

Alberta Municipal Affairs Inspection - Follow-up Action

Denotes Key Recommendations		Final Conclusion					
Recommendations		Comments		Action		Expected Completion	Assigned Responsibility
Governance							
1	Council meets as a group to talk about the issues contributing to the degradation of the relationship between the single Councillor and the rest of Council. Particularly, focus on open and honest discussion about each Councillor's perspective on the issues.	Present issues create an uncomfortable atmosphere during meetings		Mayor and Council meet in a round table format to discuss	Prior to end of term	Mayor and Council	
2	The Municipality includes an annual refresher for Councillors focused on use of media, particularly running ads in the local paper.	Media training is beneficial		Media training will be provided on an annual basis in conjunction with other training needs	fall of each year	CAO	
3	The CAO develop a guide, with timelines, for Councillors to use for submitting agenda item requests to the CAO. The guide should also include the steps required to add agenda items to the agenda at the beginning of the Council meeting.	A procedure will improve process		Procedure will include written requests submitted by the end of day one week prior to Council meeting. Requests will include justification and will be included in the agenda review the following day. Councillor's name will be included along with item placed on the agenda	Nov. 30th, 2013	Mayor and Council/CAO	
4	The CAO include a conflict resolution session in the orientation provided to Councillors. The purpose of the session is to provide Councillors with the tools to deal with conflicts within Council, with administration and with the public.	Orientation session has been organized following election		CAO will determine if conflict resolution is part of the orientation and if not seek training for Council	Dec. 31st, 2013	CAO	
5	The CAO include Council's roles and responsibilities as they relate to municipal staff in the orientation provided to Councillors and review the roles and responsibilities of Council with Councillors on an annual basis.	This has been done in the past at commencement of term		Council Orientation will include roles and responsibilities relating to staff. CAO will monitor the need for additional reviews throughout term	Dec. 31st, 2013	CAO	

Alberta Municipal Affairs Inspection - Follow-up Action

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6	The CAO develop and communicate a formal procedure for the organization highlighting what staff need to do if they are receiving direction from Councillors.	Current Council has worked very well in this regard	Administration will develop a procedure and fortify process during quarterly staff meetings	Immediate	Administration
7	In the strategic plan, reframe the column that identifies Council's responsibility to "assigned responsibility". The responsible party in this column becomes Council, a named position, or a named department. This allows a link between the strategic plan and operational plan for departments and provides for clear directions to management from Council.		Strategic plan table will be modified to clearly identify the assigned responsibility	Oct. 31st , 2013	CAO
8	The organization develops a resident communication that clearly identifies the costs associated with the strategic plan versus the costs for the day to day operations. This type of report provides greater clarity to residents as to what are the costs to provide the current level of services in the Municipality and the impact of Council's vision of the future.	Budget process identifies those programs/projects that relate to Strategic Plan	Newsletter editions will hi-lite budget area in a simple and condensed format. This will assist in communicating to the public those costs associated with outcomes from the Strategic Plan.	Focus during Budget process and also throughout year	Administration
9	The CAO and Council review the use of Governance and Priorities Committee meetings and administrative meetings to ensure that they are being used in the most effective and efficient manner.	Discussion on these subjects have been discussed over the course of the past year	CAO and Council will review the GPC meetings and CAO Briefing meetings after the election to determine if changes are warranted. Consideration will be given to have Deputy Mayor chair GPC Meetings	Dec. 31st, 2013	Council/CAO
10	Administration conduct greater research into consultant recommendations related to a new area of business when Council is making decisions that are heavily reliant upon a consultant's recommendation about a new area of business for the Municipality.	This recommendation is a result of acceptance of information from Consultant relative to enforcement revenue	Administration will follow up with additional research on major recommendations and/or activities of Consultants working for the Municipality	Immediate	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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11	The mayor discontinues his practice of responding to other Councillor's comments during Council meetings.	Re-phrasing, interjecting, and clarification has been carried out with good intentions.	Mayor has agreed this practice will cease	Immediate	Mayor
12	The Councillors focus on asking questions for clarification of information presented by administration rather than engaging in argument/comment/deliberation on an issue without a motion	This activity has been occurring on a more frequent basis	CAO and Council will strive to discontinue this practice and only ask questions before the motion, then debate and discuss after the motion.	Immediate	Council/CAO
13	Council and CAO review the practice of putting delegations in the Governance and Priorities Committee meetings rather than including them in the Council meetings. The CAO develop a resident's guide providing direction as to how the residents can become a delegate and provide the guide on the website and provide paper copies at the municipal office.	Delegations predominantly are scheduled for GPC Meetings except in emergent situations when they are invited to present to Council Meetings	Procedural bylaw re-write has been completed. A procedure will be drafted up and provided to anyone or any group wanting to appear at GPC. The procedure will also be posted on the Municipal Website	Oct. 31st , 2013	Administration
14	Administration refrains from posting unofficial minutes on the municipal website. All minutes must be adopted by Council before posting.	This practice was viewed as providing improved communication and was well received. Minutes were labeled as "unapproved"	Posting of unofficial minutes has ceased and will be replaced by one page summary update with highlights	Oct. 31st , 2013	CAO
15	Administration discontinues the practice of recording votes on motions as unanimously carried or carried. All motions should be recorded as carried or defeated.	This has been a practice during the meetings where minutes remain to include "unanimous"	Change of process will be implemented immediately	Immediate	CAO
16	Recording of notes and comments within the meeting minutes be discontinued.	This has been the practise in the past.	Change of process will be implemented immediately	Immediate	CAO
17	All direction provided to the CAO be provided through motion rather than through comments from Councillors during Council meetings.	This has been the practise in the past.	Change of process will be implemented immediately	Immediate	CAO

Alberta Municipal Affairs Inspection - Follow-up Action

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18	The CAO review the motion tracking system and ensure that all motions are either withdrawn or a vote is held on the motion.		Change of process will be implemented immediately	Immediate	CAO
19	Administration review and take a proactive role in its communication around bylaws with a focus on increasing participation and communication with residents/businesses most likely to be impacted by new bylaws.	The Policy Committee currently invites outside agencies and individuals input by invitation to assist with review of Policies and Bylaws that are considered high profile	The current practice will continue and as well a procedure will be introduced whereas changes to bylaws and policies will be posted on the website, the newsletter, and other areas of opportunity	Immediate	Immediate
20	Review the bylaws provided on the website and remove all bylaws that have been repealed. In the case where there are multiple amendments determine if there is a need to amalgamate the amendments into one bylaw.		This action has been completed	20-Sep-13	CAO
21	Administration and Council review the use of the Governance and Priorities Committee meeting with a focus on increasing transparency.	Meetings are open to public and transparency exists	Action as per item 9		
22	When conducting the CAO's performance review, Council consider identifying direct links to the strategic plan and annual objectives for accomplishing the plan, identify clear links between the job description, evaluation criteria and strategic plan, provide timely comments and develop a future plan highlighting the goals and objectives for the following year including a timeline for follow up	Council has utilized different formats over the past term	Council in the future will utilize a performance review format to capture items identified.	Mid 2014	Mayor/Council
23	When Councillors have a pecuniary interest they clearly state, for the record, what the conflict is rather than only stating that they have a pecuniary interest.	Council members have declared pecuniary interest when required, however have not disclosed the reason	Change of process will be implemented immediately	Immediate	CAO

Alberta Municipal Affairs Inspection - Follow-up Action

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Administration					
Communication - Internal					
24	The Director of Planning, Engineering and Operations develop a communication plan for staff that clearly outlines a coffee break policy. The Director should include the Manager of Operations, union representatives and operations staff in the development of this policy.	Policy in this matter is required as issues have existed in this regard over a long period of time. Break times are outlined in Collective agreement	A policy will be developed as per Collective Agreement and will include all staff	Oct. 31st , 2013	Administration
25	Management holds regular meetings with their staff to discuss Council direction as well as to gather feedback from staff about the work environment. It will be critical to provide staff with an understanding of how their input will be used and how decisions about their input will be communicated back to them.	Management team meetings have been sporadic due too workload, summer holiday schedule, etc.	Management Team Meetings will be resumed on a weekly schedule with attendance of Administration and management staff mandatory. This action aligns with Workplace Assessment.	Immediate	CAO
26	The CAO hold a regular meeting (anywhere from monthly to quarterly) with all staff to discuss Council direction, issues/concerns identified from the last meeting and gather feedback from staff about issues/concerns they are having. As with the management meetings it will be critical to provide staff with an understanding of how their input will be used and how decisions about their input will be communicated back to them.	Meetings were held on a regular basis	CAO will schedule quarterly meeting for all staff to provide information and gather feedback with the objective of improving communication. Meeting minutes will be posted on all bulletin boards. Post Council meetings will also take place.	Immediate	CAO

Alberta Municipal Affairs Inspection - Follow-up Action

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27	Management create and adhere to a communication plan on such organizational aspects as policy changes, bylaw changes, re-organizational efforts, Council decisions or direction for the organization, and organizational priorities. The communication plan should include an overview of the issue/project/etc., key messages, key impacts on employees or the organization, as well as the responsible individuals in terms of questions/answers, communication sessions, and follow through of activities. It is advisable that there are manager or employee briefing documents that are created to support the communication plan.	It is understood that ongoing processes and changes do not reach all employees and it may be difficult for them to access the information in a timely manner.	A Communication Plan process will be developed to increase communication and opportunities for employees to be appraised of changes relative to those items identified in the review	January 31st, 2013	Administration
28	Continue to partner with CUPE, Local 812 in joint management-union meetings. Develop a proactive interest-based relationship. Consider bringing in a neutral outside source with expertise in this area to assist in the continued development of this relationship.	Both Management and Union recognize the need to take a positive, pro-active approach to the Joint Union/Management meetings	Positive change in attitude and conduct is expected to take place immediately	Immediate	Adm./Union
29	Address the change management issues of recruitment and seniority versus qualifications within the joint labor-management meetings. Third party assistance may be required to facilitate the discussion and resolution with both parties. The objective will be to reduce the concerns employees have relative to management's practices.	This has been a long standing issue and continues to be an ongoing topic of discussion	Administration will continue to address this issue and will consider third party assistance if progress cannot be achieved	Undetermined	Adm./Union
30	Memos or emails indicating changes to employee records (pay, vacation, jobs, etc.) are addressed with the single employee impacted and filed in the single employee record. Where multiple employees are listed, ensure that non-relevant information is blacked out or removed from the documentation prior to filing in an employee file		recommendations will be implemented	Immediate	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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31	Develop and post a monthly or quarterly report indicating the status (not personal details of those applied) of an active recruitment competition. Place in an area or on the intranet where staff can access.		recommendations will be implemented	Jan. 31st, 2013	Administration
32	Conduct exit interviews with those that are departing the employment of the Municipality. Determine where there are gaps in the organization – managers, employment practices, culture, etc. Develop a plan to address the top three or four concerns, including timelines and responsible parties.		recommendations will be implemented	Immediate	Administration
33	Develop and link the strategic and tactical priorities of the organization with the staff that are within each department. Where there are concerns within the organization, address these through a communication document, such as a frequently asked question document and/or key messages briefing that can be shared with managers and discussed with employees where there are concerns. The objective is to address the optical concerns by employees and to demonstrate openness and to build trust within the organization		recommendations will be implemented	Immediate	Administration
34	The CAO and management develop a communication strategy for communicating with the public and internally to staff that focuses on not only creating awareness but understanding of the direction and anticipated outcomes of the changes in the Municipality.	Some initiatives have been incorporated this year to improve communication especially externally including the newsletter, Mayors radio address, new website and CAO report.	Emphasis on internal communication as identified in the Workplace Assessment is needed and will be implemented as well as continuing to improve external communications. Specific actions will be communicated in the future	Dec. 31st, 2103	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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35	The CAO develop a strategy and implement the strategy to address the communication gaps with staff identified within the report.		Communications will be strengthened through regularly scheduled management meetings, staff meetings (all), departmental meetings and joint Union/Management meetings as well as other opportunities that will be further investigated	Immediate Adm./Union
36	The Municipality begins to address the morale and relationship issues within the organization, particularly the union, by conducting regular meetings with union representatives and leadership to discuss issues	Quarterly Joint Union/Management meetings have taken place in 2013	Scheduled meetings will continue into the future with efforts toward improving relations and actioning items identified in recent studies	October 31st, 2013 CAO/Adm./Union
Communication - External				
37	The Municipality continues to communicate the workload, types of infractions and monetary impact of the Community Peace Officer program to residents and the public to address the perception of the program.	Reports are provided to Council and public on a monthly basis	Monthly reports will be provided through an improved format indicating revenues attributable to various areas	Nov. 30th, 2013 Administration
38	The Municipality develops a thorough explanation of its roles and responsibilities as they relate to property tax, the components that are included in property taxes (education mill rate and senior's contribution) and provide the explanation to residents on their website and through appropriate media.	Great efforts were made to provide clarity in explaining the components of property tax utilizing reports, newsletter, newspaper and website	Continued efforts will be made exploring all opportunities available	Dec. 31st, 2013 Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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39	The Municipality provides regular updates of the overall cost of the fire and rescue services. The update should include work volume and variance report versus budget in order to re-establish trust within the community.	Budget information on Fire and Rescue Services are provided through quarterly budget reports. Call volumes and activities are provided monthly	Administration will continue to provide information relative the Fire & Rescue Services internally and to the public	Sep. 30th, 2013	Administration
40	The Municipality provides the fire underwriters report to the community along with an explanation of the impact to fire insurance.		Posted to the website, Facebook and newsletter	Sep. 30th, 2013	Administration
41	The Municipality provides a clear explanation (excluding information protected by FOIPP), over and above Council meeting notes, to residents of the events and timeline leading to the cancellation of the contract with Medican and the intended next steps to continue to demolish the old hospital and develop the land.		Municipal Newsletter will be utilized to communicate the processes and activities to date and development plans for the parcel as development moves forward.	November 15th, 2013	CAO
42	The Municipality provides regular updates to residents on the project and its anticipated completion.		recommendations will be implemented	Immediate	Administration
Workshops/Training/Meetings					
43	The Municipality includes a focus on conflict resolution and how to deal with conflict as part of the standard training for all management staff.		Training Workshop on conflict resolution will be scheduled once the new Dir. Of PCS is in place.	Dec. 31st 2013	CAO/Human Resource Adm.

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44	Develop manager workshops or sessions where management practices are discussed for consistent application and/or learning's. Include in this the application of policies, such as training and development and discipline.	Administrative team meetings are planned on a weekly basis with the opportunity for agenda items to be put forward by Management and Administrative personnel.	The inclusion of more formal workshops including an emphasis on matters such as policy, training, discipline and other mutual areas of concern will be scheduled on a quarterly basis. The assistance of outside resources may be considered if required.	Dec. 31st, 2013	CAO
45	Establish additional workshops for staff and management on issues related to harassment, code of conduct, respectful workplace, and discipline respecting violations. Work with the union on this in a joint manner		Preliminary discussions have taken place regarding the need for additional workshops. Once need is established Administration will seek suitable training and determine scheduling	Jan.31st 2014	Adm./Union
Staffing					
46	The Municipality hires a part-time or full-time senior human resources person to take over all of the human resources roles other than the financial and accounting roles associated with human resources such as payroll, benefits, etc.	Both the Municipal Inspection report and the Employee Evaluation identify the priority to hire an HR Administrator	Job Description and posting has taken place with candidate interviews completed and presently awaiting Council approval to amend Corporate structure	Nov. 30th , 2013	CAO
47	Assign the classification process, including the three year review, to the newly hired senior human resources professional. Develop a communication plan for the employees and the managers impacted.	A job classification policy and procedure presently exists and meets the needs	More review and consideration will be put forward regarding this recommendation	January 31st, 2013	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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48	The CAO conducts quarterly coaching discussions with Director of Finance and Corporate Services, based on observations and the 360 degree feedback. These coaching sessions would be intended to strengthen the people management capabilities of Director of Finance and Corporate Services.		Implementation of activities to foster change management in areas identified as well as quarterly reviews of progress will be actioned.	Commence prior to Nov. 30th and then on quarterly basis	CAO
49	The Municipality refrains from officially hiring any new employee until the results of their pre-employment testing is available.		This directive has been implemented	completed	CAO
50	Conduct management appraisals for coaching, training, and development purposes primarily. These appraisals would be supported by a 360 degree survey to staff, supervisor, and colleagues. The CAO would develop a training and development plan for each of the reporting managers that address the areas of improvement noted; this would not be linked to salary decisions.	The CAO undertakes performance appraisals for Administrative staff. Administrative staff are responsible to provide appraisals for their Managers. There are numerous variations of evaluation processes utilized in the Municipal sector.	A review of processes will be undertaken to determine a suitable format that will provide optimum results	Jan. 31st, 2013	Administration
51	Engage a third party to develop and conduct an employee survey that covers topics such as employee engagement, employee satisfaction, and employee-manager working relationships. Choose the top three to four key areas to develop an action plan and communicate to employees.		This process has been undertaken through the recently completed Workplace Assessment Report	Follow up response on recommendations - Oct. 31st , 2013	CAO
52	Work jointly with CUPE, Local 812 to develop a performance plan where clear expectations are laid out to the public works employee connected to alleged breaches of confidentiality, specifically on any perceived or real transgressions in information being passed along to anyone not authorized to have this information, including any progressive discipline that is to be applied.	It is recognized that there may be breaches of confidentiality violations by numerous staff members within the organization.	A workshop will be included for all staff identifying the areas of concern and consequences for breach	Dec. 31st, 2013	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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Recommendations		Comments	Action	Expected Completion	Assigned Responsibility
53	Develop a policy and process addressing the rules of conduct when family members, relations, or friends work within the Municipality.		A review of the code of conduct to ensure that strong enough language exists to address the situation	Dec. 31st, 2013	Administration
54	Develop an overall human resources or people strategy that supports the Municipality's organizational strategy.		This strategy will be jointly developed by the HR Administrator and Administration	March 31st, 2014	Administration
55	Develop a policy and process for non-union salary adjustments, including how the performance of an employee is connected to or influenced by the performance assessments (meeting of the goals, objectives, and behaviors).		This process will be included in the determined process options relative to performance evaluations/appraisals	Jan. 31st, 2013	Administration
56	Determine the pay philosophy and overall labor relations philosophy and approach.		This activity will require further research and consideration	May 30th, 2014	CAO
57	Examine the use of overtime within the Municipality. Consider the number of staff, time off requests (vacation), vacancies, service levels, and projects undertaken. Develop a workforce plan that addresses the capacity of the organization. Discuss with Council where there are needs to adjust workload, service level, or staffing levels.	The organization is impacted by long service employees vacation allocations, earned time off for overtime and other factors that leave the Municipality in an understaffed situation. This greatly impacts the ability for the Municipality to undertake projects and meet program requirements	This activity will require significant review and consideration. The Human Resources position will assist Administration in identifying suitable action options to be considered	May 30th, 2014	Administration
58	Remove recruitment documentation from employee records. Establish filing systems for the recruitment of positions. Adhere to Alberta's Freedom of Information and Protection of Privacy Act regarding records maintained and destroyed.		recommendations will be implemented	Immediate	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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59	For non-union employees, conduct, at a minimum, annual performance reviews. Include the finalized documentation and any communication to the employee in the employee file.	Performance reviews are currently carried out annually	This process will continue	Ongoing	CAO
60	For unionized employees, work with CUPE, Local 812 in the development of a full or partial performance or development review. Taking the longer horizon view, consider identifying the skills and competencies required to support the organization, determining the gap for individual employees for both at the job level and potential succession planning.	This action has been a topic of discussion in the past and is agreeable to both Administration and the Union with specific expectations	Implementation will be finalized through Joint Union/Management meeting discussions	March 31st, 2014	Adm./Union
61	Ensure titling consistency with job descriptions, union collective agreements, and organizational charts.		Various documents will be reviewed and changes made to ensure consistency	Dec. 31st, 2013	Administration
62	Ensure format consistency for all job descriptions. Consider the organization of key duties into three to five key areas, with approximate percentages of time associated with each (totaling 100 percent), and the key supporting activities under each. Where there are multiple focus roles, ensure that descriptions are developed and aligned within the compensation system. Where there is job knowledge, skills, or experiences stated on a job description and/or advertisement/posting, utilize the differentiators of "asset" (nice-to-have) and required (absolute minimum to hire).	Updating of Job Descriptions remains an outstanding project	This function will be a priority for the HR Administrator once the position is in place	March 31st, 2014	Administration
63	Conduct staff and management surveys and/or interviews for those directly impacted by the Equipment Operator Training policy. Determine the underlying causes of the dissatisfaction and gaps. Develop a plan to address the gaps.		A workshop will be scheduled for all Operations staff to review the Train the Trainer program with follow up at subsequent meetings to resolve any remaining issues.	Nov. 30th , 2013	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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64	The Municipality develops a workforce plan that addresses the skills required and the skills gaps in the organization. The plan should also include the considerations for turnover that is anticipated and to identify the key positions that could be at risk if turnover occurs, including the internal succession plans and/or external recruitment that may need to be considered		This strategy aligns and will be carried out in conjunction with action item #47 and will be jointly developed by the HR Administrator and Administration	March 31st, 2014	Administration
65	To address the concerns employees have on the rift between employees and managers and where managers do not reside in the community, develop team activities that address team building, trust, and communication.		A Wellness Committee will be struck to develop and recommend initiatives to promote health within the organization including that of team activities	Jan 31st, 2014	Adm./Union
66	The Municipality review all of the information gathered about the firing of the Blairmore Fire Chief and document the incident and develop a lessons learned section to be used when similar types of issues occur.		recommendations will be implemented	Nov. 30th, 2013	Administration
Development/Agreements					
67	The Municipality identifies and reviews all lease agreements that are currently held with the Municipality in order to understand the current lease agreements held by the Municipality and the risks and obligations related to the lease agreements.		recommendations will be implemented	Immediate	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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68	The Municipality either establishes a lease agreement with the SPCA to work as a pound or explores other options for animal control.	The Municipality has expended significant effort in working with the Society on an agreement	Municipality will resume efforts to complete the agreement process. Should efforts fail Request for Proposals will be entertained for operation of the facility	Nov. 30th , 2013	Administration
69	The Municipality develops a plan to deal with the developer of Crowsnest Mountain Resort and determine what the Municipality should do to address the issues in regards to residents who bought land in the development.	This process is a legacy issue and the Municipality continues to work towards conclusion of the matter through legal processes	Proper processes are being followed and will continue to an eventual outcome	undetermined	Administration
70	The Municipality ensures that all new development agreements meet or exceed current standards for these types of agreements within Alberta.	Current development agreement processes meet current standards and better protect the Municipality from situations faced in the past	Administration will continue to ensure that proper development processes are adhered to	completed	Administration
71	The Municipality addresses the road maintenance issue by meeting with the landowner and establishing a procedure for road maintenance.	An agreement exists for the maintenance of the road accessing Municipal infrastructure	The Municipality will meet with the landowner to review the agreement and discuss current issues and determine a go forward plan.	October 31st, 2013	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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72	The Municipality finds the pipeline easement agreement made with the landowner, review the agreement and address any gaps in the agreement.	An agreement is in place for the pipeline easement	The Municipality will meet with the landowner to review the agreement and discuss current issues and determine a go forward plan.	October 31st, 2013	Administration
73	The Municipality develops a strategy for addressing the flooding issues on the landowners land, provide the strategy to the landowner (including a timeline for completion) and bring closure to the issue once addressed.	The Municipality has been working on options relative to the drainage system for the area in question	Engineering assessments have been completed for the Municipality's review and consideration	May 31st, 2014	Administration
Organizational Direction					
74	The CAO and Director of Protective and Community Services, in collaboration with Council, develop a strategy for addressing legacy issues related to bylaws such as the issue described in the bylaw section of the report (page 43).	The policy committee has dedicated much effort towards amendment/development of new bylaws and policies	A plan will be developed to increase involvement and better communicate to the public relative to development and/or amendment of bylaws. The new website will include improvements relative to the posting of bylaws and policies	Jan 31st, 2014	Admin./Council
75	The Municipality continues to explore opportunities to increase its industrial and commercial tax base in order to diversify the tax burden currently being borne by residents.	This has been a concern identified through the Strategic Action Plan and addressed through the hiring of an Economic Development Officer	Continued efforts will be made exploring all opportunities available	undetermined	Council/Adm.

Alberta Municipal Affairs Inspection - Follow-up Action

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76	The Municipality develops a strategy to meet and discuss heavy truck parking with residents within the Municipality in order to address the perception of a lack of parking	This has been a long term issue that is not easily addressed and is not considered a Municipal responsibility	Long term planning should include the development of a heavy truck service center in the Sentinel Industrial area. This will be pursued through the Economic Development Process and collaboration with the Chamber of Commerce	March 31st, 2014	Administration
77	The Municipality ensures that budget dollars are not being moved between general ledger accounts and the full variance is being captured in the variance reports.	This practice does not exist and should a situation arise where a transfer of funds be required this would take place through formal budget re-allocation process	Proper accounting processes are being followed	Immediate	CAO
78	The Municipality continue to explore options for providing the Rum Runner Days event with respect to its current form and options for expanding the event, if desirable, in the future.		recommendations will be implemented	Immediate	Administration
79	The Municipality continues to rationalize its operations looking for opportunities to create greater efficiencies and effectiveness not only in operations but in administration as well.	Progress has been made in rationalization especially in areas of Protective Service and Operational Services. Other opportunities will be investigated.	Continued effort and emphasis will be put forward towards completion	Continuing process	Administration
80	The Municipality continues to rationalize its operations, particularly its equipment, to a level that is more in line with comparable municipalities.	This process has been underway for considerable time within Operations. Fire /Rescue Services is near completion	Rationalization will continue in all aspects of Operations	Continuing process	Administration

Alberta Municipal Affairs Inspection - Follow-up Action

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81	The Municipality continues with the rationalization of operations to reduce the costs for equipment and supplies duplicated within operations, and ensure that employee and resident communication plans are in place and implemented.		recommendations will be implemented	Continuing process	Administration
82	Council requests a viability review by the Minister of Municipal Affairs	Council will need to discuss this matter in length as it has huge implications to the Municipality	This item will be brought forward to Council once the election is over.	Undetermined	Council/CAO