

# Town of Rocky Mountain House 2016 Municipal Inspection Report

18-Jul-17

## Action Plan

\*This document will be updated and amended as required\*

Red bold indicates action complete

Action	Recommendations	Lead	Start	Finish	Budget if applicable	Progress
<b><u>Governance Recommendations</u></b>						
G1 Page 35	<b>RECOMMENDATION FOR COUNCILLOR TRAINING</b> Council members attend regular teambuilding events, meeting decorum training, and roles and responsibilities refresher training opportunities to strengthen their political capacity to work together as a council.	Executive Assistant	Dec-16	Mar-16	Council remuneration & incidentals	Contact made with Mun. Affairs and will provide training conditional all of council/cao are present. Attempting for Feb, 2017
G2 Page 27	<b>RECOMMENDATION FOR STRATEGIC PLANNING</b> Council update and consolidate strategic planning documents in consultation with the community.	CAO	Nov-16	Feb-17	2016 budget and ongoing	Document consolidation has been initiated expected to be completed May 2017
G3 Page 18	<b>RECOMMENDATION FOR COUNCIL ORIENTATION</b> Council retain external subject matter experts in addition to internal resources for council orientations following elections and by-elections in order to expand the professional scope of the orientation and to allow the CAO to participate in the teambuilding opportunity.	CAO	Oct-17 Oct-19	Dec-17 Oct-19	2017 budget 2019 budget	October 26, 2017 has been scheduled for an external facilitated orientation process that complies with the MMGA
G4 Page 19	<b>RECOMMENDATION FOR ORGANIZATIONAL MEETINGS</b> Council conduct organizational meetings in accordance with recommended guidelines provided by Alberta Municipal Affairs, including all council committee appointment details.	CAO	Aug-17	Aug-17		
G5 Page 22	<b>RECOMMENDATION FOR COUNCIL COMMITTEES</b> Council authorize a review of council committees to ensure that all council committees and or other bodies are established by bylaw in accordance with the MGA, s. 145; and that related terms of reference for committee conduct and composition be developed.	CAO	Aug-17	Oct-17		
G6 Page 24	<b>RECOMMENDATION FOR CORE SERVICE REVIEW</b> Council undertake a core service review to analyze town services and ensure that resources are focused in key areas.	CAO	Jan-17	Jun-17		Deferred to the 2018 budget deliberation
G7 Page 27	<b>RECOMMENDATION FOR COMMUNICATIONS</b> Council allocate resources to improve communication with the community by tracking and preparing an annual report that outlines performance measures.	Council	Mar-17	Feb-17		Resources allocated in 2017 budget

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G8 Page 30	<b>RECOMMENDATION FOR BYLAWS</b> Council pass and repeal bylaws using wording that is consistent with the MGA; and that bylaws be given a formal title for ease of reference.	Director of Corporate Services	Jan-26	ongoing		Incorporate as bylaws are reviewed and adopted by council
G9 Page 34	<b>RECOMMENDATION FOR BYLAW AND POLICY REVIEW</b> Council complete a review of current bylaws and policies; and establish a comprehensive master rates bylaw to set fees and charges for services in accordance with the MGA.	Director of Corporate Services	Oct-17	Jan-18		
G10 Page 37	<b>RECOMMENDATION FOR COUNCIL TO AVOID ADMINISTRATIVE FUNCTIONS</b> Council refrain from performing administrative duties in accordance with the provisions in the MGA s. 201(2).	Council	On-going	On-going	No	Roles and Responsibilities training scheduled for February 2017
G11 Page 38	<b>RECOMMENDATION FOR PERFORMANCE EVALUATIONS</b> Council provide annual written performance evaluations of the town's CAO in accordance with the MGA s. 205.1; and that these evaluations be based on the achievement of performance targets established in conjunction with the strategic plan; and that the council obtain qualified expertise to assist the council with the formal CAO performance evaluation process.	Mayor Admin	Jan-17	Mar-17	\$2,000	CAO Performance Review Policy adopted. New CAO Performance Review template
G12 Page 39	<b>RECOMMENDATION FOR COUNCIL REMUNERATION REVIEW</b> Council review and update the council remuneration bylaw and complete a review of council remuneration practices to establish a process wherein council members are fairly compensated for council and committee meetings and related functions	Finance Officer	Apr-17	Jun-17		Benchmark research information was presented and no further action at this time
G13 Page 43	<b>RECOMMENDATION FOR AMENDING COUNCIL RESOLUTIONS</b> Council ensure that resolutions are carried or defeated by following proper procedures outlined in the MGA and council's procedural bylaw; and that acceptable parliamentary procedures, such as Robert's Rules of Order, are used during council meetings.	Mayor Admin	Jan-17	ongoing		It is recommended to dedicate training following the election
G14 Page 44	<b>RECOMMENDATION TO ACT BY BYLAW OR RESOLUTION</b> Council ensure that all actions or council are made by bylaw or resolution in a public council meeting in accordance with the MGA s. 180 and s. 181.	Council	On-going	ongoing		Consistent advertising of council meetings and meeting minutes taken
G15 Page 45	<b>RECOMMENDATION FOR RECORDING OF VOTES</b> Administration ensure that each council members' vote is recorded in the meeting minutes when a recorded vote is requested in accordance with MGA s. 185.	Executive Assistant	Immediately	ongoing		In-service discussion on procedure

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G16 Page 49	<b>RECOMMENDATION FOR IN-CAMERA AGENDA ITEMS</b> Council comply with the MGA s. 197 when closing any part of a meeting to the public, and state related FOIP exceptions to disclosure in the meeting minutes; and that council members keep matters in confidence as required by the MGA s. 153	Council CAO	Dec-16	ongoing		Best practices procedure approved Dec 6, 2016 and placed in new Procedural Bylaw
G17 Page 52	<b>RECOMMENDATION FOR PUBLIC PRESENCE</b> Council ensures that the public has an opportunity to be present at all council and committee meetings in accordance with the provisions of the MGA s. 197-198; and that members of the public in the gallery abide by the conduct required in the MGA and local procedural bylaw.	Council	Jan-17	ongoing		Procedural Bylaw currently under review
G18 Page 52	<b>RECOMMENDATION TO UPDATE PROCEDURAL BYLAW</b> Council update the procedural bylaw to ensure that council meeting decorum follows a consistent, orderly, respectful process; and that public participation during meetings be permitted as delegations to council only.	Director of Corporate Services	Jan-17	ongoing		Procedural Bylaw currently under review
G19 Page 55	<b>RECOMMENDATION FOR HANDLING VOTING ABSTENTIONS</b> Council members provide reasons for each abstention from voting, and that the reasons of abstaining are recorded in the meeting minutes in accordance with the provisions on the MGA s. 183; and when abstaining from voting, that council members leave the room until discussion and voting on matters of a pecuniary interest are concluded in accordance with the provisions of the MGA s. 172.	Council	Feb-17	ongoing		
G20 Page 20	<b>RECOMMENDATION FOR HANDLING PECUNIARY INTEREST</b> Elected officials learn and abide by the pecuniary interest provisions of the MGA and consult with legal counsel as needed to ensure continued compliance with the MGA s. 170.	Council	Feb-17	ongoing		Roles and Responsibilities training
G21 Page 60	<b>RECOMMENDATION FOR COMMUNICATION STRATEGY</b> Council approve the development of a communications strategy to meet local needs for information sharing in the community.	CAO	Jan-17	Feb-17		Council approved communications policy in 2016
G22 Page 69	<b>RECOMMENDATION FOR RECORDS MANAGEMENT</b> Council review and update the records management bylaw and practices to ensure the safety, privacy or accessibility of all electronic and physical municipal records in accordance with FOIP legislation.	Director of Corporate Services	Feb-18	Dec-18		Deferred to 2017 budget
G23 Page 79	<b>RECOMMENDATION FOR COLLABORATION</b> Council establish a plan to build on the existing Stronger Together Intermunicipal Collaboration Framework (ICF) to determine specific details on growth management and equitable funding models for all shared services.	Council	Feb-18	ongoing		Intermunicipal Collaboration Committee recommends regional priorities for council consideration

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G24 Page 80	<b>RECOMMENDATION FOR PLANNING DOCUMENT REVIEW</b> Council review and update area structure plans, area redevelopment plans and related planning documents to ensure consistency among all statutory plans in accordance with the MGA s. 638.	Director of Planning	Sep-18	Feb-19	\$10,000	
G25 Page 102	<b>RECOMMENDATION FOR WASTE AUTHORITY REVIEW</b> That a detailed independent review of the management and operations be conducted for the Rocky Mountain Regional Solid Waste Authority.	Director of Engineering	Jun-16	Oct-16	\$65,000 Town-\$30,000	Plan completed and approved in principle. Action plan development
G26 Page 138	<b>RECOMMENDATION FOR FCSS BYLAW</b> Council pass a bylaw to authorize the establishment of and participation in a joint Family and Community Support Services Board, in accordance with the MGA s. 145.	Director of Recreation				Bylaw 83/15 is Town Board only. Regional agreement in place

#### Administrative and Operational Recommendations

A1 Page 67	<b>RECOMMENDATION FOR COUNCIL MEETING MINUTES</b> That the CAO ensure that the council meeting minutes are recorded in accordance with the MGA, s. 208.	CAO	Feb-17	Feb-17		CAO confirmed minutes are recorded as per MGA
A2 Page 32	<b>RECOMMENDATION FOR BYLAW ACCESS</b> Council and administration improve public access to town documents; and that active and proposed bylaws be made readily accessible to the public on the town website.	Director of Corporate Services	Feb-17	Feb-17 ongoing	\$6,300/year	Icompass links bylaws, policies, minutes to website. Paperless agendas
A3 Page 27	<b>RECOMMENDATION FOR PERFORMANCE MEASURES</b> Administration develop meaningful performance measures that demonstrate how the town's budget resources have advanced local strategic priorities.	Director of Corporate Services	Apr-18	Sep-18		Adopted Continuous Improvement Policy. Part of Strategic Planning consolidation
A4 Page 71	<b>RECOMMENDATION FOR ORGANIZATIONAL STRUCTURE</b> Council authorize a review fo the town's organizational structure to ensure that the structure can logically achieve corporate strategic plan objectives.	CAO	Feb-17	Sep-17		
A5 Page 72	<b>RECOMMENDATION FOR BYLAW ENFORCEMENT</b> Administration develop performance measures for bylaw enforcement, such as response times to ensure that enforcement services achieve council's level of service expectations.	Director of Planning	Mar-17	Jun-17		
A6 Page 74	<b>RECOMMENDATION FOR FIRESMART</b> Council consider promoting FireSmart practices for the community.	Fire Chief	Oct-17	Apr-18		

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A7 Page 127	<b>RECOMMENDATION FOR HUMAN RESOURCES</b> Council allocate resources to update and consolidate the town's personnel policy to ensure consistency in staff recruitment, development, and training so staff can learn to complete their related tasks with excellence.	Director of Corporate Services	Jan-17	Jun-17	\$3,000 in 2017 budget	
A8 Page 128	<b>RECOMMENDATION FOR HEALTH AND SAFETY</b> Council research options to provide shared services for workplace health and safety with the Rocky Mountain Regional Solid Waste Authority.	Director of Engineering	Dec-16	Feb-18		County is implementing Waste Authority H&S into county program
A9 Page 130	<b>RECOMMENDATION FOR INFORMATION SERVICES</b> Council allocate resources to review the town's information technology needs to ensure system integrity, security and business continuity.	Director of Corporate Services	Apr-16	Dec-16		Administrative report complete with final review

#### Financial Recommendations

F1 Page 83	<b>RECOMMENDATION FOR FISCAL ANALYSIS</b> Council to complete a fiscal impact analysis and related background studies for large developments in order to assist council in making wise, evidence-based decisions.	CAO	Jan-17	Jun-17	Estimate of \$3,000	Council direction provided through adoption of this action plan
F2 Page 90	<b>RECOMMENDATION FOR OFF-SITE LEVY</b> Council review and update the off-site levy bylaw to ensure that it meets the town's current municipal development needs; that the council approve a related policy to ensure the consistent, equitable, and appropriate application of off-site levies in accordance with the MGA s. 648; and that administration review and update internal processes to track and record revenue received from off-site levies.	Director of Planning	Feb-15	Jun-17	\$17,000	Stakeholder engagement, bylaw & policy requires review by council
F3 Page 107	<b>RECOMMENDATION FOR TAX RECOVERY</b> Administration review and abide by the tax recovery provisions in the MGA.	Finance Officer	Dec-16	Apr-17		Staff received training, tax recovery process initiated
F4 Page 115	<b>RECOMMENDATION FOR FINANCIAL REPORTING POLICY</b> Council update the financial reporting policy to specify the detail and frequency of financial reports to council in accordance with the MGA s. 208(k); and that council allocate additional resources to avoid service backlogs by contracting external services when needed.	Director of Corporate Services	Mar-17	Jun-17		Staff training on software. Draft financial report structure reported to CAO
F5 Page 115	<b>RECOMMENDATION FOR SUB-LEDGERS</b> Administration use the central municipal software system where possible to strengthen the integrity of reconciling financial records.	Director of Corporate Services	Jan-17	Dec-17		

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F6 Page 116	<b>RECOMMENDATION ON FINANCIAL REPORTING TO THE MINISTER</b> Administration establish procedures that enable the municipality to meet legislation deadlines for financial reporting to the Minister in accordance with the MGA s. 278.	Director of Corporate Services	Jan-17	Jun-17		
F7 Page 117	<b>RECOMMENDATION ON FINANCIAL REPORTING TO THE PUBLIC</b> Council provide sufficient staff and budget resources to enable the municipality to meet the legislative deadline for providing council approved financial reporting to the public in accordance with the MGA s. 276; and that additional public reporting be considered to communicate departmental performance and accomplishment of strategic objectives.	Director of Corporate Services	Jan-17	Jun-17		
F8 Page 118	<b>RECOMMENDATION FOR PROJECT COST TRACKING</b> Administration establish capital project accounts within the municipal software system in order to more easily track and report on work in progress for capital projects.	Director of Corporate Services	Jan-17	Apr-17		Project Accounts set up
F9 Page 121	<b>RECOMMENDATION FOR BORROWING TERMS CLARIFICATION</b> Council seek clarification to determine if delayed payments with interest-bearing terms are considered municipal borrowing, such as the \$3,000,000+/- delayed payment to a local contractor in relation to the Main Street rehabilitation project.	Director of Corporate Services	Mar-17	Nov-17		
F10 Page 122	<b>RECOMMENDATION FO BYLAW TEMPLATE</b> Administration review and update the borrowing bylaw template in consultation with legal counsel to ensure clarity if used in the future.	Executive Assistant	Feb-17	Apr-17	\$1,500	
F11 Page 122	<b>RECOMMENDATION FOR ACTION ASSOCIATED AUDITOR LETTERS</b> Council ensure that staff have the capacity to review and address recommendations made by the town auditors in recent years; and that administration provide a response to the auditor to describe the actions taken, or proposed to be taken in response to the auditors recommendations.	Council CAO	Jun-17	Oct-18		Management letters are incorporated in strategic/action plan consolidation
F12 page 122	<b>RECOMMENDATION FOR INTERNAL CONTROLS</b> Council approve policies for internal controls; and that administration develop related procedures to ensure that strong internal processes are in place for segregation of duties and handling cash transactions.	Finance Officer	Jun-16	Dec-17	5,000	Director of Corporate Services has initiated risk management procedure review