CAO) shall annually approve grant criteria ensuring appropriate promotion and timelines that allow Groups to prepare applications for specific grant streams.
- 1.3 The CAO shall approve applications within approved budget.
- 1.4 The following applications require Council approval:
 - a. Funding requests over \$5,000,
 - b. Recurring Community Events with funding beyond a single year, or
 - c. an Ad Hoc Community Event of an emergent nature require approval of Council.
- 1.5 Council may, in its discretion, establish a committee of elected officials and/or community members to adjudicate applications to the Community Grants Program.

- 1.6 Unallocated funds shall be allotted to Reserves dedicated for sustaining future Community Grants programs.

2. Application

- 2.1 Only organizations registered as a non-profit society based in Olds or with an active Olds chapter may apply.
 - a. Political or religious organizations are not eligible to apply.
 - b. A newly formed organization or youth/student groups without official registration may be considered for a one time start up grant allocation.
- 2.2 Retroactive funding requests are not eligible.
- 2.3 Council or Administration has the right to refuse any application in whole or in part and/or reduce requested amounts.
- 2.4 Applicants shall agree to recognize the Town of Olds' contribution to the project in all related public information, printed material and media coverage.
- 2.5 If an eligible program/event is cancelled or is not completed within 12 months of the approval of the grant funding or within an extended period as approved by the CAO, any unexpended funds shall be returned to the Town.

3. Funding Criteria General Principles

- 3.1 Funds will be used to support programs and services in the Community that:
 - a. adds value to the quality of life not being fulfilled by other initiatives;
 - b. complements existing initiatives in the community in a positive manner;
 - c. promotes collaboration and to reduce duplication of programs or improve effectiveness of services; and/or,
 - d. leverages financial and in-kind support.
- 3.2 Funding to organizations with good standing.
- 3.3 Applicant's membership and beneficiaries of its projects/events/activities must be predominantly residents of the Olds Community.
- 3.4 Projects/events/activities or applicants that are primarily of commercial nature is not eligible for funding.
- 3.5 Funding shall take into consideration potential duplication with other known programs/projects/services/events.
- 3.6 Funding would be considered for a defined project that preferably can be completed within the calendar year in which the funds are granted.
- 3.7 Projects or events that are preventative in nature, and address identified community needs are eligible for FCSS grant funding and will not be considered.
- 3.8 Donation and Sponsorship requests are not considered Community Grants.

PROCEDURE #804P

4512 – 46 Street, Olds, AB Canada T4H 1R5

T 403-556-6981

www.olds.ca

Procedure Title:	Community Grants
Procedure Number:	804P
Approval: Chief Administrative Officer	Date: xxx, xx, xxxx
Leadership Team Approval Date:	xxx, xx, xxxx
Supersedes Policy No.:	New

1. Purpose

Administrative guidelines for Community Grants from the Town of Olds to locally based, registered non-profit organizations for Capital Projects, Operating Costs or Community Events.

2. Definitions

- 2.1 “Community” means the geographic area established as the recreation boundary surrounding Olds (the lands legally described within the boundaries of Mountain View County as per Schedule 5, in the Intermunicipal Cooperation Committee Master Agreement).
- 2.2 “Capital Project” means costs related to a long term, capital investment to build upon, add to or improve a capital asset. Capital Projects are defined by their large scale and large cost relative to other investments that involve less planning and resources.
- 2.3 “Community Event” means events led by local community organizations. These events must be a ‘no or low cost’ for individuals to attend, related to a national or provincial holiday, or community celebration. They can be sporting, or culture related as well, but must draw a minimum of 6 teams or 50 participants from outside the community and operate for a minimum of two days, utilizing Olds Facilities and businesses.
- 2.4 “Operating Costs” means costs related to general operations and maintenance of a facility and may include heat, water, electrical, garbage, security, rent, custodial, building/tenant insurance, internet, phones, pest control, snow removal, and general maintenance and repair. Additional administrative overhead charges are ineligible.

3. Responsibilities

- 3.1 The Chief Administrative Officer (CAO) or designate(s) is responsible for administering this policy within the standards established.
- 3.2 There will be two grant intakes per year:
- Spring – April 15 or following business day; and
 - Fall – October 15 or following business day.
- 3.3 Three funding streams are available.
- Capital Projects.
 - Operating Costs.

- e. Community Events.

4. Process

4.1 Applicant

- 4.1.1. Applicants will be required to complete a Community Grant Application. Applicants may apply electronically or by hard copy.
- 4.1.2. In-kind support from the Town of Olds is considered part of the total funding applied for and shall not exceed a maximum value of \$5,000.00 and should be included in your request per application.
- 4.1.3. A completed final report and financial statement showing all sources of funding and all expenses of the Capital Projects, Operating Costs or Community Events, shall be forwarded to the Town of Olds within 90 days of completion of the projects, expenses, or events.
- 4.1.4. Future grant applications will be contingent on completion of reporting to the Town. Applicants who have not fulfilled the requirements of the program as detailed above, including the repayment of unspent funds, are ineligible for funding until such time as these requirements have been met.

4.2 Town of Olds

- 4.2.1. Inquiries or applications are to be directed to the Director of Community Services or designate. Email inquiries are directed to communityservices@olds.ca
- 4.2.2. Advertising for grant intakes will begin 6 weeks prior to spring and fall deadlines.
- 4.2.3. Staff will complete a Town of Olds Activity Plan.
- 4.2.4. Grant applications will be reviewed by Community Services staff the week following the application deadlines.
- 4.2.5. Staff will ensure that the applications meet the funding requirements as laid out in Town of Olds Community Grants Policy.
- 4.2.6. Staff will coordinate an application review meeting with the Community Grants Committee, when applicable, to prepare grant recommendations to come forward to council.
- 4.2.7. Any application requests of \$5,000.00 & above will require a funding agreement to be signed. Under \$5000.00 will not need an agreement but require an approval letter from the Chief Administrative Officer (CAO) or designate.
- 4.2.8. Staff will prepare a Request for Decision (RFD), with grant application summaries, for Council approval within 6 weeks of application deadlines.
- 4.2.9. When applications have been approved by the council, staff will:
 - a. prepare and distribute letters of approval signed by CAO within 1 week, using determined method of communication.
 - b. prepare funding agreements within 2 weeks.
 - c. book meeting with grant recipients within 3 weeks to sign the funding agreement.
 - d. obtain proof of insurance if required.

- e. supply grant recipients with the Town of Olds logo for use on all related public information, printed material, and media coverage.
- f. prepare Accounts Payable cheque request form in approved amount for each grant recipient after agreement is signed.
- g. have funds sent to Applicant by Accounts Payable. Funds will be electronically transferred or sent by cheque via Canada Post.
- h. enter applications on spread sheet on Shared Drive.
- i. save documentation received by applicant on Shared Drive.

4.3 Not Completed or Cancelled

- 4.3.1 If an eligible project, expense, or event is cancelled or is not completed within 12 months of the approval of the grant any unexpended funds shall be returned to the Community Grant program.
- 4.3.2 Applicants may apply for an extension to the CAO.
- 4.3.3 Unallocated funds shall be allocated to Reserves dedicated to sustaining future Community Grant programs.

5. Records Management

- 5.1 All Policy and Procedures are records of the Town of Olds and as such are subject to the Records Management Bylaw Schedule.



POLICIES AND PRIORITIES COMMITTEE REPORT

Date: May 1, 2023
Author: Marcie McKinnon, Legislative Clerk
Department: Office of the Chief Administrative Officer (OCAO)
SUBJECT: Organizational Review – Quarterly Report

COUNCIL DIRECTION

Accept the Organizational Review quarterly report as information.

BACKGROUND

Council has requested quarterly updates on the organization review recommendations.

ATTACHMENTS

Organizational Review Tracking Spreadsheet

Organizational Review Tracking				
Number	Title	Action	Implementation Timeline	Comments
1	That the Town of Olds implements Option A as the preferred organizational structure	-	-	
2	That the Strategic Plan be developed to a higher level, including the specific goals of Council.	-	-	
3	That monthly CAO conversations cease, and Council provides direction to the CAO through resolutions passed at a public Council meeting.	Declined	Complete	<i>No further action will be taken on this recommendation. Considered complete.</i>
4	That the performance assessment process for the CAO is amended to remove the involvement of the Manager of Human Resources.	Accepted	Complete	<i>Policy 315C approved April 11, 2023. Procedure 315P updated.</i>
5	That Policy No. 315C and Procedure No. 315 P be updated to follow the CAMA Performance Management Toolkit.	Accepted	Complete	
6	That Councilors refrain from meeting with staff members to hear their personal complaints.	-	-	
7	Only elected members of the Council sit at the Council table.	-	-	
8	That Policy 101C Policy and Procedure Development be amended to state that all Council Policies be reviewed, updated and approved within each council term.	Partially Accepted	Complete	
9	That all policies for outward service delivery have a defined level of service (similar to the Playground Inspection and Maintenance).	-	-	
10	That Policy 105C Communication and Response be reviewed to ensure it aligns with the 2022- 2032 Strategic Plan.	-	-	
11	That Policy 126C Elected Official Professional Development be amended to include a greater focus on ongoing technical municipal government courses.	-	-	
12	That Policies 106C Remuneration & Benefits, 125C Elected Official Budget Plan and 126C Elected Official Professional Development be reviewed to ensure continuity and potential amalgamation, and the Elected Officials Budget be posted to the website.	-	-	
13	That Council appoints members to the Economic Development Secretariat.	-	-	
14	That the HR Department develops an "Organization Succession Plan."	Accepted	2023 - 2024	
15	That all departments ensure they have current and accessible Standard Operating Procedures within each of their working units.	Accepted	2023 - 2025	
16	That HR should take time to reach a consensus and understanding when dealing with contentious issues with individuals, such as intimidation, bullying and harassment.	Accepted	Ongoing	
17	That HR has a sound and well-founded understanding and the resources needed to deal with specific issues, such as various staffing problems that occasionally require disciplinary actions.	Accepted	Ongoing	
18	HR Department to review its hiring and onboarding protocols and improve as needed	Accepted	2023 - 2024	
19	HR Department to take the lead on providing each department with the training required in the hiring and onboarding process.	Accepted	2023 - 2024	
20	HR Department to ensure all staff leaving the Town's employment is provided with the opportunity for a voluntary "Exit Review".	Accepted	Ongoing	
21	HR to ensure that hiring departments are well informed on what they need in hiring new staff.	Accepted	Ongoing	
22	That all annual performance reviews include a review of the job description to ensure it still aligns with all positions within the organization.	Accepted	2023 - 2024	
23	HR to ensure that organization is adhering to the annual employee evaluation process, ensuring that all appraisals are adequately completed and on the employee's anniversary date.	Accepted	2023-2024	
24	That the Town completes a market analysis of their current benefits package to compete for suited and qualified candidates effectively.	Accepted	2023	
25	Develop a "staff recognition" program rewarding good work or innovative ideas brought forward	Accepted	2023 - 2024	
26	That responsibility for internal and external communications and engagement be managed by one employee.	Accepted	Complete	
27	That a Key Performance Indicator be developed for tracking of public inquiries.	Accepted	2023	
28	That leadership addresses role clarity so all staff clearly understand their individual roles and responsibilities within the organization and also the roles and responsibilities of others.	Accepted	Ongoing	
29	To include effective communication methods within its overall culture improvement efforts that will establish a process where all employees are informed with accurate, consistent and timely messaging.	Accepted	2023 - 2024	

30	Managers of Operations and Community Services hold regular meetings with Community Services employees to address operational tasks and to share information on departmental priorities.	Accepted	Ongoing	
31	That opportunities for staff training and professional development across the organization be increased.	Accepted	2024	
32	That adequate funding be provided for staff training and professional development across the organization.	Accepted	Ongoing	
33	That Performance Appraisals be done annually for all staff with goals and Key Performance Indicators as part of the process.	Accepted	2023 - 2024	
34	That the updated draft Records and Information Management Bylaw be presented to Council for approval, followed by the new Records and Information Management Policy.	Accepted	2023	
35	Ensure that Town publications, business cards, emails and correspondence meet the specific requirements of the Brand Standards.	Accepted	Ongoing	
36	That a plan be developed that focuses on improving the Town's organization "culture."	Accepted	2023 - 2024	
37	Planning and Engineering Department to be formed under the oversight of a newly created position of Manager of the department.	Accepted	Complete	
38	Introduce a Buildings and Grounds Department under the Infrastructure Services Division that includes two sections: Open Spaces and Facilities.	Declined	Complete	<i>Potential for future implementation but not suited for immediate consideration.</i>
39	Restructure the Operations Department led by a Manager to provide oversight of three individual Sections, a new Fleet Services, Public Works and Utilities	Declined	Complete	<i>Fleet services is not yet a viable function in the Town. Future implementation will be investigated.</i>
40	That the Town adopt a Fleet Management Program with oversight provided by the Operations Manager.	Accepted	2023	
41	That the Operations Department ensures that each staff member is aware of "who" within the organization is responsible for "what" and that the reporting lines are clear.	Accepted	2023 - 2024	
42	That leadership encourages cross-training approaches to be embraced within the Town's culture.	Accepted	Ongoing	
43	That the Operations Department continues with its current program on correcting the Town's water loss within its water distribution and metering systems	Accepted	Ongoing	
44	That the Operations Department continues with its current I&I corrective measures plan.	Accepted	Ongoing	
45	That the Operations Department prepare a program that will coincide with the engineering recommendations provided within the "Town of Olds Master Drainage Plan."	Accepted	2024	
46	That the Town seeks an agreement with the Province's traffic controller contractor to maintain the Town's sole traffic controller.	Accepted	Complete	<i>The province utilizes the same contractor as the Town. No need to pursue.</i>
47	Town Capital Projects are to be managed by the Planning and Engineering Department, thereby providing oversight of all Town Capital projects.	Accepted	2023 - 2024	
48	That the Operations Department continues to have regularly scheduled meetings keeping staff well informed with clear and consistent messaging.	Accepted	Ongoing	
49	That Managers are provided with a Delegation of Authority, and the authority is clearly understood by the Managers so that they can feel confident in carrying out their roles and responsibilities.	Accepted	Ongoing	
50	Operations Department to annually prequalify area contractors by requesting quotes to provide service fees or equipment rental rates.	Accepted	2023 - 2025	
51	That the Operations Department ensures that each section has the proper Standard Operating Procedures and is accessible at all times.	Accepted	2023 - 2024	
52	Operations initiate the request for approval to proceed with the pavement assessment analysis and to submit its application for funding under the FCM's Municipal Asset Management Program.	Partially Accepted	2024 - 2025	<i>The MAMP program will be pursued, but there are higher priorities than pavement assessment presently.</i>
53	Operations to establish a Plan that will include a review of the Town's Statutory and Engineering Infrastructure plans to ensure that they are current with the Municipal Development Plan.	Accepted	2023 - 2026	
54	That the Town commences a review of Off-Site Levy Bylaw #2018-49 and revises as needed.	Accepted	2023	

55	That the Town secures the professional services needed to provide the professional support to assist with managing the Off-Site Levy program.	Accepted	Complete	
56	That the department initiates a program that includes an annual review of the Town's Minimum Design Guidelines.	Accepted	2024 - 2025	
57	The vacant Planner position is to be filled as soon as possible.	Accepted	Complete	
58	That Policy 502C Winter Road Maintenance and Administration Procedure 502P with Appendices A, B & C be amended to set more precise service level standards.	Accepted	2023 - 2024	
59	That key performance measurements are developed in areas conducive to measuring performance work outputs.	Accepted	2023 - 2025	
60	That the department adopts a Work Order System as a Key Performance Indicator (KPI) that will provide relevant information of the Operations Department activities.	Accepted	2023 - 2024	
61	The department develops, as a Key Performance Indicator, a Snow Management Program that includes data acquisition inserted every week into the Town's GIS system.	Partially Accepted	2023 - 2024	<i>Current GIS system not suitable for such integration. Snow management will be a primary KPI.</i>
62	The department develops, as an annual Street Sweeping Program and as a Key Performance Indicator, to include the daily sweeping information inserted every week into the Town's GIS system.	Partially Accepted	2023 - 2024	<i>Current GIS system not suitable for such integration. Street sweeping will be a primary KPI.</i>
63	That key performance measurements be developed for reporting on the number of roadway collisions and that this information be shared with the Operations Department and Protective Services.	Accepted	2023	
64	That the Town of Olds considers adding capacity to the Fire Chief role by either hiring a stand-alone Fire Chief or adding a second full-time Deputy Fire Chief.	Accepted	Complete	
65	That the Town of Olds considers increasing the full-time, stand-alone Fire Officer/Firefighter group.	Accepted	Ongoing	
66	That the Town of Olds considers options to reduce the number of times the Paid on Call staff are called out.	Accepted	2023 - 2024	
67	That the Town of Olds considers adopting the Olds Fire Master Plan Council Recommendation #5.	Declined	Complete	<i>This proposed service level is not currently feasible based on available resources.</i>
68	That the Town of Olds consider the continued implementation of the Olds Fire Master Plan	Accepted	Ongoing	
69	That the Town of Olds considers assigning the role of DEM to a full-time Town of Olds employee.	Accepted	2023	
70	That Policy 402C Operation of Fire Department and Policy 401C Municipal Enforcement Policy be rescinded.	Accepted	2023	
71	The Family and Community Support Services Advisory Board meeting minutes should be named correctly, signed by the Board Chair and a Town supervisory staff member, and the Manager of Community Services job description be amended to reflect the correct Board name.	Declined	Complete	<i>FCSS board has been eliminated.</i>
72	That the Nu2U thrift store be closed or turned over to a non-profit organization.	Accepted	Complete	
73	That Procedure 801P and the Town website be updated to match Policy 801C Nu2U Grant Guidelines. (This recommendation would be redundant if the preceding recommendation is implemented)	Declined	Complete	<i>Recommendation 72 has been actioned and completed.</i>
74	That Policy 901C Recreational Facilities and Sports Fields be amended to include sportsplex ice availability dates.	Accepted	2023 - 2024	
75	That an Aquatic Centre service level policy be developed.	Accepted	2023 - 2024	
76	That the Heritage, Arts and Culture budget be determined according to specific service levels and not by ATCO Gas Franchise Fee revenues.	Accepted	2024	
77	That the Town of Olds considers implementing a general phase-in of incrementally increased mill rates that will provide the Town with more funding to provide services.	Accepted	Ongoing	
78	That the Town of Olds considers increasing the non-residential property tax mill rate at a faster rate over the next five years, the current non-residential property tax rate is significantly lower than other peer municipalities.	Accepted	Ongoing	



POLICIES AND PRIORITIES COMMITTEE REPORT

Date: May 1, 2023
Author: Chylla Nault, Executive Support- CAO & Council
Department: Office of the Chief Administrative Officer (OCAO)
SUBJECT: Strategic Plan: Priorities

COUNCIL DIRECTION

Accept for information and direction to administration and bring back to a future regular council meeting.

BACKGROUND

In January Council attended a Priority Setting Session. The purpose of this was to decide what are the most pressing priorities for the Town and provide administration with direction as well as inform citizens.

Council addressed 5 Priorities:

Create and Implement a Communications and Marketing Plan
Building Corporate and Departmental Business Plans
Engage with our Community and Regional Partners on a Consistent and Meaningful Basis
Create Service Level Standards
Establish Policies that Strengthen Capital Reserves

ATTACHMENTS

Strategic Plan: Priorities



Strategic Plan 2022-2032

Message from Council

"We, as Council, are honoured to have been elected to serve this community. We embrace this role both seriously and enthusiastically. With this in mind, we have created a new Vision along with four new Strategic Goals and their complementary results.

Our Strategic Planning is driven by our commitment to public sentiment and desires, and built to demonstrate alignment and articulate performance. We invite everyone to participate in our journey to achieve success within these commitments."



Vision

Alive with
Opportunity



Strategic Goals



Our residents and Town staff actively communicate and engage with us through open dialogue.

Overview: Engaging and communicating with our residents is critical in helping us achieve our shared goals and Vision for the Town of Olds.

We are committed to being clear and transparent with our community about the path forward, and in return, we want our residents to help us by sharing their own collective ideas for the community. We will strive to engage our citizens in the decision-making process of Council. This will help us better understand the matters at hand and allow for unique points-of-view to be considered for better solutions. We also want to ensure that our staff, who are critical to our collective success, feel that they are contributing in a meaningful way. Through sound communication and engagement, we will collectively work towards making the Town of Olds a community of choice.

Intent: Citizens are involved in the decision-making process of Council; Staff feel they have contributed; Our community wants to engage with us.

PRIORITY: CREATE AND IMPLEMENT A COMMUNICATIONS AND MARKETING PLAN

Details:

- Communications refers to both internal and external efforts.
- Engagement is a key element.
- Marketing and promotion represent the same activities.

Outcomes:

- Demonstrating clear responsibilities for external communications.
- Consistent messaging with all communication mediums.

Strategic Goals



Our community is supported and enabled through skillful governance.

Overview: Although often not visible, the behind-the-scenes work of our skilled public professionals and administrators, is one of the greatest strengths of our organization. The Town of Olds is continuously supported through strong governance and our unwavering commitment to operational excellence. Council's continued leadership, which includes the setting and confirming key community priorities, continues us on the path to achieving our community's goals and vision. Another key element of strong governance is our administration and as such, we must ensure that our staff have the tools and knowledge needed to serve and innovate. Our commitment to governing and operational excellence will continue to guide our community toward a successful future.

Intent: Staff have the tools they require to achieve operational excellence, supported by strong Council leadership and clear priorities. Staff and Council work together as a team to embrace role clarity and improve our organization.

PRIORITY: BUILDING CORPORATE AND DEPARTMENTAL BUSINESS PLANS

Details:

- Better planning will strengthen internal processes and communication.
- Identifying and breaking down silos to build better interdepartmental understanding and collaboration.

Outcomes:

- Improvement in staff collaboration and morale.
- Priorities and expectations are clear and understood by all staff.
- Greater organizational accountability.

Strategic Goals



Our thriving community is built on sound and collaborative relationships.

Overview: Relationships are the heart of our community. We will continue to strengthen, promote, and enable the many relationships that support our continued future success. These relationships are found with community partners, external agencies, and regional/provincial governments, as well as within our own organization and the town. We will continue to build strong relationships with all stakeholders, to ensure we are working collaboratively to serve the public. To ensure that our community feels like their best interests are represented, we will promote continuous, respectful collaboration with external partners as a top priority. New relationships will uncover more opportunities to serve our community. Fostering and promoting these new and existing relationships will help us thrive as we discover new ways to advance and grow.

Intent: Staff and Council, as part of a team, will collaborate respectfully with our partners and foster new relationships. It is imperative that our community feels their best interests are being well represented.

PRIORITY: ENGAGE WITH OUR COMMUNITY AND REGIONAL PARTNERS ON A CONSISTENT AND MEANINGFUL BASIS.

Details:

- Volunteers are fundamental to the success of our community and the Town will do a better job of listening and engaging with these groups.
- Our business community provides invaluable benefit to the town and region and partnering with them is necessary to grow our economy.
- Olds College continues to be the primary driver of our Town's diverse social and economic opportunities and we must forge a stronger working relationship between our two institutions.
- Olds is the largest community and economic hub for our region; We require close and cooperative relationships with our municipal neighbors - a stronger region means stronger individual communities.

Outcomes:

- Volunteers feel heard and their contributions are recognized.
- Local businesses feel supported by the Town.
- Through stronger relationships, the Town and our region are prepared for economic success.

Strategic Goals



Sound fiscal practices are balanced with a commitment to prioritizing value for our citizens.

Overview: We recognize the importance of strong fiscal practices. Financial sustainability is a priority, and will be balanced with our commitment to provide value for the community. We will promote and encourage a culture of innovation – striving for improvement to reach service delivery excellence so that we can continue with a reliable, predictable standard of service that our citizens can expect. Oversight of our financial resources will continue to be an area of focus, ensuring that we are spending appropriately for both the short and long-term interests of our community. Through strong fiscal leadership, we will strive for improved financial health for both the benefit of our community, as well as our individual residents and families.

Intent: Staff contribute to a culture of innovation, in a workplace that fosters transparency and accountability. This results in improved financial health for the Town of Olds.



Strategic Goals



Sound fiscal practices are balanced with a commitment to prioritizing value for our citizens.

PRIORITY: CREATE SERVICE LEVEL STANDARDS

Details:

- Core Services include but not limited to street maintenance, snow clearing, mowing, bylaw enforcement, sports field maintenance, and recreation facilities.
- Clear Key Performance Indicators will be developed.

PRIORITY: ESTABLISH POLICES THAT STRENGTHEN CAPITAL RESERVES

Details:

- Strong capital reserves are an indicator of financial health.
- Capital reserves are focused on the replacement and rehabilitation of such assets as buildings, equipment, roads, utilities, and recreation facilities.

Outcomes:

- Improved financial health.
- Better long-term financial planning.
- Stronger capital assets that help grow our community.