

2016

# Growing our Community



## Strategic Plan

### Report to Council

Prepared

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Contents

EXECUTIVE SUMMARY ..... 2

INTRODUCTION TO THE PLANNING PROCESS ..... 4

    Making Connections ..... 4

        What makes a winning team?..... 5

        What is strategic planning?..... 6

HOW WILL WE GROW OUR COMMUNITY OVER THE NEXT 5 to 15 YEARS? ..... 6

    Strengths, Weaknesses, Benefits and Dangers..... 6

    Areas of Focus..... 8

IDENTIFYING THE RISKS..... 14

MANAGING THE ISSUES ..... 14

BEST POSSIBLE OUTCOMES..... 15

IMPLEMENTATION PLAN ..... 17

APPENDIX..... 18

    The Big Rocks of Life ..... 18

    Roles and Responsibilities of Officials in A Local Government ..... 19

    Hopes and Desires ..... 20

## EXECUTIVE SUMMARY

Penhold's Strategic Plan "Growing our Community 2016" provides a path and focus for our Council, businesses, organizations and citizens. This plan provides direction for the programs and services we provide.

Once every term, generally in the year following an election, Council works together with the CAO to revisit and renew the strategic plan. Not every strategy needs to be new; sometimes we need to continue with things that we are already doing. The plan itself is a document to be reviewed regularly in order to monitor and report on progress and to assist in budgeting.

The process of planning unites our Council as a team in moving forward with respect for each other and for staff. While members may not always agree and may have differences of opinion, we will seek to understand the differences and to bring insight to the discussion through healthy debate.

\*Revisions made to AREAS OF FOCUS at Sept. 19, 2016 Council Workshop reflected in blue font.

## THE OVERALL OBJECTIVES OF THIS SESSION WERE TO DETERMINE:

- A long term strategic plan, path and direction
- Clarity of roles, expectations and destination
- Planning for the unexpected

Council members were led through a facilitated planning process using brainstorming, small and large group work and participatory decision making methods. Building on past and present experiences, successes and challenges, Council proposed the following **Areas of Focus for Growing our Community 2016:**

- Enhancing parks and recreation
- Enhancing partnerships
- Building community
- Acquiring a sustainable water source
- Creating safe communities
- Planning infrastructure
- Fostering community
- Looking ahead

Council also committed to the following set of actions to begin, or in some instances, to continue to mobilize Growing our Community 2016.

- Finalize document
- Present to admin team
- Strategic Plan becomes planning document for staff and Council
- Show tie-back to plan as we move forward
- Review every quarter for progress
- Celebrate successes
- Identify funds through budget deliberations to make sure we move the plan forward
- Review and identify priorities
- Dialogue with community about the plan / priorities

## INTRODUCTION TO THE PLANNING PROCESS

The Mayor, Council and the CAO for the Town of Penhold held a retreat from November 6 to 8, 2015 for the purpose of setting a path and areas of focus for the remainder of their term and beyond.

In attendance were:

Mayor Dennis Cooper  
Councillor Cory Kingsfield  
Councillor Kathy Sitter  
Councillor Michael Yargeau

Councillor Julia King  
Councillor Sharolyn Sanchez  
Councillor Mike Walsh  
Chief Administrative Officer Rick Binnendyk

### Making Connections

Participants began the planning process by reviewing their intentions as councillors, agreeing to some working assumptions for the retreat and an exploration of individual values.

**Consensus decision making** was adopted as the practice for the weekend. Consensus means coming to an agreement. Creating consensus in a team setting means finding a proposal acceptable enough that all team members can support with no member opposing it. Consensus includes:

- pooling opinions;
- listening effectively;
- discussing ideas and differences;
- not getting all you want; and
- coming to an agreement that everyone "can live with."

#### Working Agreement

- Everyone has wisdom.
- We need everyone's wisdom for the wisest results.
- There are no wrong answers.
- The whole is greater than the sum of the parts.
- Each person will hear others and be heard.

The practice of consensus supports healthy dialogue in order to discover underlying issues and expectations.

## What makes a winning team?

Councillors in the Town of Penhold strive for excellence. Each wants to perform at their highest level, to be an effective team and to achieve the very best for the citizens of Penhold.

In order to be able to convey the attributes of an effective team, participants first broke into small groups to reflect on the following questions:

- What makes an effective council?
- Is this (your experience on council) what you imagined/different from what you imagined when you were first elected?
- Why is this session important to Penhold?
- How will community know you are a team?

The conclusion to this exercise was that **effective teams** (Council):

- can't do it alone
- drafting / blazing trail for someone else
- recognize individual strengths and weaknesses and where they fit
- common goal / individual strength to get job done
- about team, not about individuals
- when team agrees, we stick to it
- work together to come up with the best plan
- self-sacrificing
- sharing the victory even when only one gets credit
- share the fortunes
- co-dependency



## What is strategic planning?

Strategy is often more about process than about a goal. E.g. strategy may be to create a safe community. A goal may be to implement your own police force. If your strategy was the police force you would immediately narrow your focus and activities. In order to drive home this point the group read *The Big Rocks of Life*, an excerpt from the book *First Things First* by Dr. Stephen Covey (see Appendix). The story emphasizes the need for Council to focus on the higher level activities and leave the day-to-day operations to the CAO and staff.

*Developing a municipal strategy allows a community to take advantage of opportunities, address challenges and mitigate risks. A strategy allows a Council and administration to work collaboratively to achieve a vision for their municipality in a focused way. A strategy considers the long term, and how to focus limited resources on key goals, in a way that makes a municipality more responsive and performance driven. Municipalities that operate with no defined strategies run the risk of becoming occupied by only what is necessary to 'keep the lights on' each day. This means that long term opportunities and challenges may not be addressed – which could impact the viability of a community.*

- 20 Questions on Municipal Strategy (AUMA)

A strategic direction is never something that is performed. It is, rather, a pointer to a critical area requiring attention. Action plans must be developed and implemented for projects planned and carried out.

To set the stage for the planning activity, Council reflected on the hallmarks of the past years, individual accomplishments and hopes and desires for this organization. The Appendix includes a record of those hopes and desires.

Prior to assigning responsibilities to the actions, members reviewed the role of Council, the Mayor and the CAO (see appendix Roles Responsibilities of Officials in Local Government). While Council felt that there were no surprises in this information, there was concern that citizens may perceive their roles to be different.

## HOW WILL WE GROW OUR COMMUNITY OVER THE NEXT 5 to 10 YEARS?

### Strengths, Weaknesses, Benefits and Dangers

Examination of the strengths, weaknesses, benefits and dangers of a strategic direction is a structured planning method designed to inform later steps in the planning process. It assists decision makers to determine whether strategies are attainable and highlights specific activities that may assist to overcome weaknesses and dangers or threats.

	<b>ADVANTAGES</b>	<b>LIMITS</b>
	In implementing these strategies we have the following	
<b>PRESENT</b>	<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>Growth rate</li> <li>Development growth</li> <li>People</li> <li>Council values / vision</li> <li>Expertise in process</li> <li>Strong and knowledgeable team</li> <li>Proximity</li> <li>Infrastructure in place</li> <li>Response time is quick</li> <li>Collaborating</li> <li>Community Services Department</li> <li>Library</li> <li>Multiplex (3<sup>rd</sup> place)</li> <li>Community services groups</li> <li>Positive encouraging residents</li> <li>Growing business community</li> <li>Sewer/power capacity</li> <li>Willing development / business community in town</li> <li>Central location</li> <li>Land and a rough plan</li> <li>Land balancing completed</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>Partnerships</li> <li>Clear vision on land expansion direction</li> <li>Connections to community: people and services</li> <li>Highway division</li> <li>Economic climate</li> <li>Participation</li> <li>Too much focus on negative thoughts</li> <li>No dance partner regionally</li> <li>No developed land</li> <li>No EDO</li> <li>Limited resources and funds</li> <li>Lack of regional connectivity</li> <li>No plan for wetlands</li> </ul>
	In the future of implementing these strategies are	
<b>FUTURE</b>	<p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Building community in all facets (e.g. green space, rec, etc.)</li> <li>Healthy community</li> <li>Strong foundation</li> <li>Community by design, not default</li> <li>Plan for future Council(s)</li> <li>Supportive</li> <li>Healthy</li> <li>Accepting</li> <li>Responsive</li> <li>Ever active</li> <li>Safe</li> <li>“SHARES”</li> <li>Increased tax base</li> <li>Local jobs</li> <li>Healthier community</li> <li>More attractive destination</li> <li>Enhance local schools</li> </ul>	<p><b>Dangers:</b></p> <ul style="list-style-type: none"> <li>Lack of funds and landowners</li> <li>People (CAVE and NIMBY)</li> <li>Status quo attitude</li> <li>Time involved</li> <li>Taxation rates</li> <li>Economic climate</li> <li>Getting community on board</li> <li>Elected officials/staff together / on board</li> <li>Respect for people’s space</li> <li>Do for, not with</li> <li>Lose out to other communities</li> <li>Strain on infrastructure</li> <li>Community buy-in</li> <li>Getting it wrong</li> </ul>

## Areas of Focus

Brainstorming in response to the focus question “How will we grow our community in the next 5 to 10 years resulted in eight areas of focus for Council. Then, in small groups further analysis of the brainstorming and of strengths, weaknesses, benefits and challenges resulted in action plans. These plans were reviewed for further input and consensus by the larger group.

ENHANCING PARKS AND RECREATION	RESPONSIBILITY	
	Council	CAO Admin Town
Build a serviced campground: <i>Priority One</i> <ul style="list-style-type: none"> <li>- Sept. 5, 2016 reviewed draft</li> <li>- Tendered March 2017; construction Summer 2017</li> </ul>	✓	
Build softball tournament venue with group campsite, multiple diamonds, concession and washrooms: <i>Priority Two</i> <ul style="list-style-type: none"> <li>- Sept. 19, 2016 as funds come forward</li> <li>- No funds available therefore no further action at this time</li> </ul>	✓	
Track and field facility: <ul style="list-style-type: none"> <li>- Sept. 19, 2016 Proceed when funds become available</li> <li>- Partnership with the school required</li> </ul>	✓	
Walking trails throughout town / Central AB Regional Trail Society: <ul style="list-style-type: none"> <li>- Sept. 12, 2016 Active Transportation Plan Approved</li> <li>- Incorporating into yearly construction projects</li> <li>- South marsh area 2018 budget</li> </ul>	✓	
Plan to maintain wetlands: 2017 Budget Action Plan <ul style="list-style-type: none"> <li>- storm pond on Hwy 42;</li> <li>- Mann Drive</li> <li>- recreation area</li> <li>- Action Plan for various areas</li> <li>- Identify areas of focus for 2017: Community Engagement; develop conceptual layouts</li> </ul>	✓	
Plant trees and shrubs to fill parks: <ul style="list-style-type: none"> <li>- Splash Park identified and work completed in 2016</li> <li>- Tranquility Park; work completed in 2016</li> </ul>		
Support building of skate park: <ul style="list-style-type: none"> <li>- Skate Park; forward information</li> </ul>	✓	

- Community Meeting on April 5 to determine if the skate park project is to continue at this time		
Explore funding opportunities for recreation: - Search and ensure information gets forwarded for consideration - Tracking different granting opportunities		
<b>MEASURABLE ACCOMPLISHMENTS</b>		
<ul style="list-style-type: none"> <li>• Campground is self-sustaining</li> <li>• One major track meet per year</li> <li>• Regular baseball/soccer tournaments</li> <li>• Multiplex surrounding land area is complete by 2019</li> <li>• Community Recreation Plan (parks, trails, marshlands, green areas)</li> </ul>		

<b>ENHANCE PARTNERSHIPS</b>	<b>RESPONSIBILITY</b>	
	Council	CAO Admin Town
Explore opportunities with Red Deer County/Red Deer and other municipalities: - In progress - IDP and Annexation work well underway; anticipated completion is 2018 - Inter-collaborative framework (ICF) in progress; to be completed by 2019 (joint servicing focuses)	✓	✓
Develop Economic Development Plan: minor work done on this area. - October 2016 Workshop bring in CAEP officer to discuss directives - Completed - Incorporated a separate folder on our webpage for possible business development	✓	✓
Explore opportunities with local businesses and contractors - Council doing at functions promoting community - Community BBQs 2016	✓	✓

<ul style="list-style-type: none"> <li>- Promotion of commercial areas through Town website</li> <li>- Town organizations supporting and promoting local businesses (where possible)</li> <li>-</li> </ul>		
Explore partnerships with service groups: <ul style="list-style-type: none"> <li>- Community Advisory Board (CAB) is connecting with all service clubs in town; going well</li> </ul>	✓	✓

<b>BUILDING COMMUNITY (ANNEXATION)</b> - In progress - Spring 2016 CAO's connecting on growth - Summer/fall/winter moving to IDP and Annexation - Anticipate report to MGB June 2017 - On target	RESPONSIBILITY		
	Council	CAO	Planning Dept
Develop a clear vision of direction for land expansion - complete	✓	✓	✓
Prepare as a budget item by 2016 - complete	✓	✓	
Communication with Red Deer County about land growth - complete	✓		
Review and analyze Penhold's current growth rate(s) during committee meetings - complete	✓	✓	
<b>ACQUIRE A SUSTAINABLE WATER SOURCE</b>	RESPONSIBILITY		
	Council	CAO	Commission
<b>ACTIONS AND MEASUREABLE ACCOMPLISHMENTS</b>			
Water Reservoir (2018) <ul style="list-style-type: none"> <li>- summer/fall/winter 2016 detail design</li> <li>- tendering March 2017; construction to begin May 2017 with completion in Fall 2018</li> </ul>		✓	
✓ Seek and obtain funding 2015 - complete		✓	

✓ Create partnerships 2016 - complete ✓	✓		
✓ Establish location 2016 - complete	✓		
✓ Built 2017/18			
Water Source (2020)			
✓ Decide on plan of action (regional vs well) early 2016 - ongoing	✓		
✓ Educate public 2016 – October 22, 2016 Breakfast with Council presentation	✓		
✓ Obtain funding 2017 – Build Canada funding 1/3's - based on expenditures			✓
✓ Establish infrastructure plan / needs 2018 - Inventory study occurring in 2017			✓
<b>CREATE SAFE COMMUNITIES</b>	<b>RESPONSIBILITY</b>		
	Council	CAO	NAC
Research options for policing (Municipal Police or RCMP): - Future focus at population of 4,500 - pending	✓		✓
Organize community connections events e.g. Block Parties, Fall Festival: - Currently happening 2016 - ongoing	✓		
Community by Design not by default (Build into planning documents): - Programs in community 2016 - Front porch building concepts in planning documents - Will be addressed in the Land Use Bylaw upgrade; Fall 2017/2018	✓		
Consultation with public, "What does your ideal neighborhood look like?" - Council host BBQ's and breakfast - 3 in 2016 - Open houses - 2 in 2016 - Possible review of Active Transportation Plan for prioritizing for future build out	✓		
Work with MLAs on regional issues	✓		

<ul style="list-style-type: none"> <li>- Discussion items: Regional water, MSI status, recreational funding, social programming - invite to workshops</li> <li>- ongoing</li> </ul>			
<p>Work with AUMA and Regional Partners on resolutions e.g. Solicitor General policing:</p> <ul style="list-style-type: none"> <li>- Met with MLAs</li> <li>- Water</li> <li>- Recreation</li> <li>- MSI</li> <li>- Social Programs</li> <li>- Ongoing</li> </ul>	✓		
<p>Work with Regional Partners e.g. Red Deer County Rural Crime Consultation</p> <ul style="list-style-type: none"> <li>- Complete</li> </ul>	✓		

PLAN INFRASTRUCTURE	RESPONSIBILITY	
	Council	CAO Admin Town
<b>ACTIONS AND MEASURABLE ACCOMPLISHMENTS</b>		
<p>Familiarize / update Council with Infrastructure Study Plan by 2016</p> <ul style="list-style-type: none"> <li>- Aug 2016 Reviewed study at Council Workshop</li> <li>- 2017 update Infrastructure Plan</li> </ul>	✓	✓
<p>Update an Asset Management Plan that includes structures and equipment for all departments by 2017</p> <ul style="list-style-type: none"> <li>- Discussed further in Budget deliberations 2016</li> <li>- Completed; further enhancement occurring</li> </ul>		✓
<p>Review/Create a level of service policies e.g. snow removal in 2016:</p> <ul style="list-style-type: none"> <li>- Service versus Taxes</li> <li>- Water concerns focus at October Breakfast</li> <li>- CPOs Areas</li> <li>- Ongoing discussions; clarity required</li> </ul>	✓	✓
Develop a policy for marketing and/or incentives for	✓	✓

industrial growth by October 2016 - Economic Development Committee in consultation with CAEP		
<b>FOSTER COMMUNITY</b>	<b>RESPONSIBILITY</b>	
	Council	CAO Admin Town
Organize community consultation (rec and social programming): - Happening with CSAB and Programming personnel - Complete and ongoing	✓	✓
Gather community info and organize the info	✓	✓
Revisit stakeholders for approval: - BBQ with Council - Breakfast with Council - ongoing	✓	✓

<b>LOOKING AHEAD</b>	<b>RESPONSIBILITY</b>	
	Council	CAO Admin Town
Ongoing big rock discussions - Identify on agenda for workshop discussions - ongoing	✓	✓
Monitoring government directives - ongoing	✓	✓
Connecting with surrounding municipalities - ongoing	✓	✓
Organize community consultation (recreational and social programming) - ongoing	✓	✓
Connecting with MPs and MLAs: - Meet with Earl Dreesen fall/winter - ongoing	✓	✓
Secure funding - ongoing	✓	✓

## IDENTIFYING THE RISKS

**Risk management** is by nature, proactive, and encompasses all management-directed activities aimed at accomplishing optimum results in a professional manner. A risk is comprised of:

- a definable event,
- the probability of that event occurring; and
- the consequences of such an occurrence.

The **types of risk** that municipal governments such as Penhold are faced with that can cause economic loss include:

- legal liability to others.,
- property loss through disaster, theft, etc.,
- extra expense (e.g. to replace equipment or to re-establish service),
- loss of revenue,
- human resources loss; and
- crime and fidelity loss.

Other **risks identified by Council**, as somewhat possible, included environmental considerations and political influences. The last step in risk management, of course, is monitoring the risks. A regular risk analysis will be useful to Council in determining the opportunities and challenges of Penhold.

## MANAGING THE ISSUES

An **Issue** is:

- A gap between public expectations and organizational action.
- A disagreement over facts and more importantly, values.
- A problem with the likelihood to affect public policy development or business unit procedures.

**Issues Management** is:

- Identifying emerging trends, concerns or issues likely to affect an organization in the next few years.
- Developing a wider and more positive range of responses toward the future.

**Examples of issues** that may impact a municipality include video lottery terminals (values conflict), environmental issues (such as water and sewer) and infrastructure funding criteria and guidelines (may not match population growth).

When posed with the question “What issues can you think of for Penhold?”, two issues were raised for discussion; shovel ready projects, and Seniors Housing.

Shovel ready is a political term used to describe construction projects (usually larger-scale infrastructure) where planning and engineering is advanced enough that, given sufficient funding, construction can begin within a very short time.

At the Alberta Urban Municipalities Association Annual Convention recently, municipalities heard from the provincial government that they are “looking carefully for useful, well thought-out, shovel ready initiatives that make sense to green light this fall.”

The term is generally used in reference to projects which are candidates for economic stimulus spending: money put into a shovel ready project will have a more immediate impact on the economy than money spent on a project in which a great deal of time must elapse for architecture, zoning, legal considerations or other such factors before labor can be deployed on it.

When posed with the question, “What recommendations do you have for moving forward with these and other emerging issues?” Council committed to:

- Being better at looking ahead
- Being willing to be flexible and move quickly
- Being open to exploring new opportunities
- Being ears and eyes for the municipality
- Exploring the issue of seniors housing for Penhold including an analysis of private vs low income, and discussing this with MLAs

## BEST POSSIBLE OUTCOMES

A discussion about worst and best possible outcomes is helpful for framing this strategic plan and efforts Council may already have invested. It enables the formation of a mental picture of the full extent of possible future outcomes for the community. What this does is helps acknowledge misgivings, fears, and doubts yet reinforces the movement away from the worst possible outcome toward the best possible outcome.

Worst outcomes are feared future outcomes, often based on past experience, with a presently experienced emotion and physical reaction. *When people believe them, they affect their perceptions, beliefs, values, and strategies. They tend to be self-fulfilling prophecies when strongly held.*

Worst possible outcomes of this plan:

- Funds dry up
- Growth stops
- “Others” are not willing
- No interest from community in the plan
- Nothing happens (we don’t do anything)
- Unexpected disasters
- Hostile takeovers
- Contaminated wells – poor water
- Lack of confidence for Council from residents
- Creates expectation that things get done yesterday
- No succession planning for upper management
- CAVES and NIMBYS (citizens against virtually everything)
- Return of “sign man”
- Not shovel ready
- MLA not in Government

Best possible outcomes are hoped for future outcomes, sometimes not previously experienced, but intensely imagined, with a presently experienced emotion and physical response. *When people believe them, they affect their perceptions, beliefs, values, and strategies. They tend to be self-fulfilling prophecies when strongly held.*

- Increased funding
- Growth continues
- Community involvement
- Large industrial development complex
- Regional agreements
- No opposition from Red Deer County for annexation
- Strong partnerships with surrounding community
- Philanthropist donates to skate park
- Increased donations
- Buy in by all parties

In order to foster the best possible outcomes of this strategic plan, participants developed a collective of consensus statements that reinforce the actions and behaviours necessary to carry out the plan:

- Have focused dialogue with partners and finding common ground
- Become leaders with our partners e.g. water reservoir and what we have to offer
- Ask for funding if we want more funding
- Have a revised and focused marketing plan during tough economic times so growth doesn’t stop
- Liaise with government
- Foster a safer community, be proactive e.g. block parties
- Provide incentives for all types of development which leads to long lasting partnerships

- Plan for success (be a 10) and strive for excellence
- Be co-developers
- Keep a “regional” focus

## IMPLEMENTATION PLAN

A plan is just a group of ideas on paper until there is a commitment to act. At completion of the planning exercise, Council committed to the following set of actions to begin, or continue in some instances, to mobilize Growing our Community 2016.

- Finalize document
- Present to admin team
- Strategic plan becomes planning document for staff and Council
- Show tie-back to plan as we move forward
- Review every quarter for progress
- Celebrate successes
- Identify funds through budget deliberations to make sure we move plan forward
- Review and identify priorities
- Dialogue with community about the plan / priorities

## APPENDIX

### The Big Rocks of Life

- Dr. Stephen Covey, First Things First

One day this expert was speaking to a group of business students and, to drive home a point, used an illustration I'm sure those students will never forget. After I share it with you, you'll never forget it either.

As this man stood in front of the group of high-powered over-achievers he said, "Okay, time for a quiz." Then he pulled out a one-gallon, wide-mouthed mason jar and set it on a table in front of him. Then he produced about a dozen fist-sized rocks and carefully placed them, one at a time, into the jar.

When the jar was filled to the top and no more rocks would fit inside, he asked, "Is this jar full?" Everyone in the class said, "Yes." Then he said, "Really?" He reached under the table and pulled out a bucket of gravel. Then he dumped some gravel in and shook the jar causing pieces of gravel to work themselves down into the spaces between the big rocks.

Then he smiled and asked the group once more, "Is the jar full?" By this time the class was onto him. "Probably not," one of them answered. "Good!" he replied. And he reached under the table and brought out a bucket of sand. He started dumping the sand in and it went into all the spaces left between the rocks and the gravel. Once more he asked the question, "Is this jar full?"

"No!" the class shouted. Once again he said, "Good!" Then he grabbed a pitcher of water and began to pour it in until the jar was filled to the brim. Then he looked up at the class and asked, "What is the point of this illustration?"

One eager beaver raised his hand and said, "The point is, no matter how full your schedule is, if you try really hard, you can always fit some more things into it!"

"No," the speaker replied, "that's not the point. The truth this illustration teaches us is: If you don't put the big rocks in first, you'll never get them in at all."

**What are the big rocks in your life? A project that you want to accomplish? Time with your loved ones? Your faith, your education, your finances? A cause? Teaching or mentoring others? Remember to put these Big Rocks in first or you'll never get them in at all.**

## Roles and Responsibilities of Officials in A Local Government

### Council roles and responsibilities

The council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. The Municipal Government Act provides that councils can only exercise the powers of the municipal corporation in the proper form, either by **bylaw or resolution**.

The councillor's job is to work with other council members to set the overall direction of the municipality through their role as a policy maker. The policies that council sets are the guidelines for administration to follow as it does the job of running a municipality. A councillor will spend a lot of time while on council creating new policies and programs or reviewing the current ones to make sure they are working as they should.

### The Councillors

Under the Municipal Government Act, councillors have the following duties:

- To consider the welfare and interests of the municipality as a whole and, to bring to council's attention anything that would promote the welfare or interests of the municipality
- To participate generally in developing and evaluating the policies and programs of the municipality
- To participate in council meetings and council committee meetings and meetings of other bodies to which they are appointed by the council
- To obtain information about the operation or administration of the municipality from the chief administrative officer
- To keep in confidence matters discussed in private at a council committee meeting until discussed at a meeting held in public
- To perform any other duty or function imposed on councillors by this or any other enactment or by the council.

### The Chief Elected Official (CEO): Mayor, Reeve or I.D. Chairperson

The CEO, in addition to performing a councillor's duties, must preside when attending a council meeting, unless a bylaw provides otherwise. The CEO must also perform any other duty imposed under the MGA or any other enactment. In practice, the CEO is also generally the main spokesperson for the municipality, unless that duty is delegated to another councillor. The title CEO may be changed to one that council feels is appropriate to the office, such as mayor, reeve, or I.D. chairperson.

The CEO of a city or town is elected by a vote of a municipality's electors, unless the council passes a bylaw requiring council to appoint the CEO from among the councillors. In a village, summer village, or municipal district, council appoints the CEO from among the councillors unless it passes a bylaw providing that the official is to be elected by a vote of the municipality's electors. The CEO role includes:

- Chairperson of council
- Consensus seeker amongst members of council

- Liaison with senior staff
- Advisor to council
- Ex officio member on various boards and committees
- Key representative with regard to ceremonial responsibilities
- Liaison with other levels of government
- Advice with regard to policy development

A deputy CEO will assume this role if the CEO is not available.

### **Chief Administrative Officer (CAO)**

Every council must establish, by bylaw, a position of CAO. The council may give the position an appropriate title, such as Town Manager or Administrator. The CAO is the administrative head of the municipality. The CAO's responsibilities include ensuring that the municipality's policies and programs are implemented, advising and informing the council on the operation of the municipality, performing other duties assigned by the council, and ensuring appropriate staffing is in place.

Staying out of the day-to-day operation of the municipality allows councillors to concentrate on policy making and program monitoring. Councillors should work with the CAO to keep informed on what the municipality is doing and will depend on the administration to provide information so that they can make sound decisions.

A performance appraisal system for the CAO is a key building block for a lasting and positive relationship between council and the CAO. Section 205.1 of the Municipal Government Act states that a council must provide the CAO with an annual written performance evaluation.

### **Designated Officers**

A CAO may delegate any of his or her powers, duties, or functions to a designated officer or to another employee. Designated officer positions are established by bylaw and are subject to the CAO's supervision, unless otherwise provided by bylaw. A designated officer may also further delegate to an employee of the municipality any of those powers, duties, or functions.

[http://www.municipalaffairs.alberta.ca/am\\_roles\\_and\\_responsibilities\\_of\\_officials\\_in\\_a\\_local\\_government](http://www.municipalaffairs.alberta.ca/am_roles_and_responsibilities_of_officials_in_a_local_government)

## Hopes and Desires

New Seniors Lodge	More police/peace officer presence
Connector Trails	RCMP
More recreation facilities	Continued successes
Safe community	Development (commercial, industrial)
Hotel in town	Lower taxes
Self sufficient (not a bedroom community)	Inclusive community
Regional H2O	Land by multiplex developed
Respectful discourse	Traffic lights on 2A
Water line (commission) or new well	Strong partnerships
Walkable community (trails)	Team (Council, admin, community)
Family activities	Long lasting infrastructure
Balanced caring community	Informed
Strong positive growth	Industrial/Commercial Development
Long term water	Tourism (visitors stay)
More retail stores in five years	Welcoming community
Regional partners (transit)	New shop for public works
Strong healthy community	Complete area around multiplex
Annex toward Hwy 2	Collaborative community organizations