

Agenda



Regular Council Meeting Agenda
Monday, June 14, 2021 at 5:00 p.m.
Meeting Held Virtually
[Live Streamed on YouTube](#)

1. **Call to Order**
2. **Adoption of Agenda**
3. **Public Input Session**
4. **Presentations and Delegations**
 - 4.1 Mayor's Task Force on Community Resiliency
5. **Statutory Public Hearing - NIL**
6. **Adoption of Council Minutes**
 - 6.1 Regular Council Meeting – May 25, 2021
7. **Council Boards & Committee Minutes**
 - 7.1 Stony Plain Public Library – March 17, 2021
 - 7.2 Meridian Housing Foundation – February 25, 2021, March 25, 2021, April 22, 2021 & April 29, 2021
8. **Bylaws**
 - 8.1 Bylaw 2646/PS/21 – Fire Services Bylaw – 1st Reading
9. **Business Items**
 - 9.1 Mayor's Task Force on Community Resiliency
 - 9.2 Community and Social Development Roundtable Terms of Reference
 - 9.3 Golf Course Operational Update
10. **Information Items - NIL**
11. **Council Discussion**
12. **Closed Meeting**

Recommendation: that Council take the meeting in camera to prevent disclosure of information, in accordance with the Freedom of Information and Protection of Privacy Act.

 - 12.1 Land Development – FOIP Section 24
13. **Adjournment**

Public Input Session

PUBLIC INPUT SESSION

The intent of the Public Input Session is to allow the public to address Council on matters of interest that are not already being addressed in the Council meeting or other boards and commissions of which Council is a member.

The Public Input Session will run from 6:00 p.m. to 6:15 p.m., following the adoption of the agenda.

It is required that people pre-register for this session.

PROCEDURES

Members of the public wishing to address Council during the Public Input Session must:

1. register by filling out the registration form online on the Town of Stony Plain website: <https://www.stonyplain.com/en/town-hall/address-council.aspx>;
2. register online prior to 12:00 p.m. the day of the Council meeting; and
3. provide their name, street address, email address and phone number as indicated on the form.



Presentations & Delegations



**TOWN OF STONY PLAIN
COUNCIL AGENDA
REQUEST FOR DECISION**

PUBLIC SESSION

COUNCIL MEETING DATE: June 14, 2021

ITEM DESCRIPTION OR TITLE

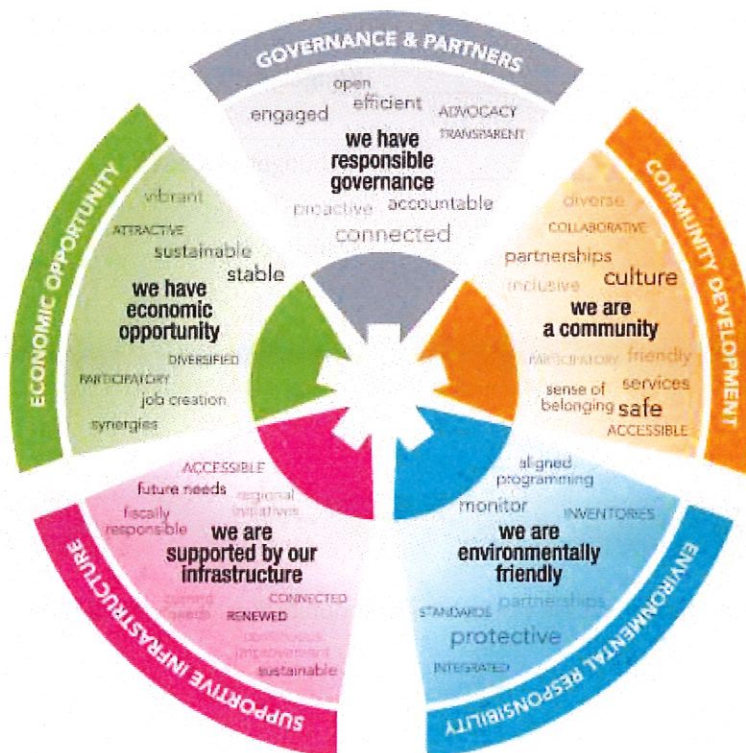
Mayor's Task Force on Community Resiliency Final Report

RECOMMENDATION

No recommendation at this time.

STRATEGIC PLAN

A connected community...embracing the future
Champion of progress and community values in a metropolitan region.



**BACKGROUND**

Members of the Mayor's Task Force on Community Resiliency will present the Final Report and Recommendations.

COMMUNICATIONS

N/A

PUBLIC PARTICIPATION

N/A

IMPLICATIONS OF DECISION

N/A

FINANCIAL IMPLICATIONS

Operating: _____

Capital Cost: _____

Budget Available: _____

Budget Available: _____

Unbudgeted: _____

Unbudgeted Costs: _____

Source of Funds: _____

Source of Funds: _____

POLICY AND/OR LEGISLATIVE IMPLICATIONS

N/A

ATTACHMENTS

See related business item for Mayor's Task Force on Community Resiliency Final Report



AGENDA ITEM NO.:

4 . 1

REVIEWED AND APPROVED FOR SUBMISSION TO COUNCIL

PREPARED BY:

MANAGER/ADMINISTRATOR

FINAL REVIEW:

GENERAL MANAGER

TOWN MANAGER

END OF ITEM



Statutory Public Hearing

Adoption of Council Minutes

**TOWN OF STONY PLAIN
PROVINCE OF ALBERTA
MAY 25, 2021 MINUTES OF THE
REGULAR COUNCIL MEETING
HELD VIRTUALLY THROUGH LIVE
STREAM ON YOUTUBE
AT 5:00 PM**

PRESENT:

Mayor:	William Choy
Deputy Mayor:	Bruce Lloy
Councillors:	Judy Bennett
	Justin Laurie
	Linda Matties
	Eric Meyer
	Harold Pawlechko

Town Manager:	Tom Goulden
General Manager, Community & Protective Services:	Karl Hill
General Manager, Community & Social Development:	Lisa Gilchrist
General Manager, Corporate Services:	Jen Boleski
General Manager, Planning & Infrastructure:	Ian McKay
General Manager, Strategic Services:	Brenda Otto
Manager, Engineering:	Brett Newstead
Manager, Financial Services:	Teri Stewart
Manager, Legislative Services:	LaRae Ellis
Manager, Planning & Development:	Miles Dibble
Corporate Communications Officer:	Stephanie Barsby Boisvert
Culture & Tourism Development Officer:	Chantelle Laberge
Corporate Recording Secretary:	Karie Nothof

OTHERS PRESENT:

Expedition Management Consulting Inc.:	Justin Rousseau
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1. CALL TO ORDER

Mayor William Choy called the May 25, 2021 Regular Council Meeting to order at 5:00 p.m.

2. ADOPTION OF AGENDA

Agenda
Adoption
117/05/21/SP

Moved that Town Council adopt the May 25, 2021 Regular Council Meeting Agenda as presented.

CARRIED UNANIMOUSLY

DRAFT COPY ONLY: This document is not yet adopted and is for informational purposes only.

3. PUBLIC INPUT SESSION – NIL

4. PRESENTATIONS AND DELEGATIONS

4.1 Tourism Master Plan

The Culture & Tourism Development Officer gave a brief introduction of Justin Rousseau to Town Council.

Justin Rousseau of Expedition Management Consulting Inc. gave an overview presentation of the Tourism Master Plan and answered questions of Town Council.

5. STATUTORY PUBLIC HEARING – NIL

6. ADOPTION OF COUNCIL MINUTES

6.1 Regular Council Meeting – May 10, 2021

RCM Minutes
118/05/21/SP

Moved that Town Council approve the Regular Council Meeting Minutes of May 10, 2021 as presented.

CARRIED UNANIMOUSLY

7. COUNCIL BOARDS & COMMITTEE MINUTES

7.1 Cultural Roundtable Minutes – January 20, 2021

7.2 Tri Municipal Leisure Facility Corporation Board Minutes –
March 11, 2021 & April 15, 2021

CRT & TLC
Minutes
119/05/21/SP

Moved that Town Council receive the Council Boards & Committee Meeting Minutes for information.

CARRIED UNANIMOUSLY

8. BYLAWS

8.1 Bylaw 2645/G/21 – Parental Leave for Elected Officials

The General Manager of Corporate Services and the Manager of Legislative Services gave a brief overview of the bylaw.

Moved that Town Council give second reading to Parental Leave for Elected Officials Bylaw 2645/G/21.

DRAFT COPY ONLY: This document is not yet adopted and is for informational purposes only.

Amendment –
Remove Section
3.5.0
120/05/21/SP

Moved that Town Council amend Parental Leave for Elected Officials Bylaw 2645/G/21 to:

Remove Section 3.5.0 - A Councillor shall be provided one (1) parental leave per term.

CARRIED UNANIMOUSLY

A vote was taken on the Main Motion as amended.

Bylaw
2645/G/21
2nd Reading
121/05/21/SP

Moved that Town Council give second reading to Parental Leave for Elected Officials Bylaw 2645/G/21 as amended.

CARRIED UNANIMOUSLY

Bylaw
2645/G/21
3rd Reading
122/05/21/SP

Moved that Town Council give third reading to Parental Leave for Elected Officials Bylaw 2645/G/21 as amended.

CARRIED UNANIMOUSLY

Mayor William Choy called a break at 7:04 p.m.

Mayor William Choy called the May 25, 2021 Regular Council Meeting back to order at 7:14 p.m.

8.2 Bylaw 2650/DEB/21 – Umbach Storm Pond Slope Remediation

The General Manager of Corporate Services, the Manager of Financial Services and the Manager of Engineering gave a brief overview of the bylaw.

Bylaw
2650/DEB/21
1st Reading
123/05/21/SP

Moved that Town Council:

1. Approve the Umbach Storm Water Facility Construction project in the amount of \$12,075,000 to commence in 2021 funded by debenture.
2. Approve first reading to Bylaw 2650/DEB/21, a bylaw to authorize debenture borrowing in the amount of \$12,075,000 for the construction of the Umbach Storm Pond.

CARRIED UNANIMOUSLY

9. **BUSINESS ITEMS**

9.1 Tourism Master Plan

The General Manager of Strategic Services and the Culture & Tourism Development Officer gave a brief overview of the report.

DRAFT COPY ONLY: This document is not yet adopted and is for informational purposes only.

Tourism Master
Plan
124/05/21/SP

Moved that Town Council accept the Tourism Master Plan for information.

CARRIED UNANIMOUSLY

9.2 Cultural Roundtable Terms of Reference

The General Manager of Strategic Services and the Culture & Tourism Development Officer gave a brief overview of the report.

CRT TOR
125/05/21/SP

Moved that Town Council approve the Cultural Roundtable Terms of Reference, as recommended by the Cultural Roundtable.

In Favor:

Mayor William Choy
Deputy Mayor Bruce Lloy
Councillor Judy Bennett
Councillor Linda Matties
Councillor Eric Meyer
Councillor Harold Pawlechko

Opposed:

Councillor Justin Laurie

CARRIED

9.3 Cultural Roundtable Citizen-at-Large Appointment

CRT Appt. –
Indigenous Rep.
126/05/21/SP

The Culture & Tourism Development Officer gave a brief overview of the appointment.

Moved that Town Council appoint Parry Stelter to the Cultural Roundtable.

CARRIED UNANIMOUSLY

9.4 Sommerville Update May 2021

The Manager of Planning & Development gave a brief overview of the update report.

Sommerville
Update
127/05/21/SP

Moved that Town Council accept the Somerville Update May 2021 for information.

CARRIED UNANIMOUSLY

10. INFORMATION ITEMS – NIL

DRAFT COPY ONLY: This document is not yet adopted and is for informational purposes only.

11. COUNCIL DISCUSSION

12. CLOSED SESSION – NIL

13. ADJOURNMENT

Mayor William Choy declared the May 25, 2021 Regular Council Meeting adjourned at 9:18 p.m.

Mayor William Choy

Jen Boleski, CPA, CA
General Manager of Corporate Services

END OF ITEM



Council Boards & Committee Minutes

STONY PLAIN PUBLIC LIBRARY

Minutes

March 17, 2021

Via Go-to-Connect

7:00 p.m.

Stony Plain Public Library acknowledges it is in Treaty 6 territory, the traditional territory of the Plains Cree, Woodland Cree, Beaver Cree, Saulteaux, Niisitapi (Blackfoot), Métis, and Nakota Sioux Peoples.

PRESENT:

Ruth Borg

Brenda Evjen

Todd Haist (Treasurer)

Shauna Johnstone (Chair)

Eric Meyer (Council Representative)

Jamie Poudrier

Brenda Spitzer

Jennifer Sigsworth (Vice Chair)

Valerie Temperton

Bernie Watters

Mark McHale (Director)

Cathleen Thurston (Recording Secretary)

1. Call to Order – Called to order by **S. Johnstone** at 7:04 pm.
2. Adoption of the Agenda – Moved by **R. Borg** to adopt the agenda as presented. MOTION CARRIED
3. Consent Agenda
 - 3.1 Adoption of Minutes – February 17, 2021
 - 3.2 Directors Report
 - 3.3 Director Exit Interview
 Moved by **B. Spitzer** to adopt the items in the consent agenda. MOTION CARRIED
4. New Library Development Committee Update
 - 4.1 Grand Opening – **T. Haist** reported that the Town of Stony Plain has offered up an event planner and videographer for the soft opening which will take place on Thursday, May 6, 2021, depending on COVID-19 restrictions. It would be quite small, only 2-3 hours with a ribbon cutting, dignitary speeches, photo ops, and a video showcasing the Library for social media.

The New Library Celebration (Grand Opening) will be held to coincide with Alberta Culture Days in September 2021 and would take place over a

couple of days. There will be some expenses incurred for both events. **B. Spitzer** suggested that if the celebration cannot be held in September that a 1-year anniversary event could be held instead.

4.2 General Update – **M. McHale** reported that the Library opened to the public today with no announcement so that the kinks could be worked out. People were in the space and staff could test the COVID-19 restrictions. Announcements will go out tomorrow on social media that the Library is open. The capacity has been set at 45 (other than staff), but he felt it should be able to stay below that. Questions were asked about counters/mask checkers, sanitization and screening. **M. McHale** said that there would be someone at the front desk at all times and changes would be made as needed. There is sanitizer all over the Library, masks are being worn, but physical distancing will need to be watched. Health questions are no longer being used to screen patrons. And there is signage on both sets of doors.

He is still working with the contractors, but everything is getting caught up. The issue with the shelving shortage has been addressed.

We have use of the old Library space until the end of April. A Garage Sale will be held the 16th-18th of April. **R. Borg** suggested coordinating with the Friends of the Library and **M. McHale** said he will have to meet with them to see if they are interested.

5. Business arising from the minutes

5.1. Formation of a Board Fundraising Committee – **S. Johnstone** and **M. McHale** met with the Friends of the Library but the issue of forming a Board Fundraising Committee was left unresolved. This issue will be tabled for at least another month. Another meeting with the Friends will be arranged to continue the discussion.

5.2. PLSB Board Workshop Reports – **B. Spitzer** and **B. Evjen** attended the workshop. It was a new trustee workshop covering such things as the role of PLSB, legalities, policies, plans of service, etc. They were thankful for the reference materials that were handed out.

6. New Business

R. Borg wondered what was being done with the plastic front-facing in-shelf displays that are currently on top of the shelving units. **M. McHale** reported that there are 3 potential volunteers who he will be asking about adjusting the displays.

7. Committee Annual Plans

7.1 New Library Development Committee – This committee only runs to the end of April, so no plan was needed.

7.2 Finance Committee – **T. Haist** reported that they met last month. The committee will meet monthly, prior to the Board Meeting. They may need a few extra meetings to discuss the budget.

7.3 Community Engagement Committee – report submitted. **R. Borg** gave a brief review of the report.

7.4 Policy Committee – report submitted. **V. Temperton** commented that this committee reviews odd numbered policies in odd years and even numbered policies in even years, and whatever crops up during the year.

7.5 Personnel Committee – **S. Johnstone** reported that an evaluation of the (probationary) Director is to come.

7.6 Board Development Committee—report submitted. **B. Spitzer** reviewed the document. She wondered whose responsibility it was for creating more diversity on the Board – the Board Selection Committee or the Board Development Committee? **R. Borg** wondered if it was part of the Community Engagement Committees mandate? A discussion ensued. Comments from the Board members included: more education and training needed; how to prioritize this; need to be sure of appropriate language, sensitivity, etc.; could have people on committees that are not Board members to help out. **B. Spitzer** said that the Board Development Committee will decide at their next meeting if they will take this on.

8. Financial Update

8.1. February Balance Sheet – **T. Haist** reported that due to the Library's closure there were not many expenses for January & February. The income balance sheet looks good. There was an increase in staff wages due to the move. Capital campaign expenses were higher. No anomalies to report. The money from the Town of Stony Plain was what was asked for.

8.2. YTD Budget vs Actual Report – **T. Haist** reported that there was nothing to be worried about; on budget. He stated that it would take time for **M. McHale** to lean the financial side, but he was doing well.

9. Capital Campaign

9.1 Motion to move \$14,142 from reserves for Capital Campaign expenses for 2020 was removed from the Agenda by **M. McHale**.

Moved by **E. Meyer** to move the \$31,213 2020 Surplus to Contingency Reserve.

MOTION CARRIED

9.2 Motion to use reserves to cover all future Capital Campaign expenses was tabled until the next meeting as requested by **T. Haist**.

10. YRL Representative – Presented by **E. Meyer**. YRL has surplus of \$80,000. There will be a wage subsidy for staff. YRL and Municipal Affairs are to meet to discuss numbers of populations to be used. YRL and Parkland County are forming a Joint Advocacy Committee. Gentle reminder to send a message of thanks to Ric McIver, Minister, AMA regarding the Budget 2021/22 that remains the same as Budget 2020-21.

It is YRL's 50th anniversary. They will be moving to change their branding.

Libraries are opening to varying degrees. PLSB has reduced the quarantine period for library materials to 24 hours. ALTA is undergoing an organization review. **T. Haist** commented that all Board members need logins to utilize their ALTA membership.

11. Town Representative – **E. Meyer** reported that there have been no major changes to the Town of Stony Plain's strategic plan. There has been funding promised for the trail connection between Spruce Grove and Stony Plain. The new Stony Plain Central School will be opening in the fall of 2022.

T. Haist commented that there had been money put aside for planning the new recreation facility, public works will not be moved, and the town is working towards a cemetery.

12. Adopt Reports – Moved by **J. Poudrier** to adopt the reports as presented.
MOTION CARRIED

13. Prior to adjournment **T. Haist** asked where the Capital Campaign Committee is at (it was not on the agenda). **M. McHale** said that the Committee will be meeting soon; an update will be presented at the next Board meeting. They will most likely plan to go after large donations first, then the smaller ones, but he will leave it to the Committee to plan.

14. Adjournment/Next Meeting – The meeting was adjourned by **S. Johnstone** at 9:05 pm. The next meeting will be on April 21, 2021 at 7pm

**New Library Development
Committee**

V.Temperton -Chair, J. Sigsworth, T. Haist, K.Hill
(Town Admin Liaison).

Finance Committee

T.Haist -Chair, E. Meyer, B. Evjen, S. Johnston.e

**Community Engagement
Committee**

R. Borg – Chair, J. Sigsworth, T. Haist.

Policy Committee

Personnel Committee

Board Development Committee

V. Temperton – Chair, J. Poudrier, B. Spitzer, B. Watters.

S. Johnstone -Chair, B. Evjen, E. Meyer, J. Sigsworth, J. Poudrier.

R. Borg, J. Poudrier, B. Spitzer, and B. Watters.

C. Hunter
Recording Secretary

May 14/21
Date

Shauna Johnstone
Chair

May 14/21
Date

END OF ITEM



***Meridian Housing Foundation Board Of Directors
Regular Board Meeting Minutes
Via Zoom
February 25, 2021***

PRESENT: Chairman Councillor Judy Bennett, Town of Stony Plain
Vice Chairman Councillor Chantal McKenzie, City of Spruce Grove
Councillor John McNab, Parkland County

STAFF: Lori-Anne St. Arnault, Executive Director
Virginia Mayer, Recording Secretary
Doreen Engelhardt, Controller

Guest: Auditor, Curtis Friesen of Metrix Group LLP – 2020 Year End Audit Presentation

- Curtis Friesen presented via Zoom the 2020 Year End Audit for Meridian Housing Foundation and Seniors Self-Contained to the Board of Directors. (9:10 – 9:38 am)

1. Call To Order

The Chairman called the Board Meeting of February 25, 2021 to order at 9.03 am.

2. Addition To / Adoption Of Agenda

RESOLUTION #019/2021

MOVED by Councillor Chantal McKenzie, to adopt Meridian Housing Foundation agenda as presented.

Carried Unanimously

3. Minutes

RESOLUTION #020/2021

MOVED by Councillor John McNab to accept the January 28, 2021 regular board meeting minutes and February 11, 2021 special board meeting as presented.

Carried Unanimously

4. 2020 Year End Audit

RESOLUTION #021/2021

MOVED by Councillor Chantal McKenzie that the board accepts the Meridian Housing Foundation 2020 Year End Audit as presented.

Carried Unanimously

RESOLUTION #022/2021

MOVED by Councillor John McNab that the board accepts the Self-Contained 2020 Year End Audit as presented.

Carried Unanimously

5. Reports of Officers, Board, Standing Committees

- Executive Director Report
- Resident Wait List
- Correspondence
- Financial Reports

ASCHA North Region Meeting will be held via Zoom on February 26, 2021.

ASCHA 2021 Convention and Tradeshow will be held via Zoom April 7-9, 2021.

COVID-19 vaccination clinic was held at Whispering Waters Manor and Forest Ridge Place on February 26, 2021, staff were not included in the clinic.

RESOLUTION #023/2021

MOVED by Councillor Chantal McKenzie that the board received and filed all report items as presented.

Carried Unanimously

Councillor John McNab excused himself @ 10:19 am

6. Reports of Special Committees

6.1 Capital Campaign Report

- Board was provided with capital campaign meeting minutes from and February 10, 2021.
- Stony Plain Legion is currently holding a 50/50 to raise money for Folkstone Manor, it can be found on the Rafflebox.ca.
- ASCHA videographer was on site February 18 and 19, 2021 to create a series of videos to support online fundraising campaign and raise awareness of Meridian Housing Foundation.
- Capital Campaign amount raised as of February 25, 2021 is \$162,233.00
- Next meeting will be held on March 18, 2021.

7. Unfinished Business and General Orders

7.1 Folkstone Manor

- Executive Director Lori-Anne St. Arnault provided the board with an update on Folkstone Manor with a completion date of July 6, 2021.
- Jen Col is currently working on insulation and drywall.
- Administration and Jen Col continue with Biweekly site inspections and meetings.
- The next scheduled draw for financing will be March, 2021.
- Administration has completed sending out information packages to all people interested in Folkstone Manor.

Councillor John McNab rejoined the meeting @ 10:47 am

7.2 Spruce Grove Lodge / Business Case

- All Member Municipalities have received a letter to inform them of the purchase of the new land at 404 Calahoo Road, Spruce Grove, AB.
- Administration will be sending a news release to the local paper about the land purchase and plans to build a Lodge in Spruce Grove.
- Colliers Project Leaders continues to have biweekly meetings with Executive Director Lori-Anne St. Arnault on the business case for the new lodge at 404 Calahoo Road.
- Colliers Project Leaders continues to investigate funding available.
- Executive Director Lori-Anne St. Arnault will contact Alberta Seniors and Housing about LAPP funding for the new Lodge in Spruce Grove.

- Executive Director Lori-Anne St. Arnault will be contacting City of Spruce Grove to ask to be exempt from having to pay taxes at 404 Calahoo Road, Spruce Grove, AB.

8. New Business

8.1 Appointment of Auditor

RESOLUTION #024/2021

MOVED by Councillor John McNab that the Board appoints Metrix Group LLP to be the auditor for the Meridian Housing Foundation 2021 financials.

Carried Unanimously

9. Closed Session

9.1 Meridian Housing Foundation Office Space

RESOLUTION #025/2021

MOVED by Councillor John McNab that the board moves into closed session at 11:10 am.

Carried Unanimously

RESOLUTION #026/2021

MOVED by Councillor Chantal McKenzie that the board moves out of closed session at 11:29 am.

Carried Unanimously

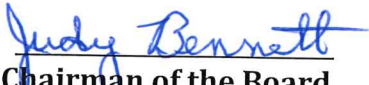
10. Date, Time And Place Of Next Meeting

Regular board meeting will be held on March 25, 2021 at 1:30 pm
Via Zoom.

11. Adjournment

The Chairman, Councillor Judy Bennett declared the meeting adjourned at 11:37 am.

These minutes were approved on the 9 day of March, 2021.


Chairman of the Board


Vice-Chairman

***Meridian Housing Foundation Board Of Directors
Regular Board Meeting Minutes
Via Zoom
March 25, 2021***

PRESENT: Chairman Councillor Judy Bennett, Town of Stony Plain
Vice Chairman Councillor Chantal McKenzie, City of Spruce Grove
Councillor John McNab, Parkland County

STAFF: Lori-Anne St. Arnault, Executive Director
Virginia Mayer, Recording Secretary
Doreen Engelhardt, Controller

1. Call To Order

The Chairman called the Board Meeting of March 25, 2021 to order at 1:40 pm.

2. Addition To / Adoption Of Agenda

RESOLUTION #027/2021

MOVED by Councillor John McNab, to adopt Meridian Housing Foundation agenda as presented.

Carried Unanimously

3. Minutes

RESOLUTION #028/2021

MOVED by Councillor Chantal McKenzie to accept the February 25, 2021 regular board meeting as presented.

Carried Unanimously

4. Reports of Officers, Board, Standing Committees

- Executive Director Report
- Resident Wait List
- Correspondence
- Financial Reports

RESOLUTION #029/2021

MOVED by Councillor Chantal McKenzie that the board received and filed all report items as presented.

Carried Unanimously

Councillor John McNab made the decision not to recuse himself at this time. Discussion was held and the board has no objection to Councillor John McNab being present at the board meeting. The board has requested that Councillor John McNab speak to his council at Parkland County and provide a letter stating that Parkland County would like their Councillor to be present during the entire meeting.

5. Reports of Special Committees

5.1 Capital Campaign Report

- Board was provided with capital campaign meeting minutes from and March 18, 2021.
- Capital Campaign amount raised as of March 25, 2021 is \$162,233.00
- Stony Plain Legion is currently holding a 50/50 to raise money for Folkstone Manor, it can be found online at www.rafflebox.ca/raffle/rc256. The last day to purchase tickets is March 26, 2021. The draw date is Saturday, March 27, 2021.
- Next meeting will be held on April 14, 2021.

6. Unfinished Business and General Orders

6.1 Folkstone Manor

- Executive Director Lori-Anne St. Arnault provided the board with an update on Folkstone Manor with a substantial completion date of July 6, 2021.
- Biweekly site inspections and meetings continue to take place.
- The next scheduled draw for financing will be March 20, 2021.
- Administration has ordered signs that will be installed at the site to direct any housing inquires to Meridian Housing Foundation.

6.2 Spruce Grove Lodge / Business Case

- Executive Director Lori-Anne St. Arnault and Controller Doreen Engelhardt are having weekly meetings with Colliers Project Leaders on the business case for the new lodge at 404 Calahoo Road, Spruce Grove, AB.
- Colliers Project Leaders are working to complete the application for the CMHC seed funding grant.
- Executive Director Lori-Anne St. Arnault has sent two letters to Alberta Seniors and Housing requesting LAP funding approval and requesting capital grant dollars for the proposed 102 unit Lodge Spruce Grove Lodge.

- A letter was sent to the City of Spruce Grove requesting a tax exemption at 404 Calahoo Road, Spruce Grove, AB.
- Future home of Spruce Grove Lodge signs has been ordered to be installed at the site.

7. New Business

7.1 Meridian Housing Foundation Bylaws

The board was provided with the updated Meridian Housing Foundation Bylaws, with the change of member municipalities from four to three.

RESOLUTION #030/2021

MOVED by Councillor John McNab that the board approves the Meridian Housing Foundation Bylaws change to reflect three member municipalities.

Carried Unanimously

7.2 Members at Large

- Executive Director Lori-Anne St. Arnault shared with the board that Meridian Housing Foundation has received approval of the changes to our Ministerial Order by Minister Pon. Meridian Housing Foundation requested approval to increase the board composition to add members at large and the removal of Wabamun, changing the member municipalities from four to three.
- The board review the TOR for the Members at Large and have made the following change to # 7 Qualifications to read as:

Skills that are desirable but not limited to for members at large are as follows:

- Administration will post advertisement for Members at Large as per the TOR.

RESOLUTION #031/2021

MOVED by Councillor John McNab that the board approves the change to the TOR for the Members at Large.

Carried Unanimously

7.3 Critical Worker Benefit

- Meridian Housing Foundation staff have qualified for the critical worker benefit program from the Government. Staff meeting the eligibility criteria of the program will receive the one-time payment.

8. Closed Session

8.1 Meridian Housing Foundation Office Space

RESOLUTION #032/2021

MOVED by Councillor Chantal McKenzie that the board moves into closed session at 3:19 pm.

Carried Unanimously

RESOLUTION #033/2021

MOVED by Councillor John McNab that the board moves out of closed session at 4:26 pm.

Carried Unanimously

RESOLUTION #034/2021

MOVED by Councillor Chantal McKenzie that the board has given authorization to move forward with pre-approval financing for the discussed office space location.

Carried Unanimously

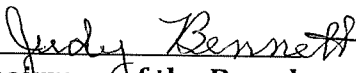
9. Date, Time And Place Of Next Meeting

Regular board meeting will be held on April 22, 2021 at 9:00 am
Via Zoom.

10. Adjournment

The Chairman, Councillor Judy Bennett declared the meeting adjourned at 11:37 am.

These minutes were approved on the 21 day of April, 2021.


Chairman of the Board


Vice-Chairman

***Meridian Housing Foundation Board Of Directors
Regular Board Meeting Minutes
Via Zoom
April 22, 2021***

PRESENT: Chairman Councillor Judy Bennett, Town of Stony Plain
Vice Chairman Councillor Chantal McKenzie, City of Spruce Grove
Councillor John McNab, Parkland County

STAFF: Lori-Anne St. Arnault, Executive Director
Virginia Mayer, Recording Secretary
Doreen Engelhardt, Controller

1. Call To Order

The Chairman called the Board Meeting of April 22, 2021 to order at 9:05 am.

2. Addition To / Adoption Of Agenda

RESOLUTION #035/2021

MOVED by Councillor John McNab, to adopt Meridian Housing Foundation agenda as presented.

Carried Unanimously

3. Minutes

RESOLUTION #036/2021

MOVED by Councillor Chantal McKenzie to accept the March 25, 2021 regular board meeting as presented.

Carried Unanimously

4. Reports of Officers, Board, Standing Committees

- Executive Director Report
- Resident Wait List
- Correspondence

- Two letters received from Parkland County.

Parkland County provided a letter confirming that Parkland County board members will no longer be required to recuse himself/herself from Meridian Housing Foundation board meetings.

Board read through the Parkland County letter on capital cost share request together and Parkland County board member provided clarity.

- Financial Reports

RESOLUTION #037/2021

MOVED by Councillor John McNab that the board received and filed all report items as presented.

Carried Unanimously

5. Reports of Special Committees

5.1 Capital Campaign Report

- Board was provided with capital campaign meeting minutes from and April 14, 2021.
- Capital Campaign amount raised as of April 22, 2021 is \$164,267.00
- Next Capital Campaign meeting is May 17, 2021

6. Unfinished Business and General Orders

6.1 Folkstone Manor

- Executive Director Lori-Anne St. Arnault provided the board with an update on Folkstone Manor with a substantial completion date of July 6, 2021.
- Biweekly site inspections and meetings continue to take place.
- Draws from CMHC will be taking place on a monthly basis.
- Signs has been installed at the site to direct any housing inquires to Meridian Housing Foundation.

6.2 Spruce Grove Lodge / Business Case

- Executive Director Lori-Anne St. Arnault and Controller Doreen Engelhardt continue with biweekly meetings with Colliers Project Leaders on the business case for the new lodge at 404 Calahoo Road, Spruce Grove, AB.
- Meridian Housing Foundation has been approved for CMHC seed funding grant in the amount of \$150,000.00, and unsecured interest free loan for \$100,000.00.
- A letter was received from the City of Spruce Grove notifying Meridian Housing Foundation that the land at 404 Calahoo Road, Spruce Grove, AB will be tax exempt during the construction phase.

7. New Business

7.1 2022 – 2024 Strategic Plan

Administration provided the board with an updated 2022 – 2024 Strategic Plan. The board will review the Strategic Plan and further discussion will take place at the May meeting.

8. Closed Session

8.1 Meridian Housing Foundation Office Space

RESOLUTION #038/2021

MOVED by Councillor Chantal McKenzie that the board moves into closed session at 10:54 am.

Carried Unanimously

RESOLUTION #039/2021

MOVED by Councillor John McNab that the board moves out of closed session at 12:05 pm.

Carried Unanimously

Direction was given to Executive Director Lori-Anne St. Arnault to contact all Member Municipality CAO's to ask that a presentation can be done at next council meeting.

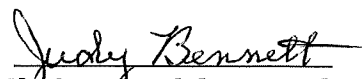
9. Date, Time And Place Of Next Meeting

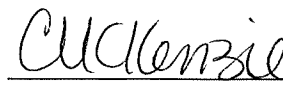
Regular board meeting will be held on May 27, 2021 at 9:00 am
Via Zoom.

10. Adjournment

The Chairman, Councillor Judy Bennett declared the meeting adjourned at 12:18 pm.

These minutes were approved on the 12 day of May, 2021.


Chairman of the Board


Vice-Chairman

***Meridian Housing Foundation Board Of Directors
Special Board Meeting Minutes
Via Zoom
April 29, 2021***

PRESENT: Chairman Councillor Judy Bennett, Town of Stony Plain
Vice Chairman Councillor Chantal McKenzie, City of Spruce Grove
Councillor John McNab, Parkland County

STAFF: Lori-Anne St. Arnault, Executive Director
Virginia Mayer, Recording Secretary
Doreen Engelhardt, Controller

1. Call To Order

The Chairman called the special board meeting of April 29, 2021 to order at 8:34 am.

2. Addition To / Adoption Of Agenda

RESOLUTION #040/2021

MOVED by Councillor John McNab, to adopt Meridian Housing Foundation agenda as presented.

Carried Unanimously

3. Closed Session

3.1 Meridian Housing Foundation Office Space

RESOLUTION #041/2021

MOVED by Councillor Chantal McKenzie that the board moves into closed session at 8:35 am.

Carried Unanimously

RESOLUTION #042/2021

MOVED by Councillor John McNab that the board moves out of closed session at 9:26 am.

Carried Unanimously

RESOLUTION #043/2021

MOVED by Councillor Chantal McKenzie that the board approves extension on conditions.

Carried Unanimously

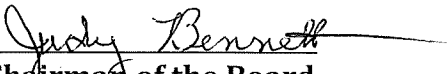
5. Date, Time And Place Of Next Meeting

Regular board meeting will be held on May 27, 2021 at 9:00 am.

6. Adjournment

The Chairman, Councillor Judy Bennett declared the meeting adjourned at 9:30 am.

These minutes were approved on the 12 day of May, 2021.


Chairman of the Board


Vice-Chairman

END OF ITEM



Bylaws



**TOWN OF STONY PLAIN
COUNCIL AGENDA
REQUEST FOR DECISION**

PUBLIC SESSION

COUNCIL MEETING DATE: June 14, 2021

ITEM DESCRIPTION OR TITLE

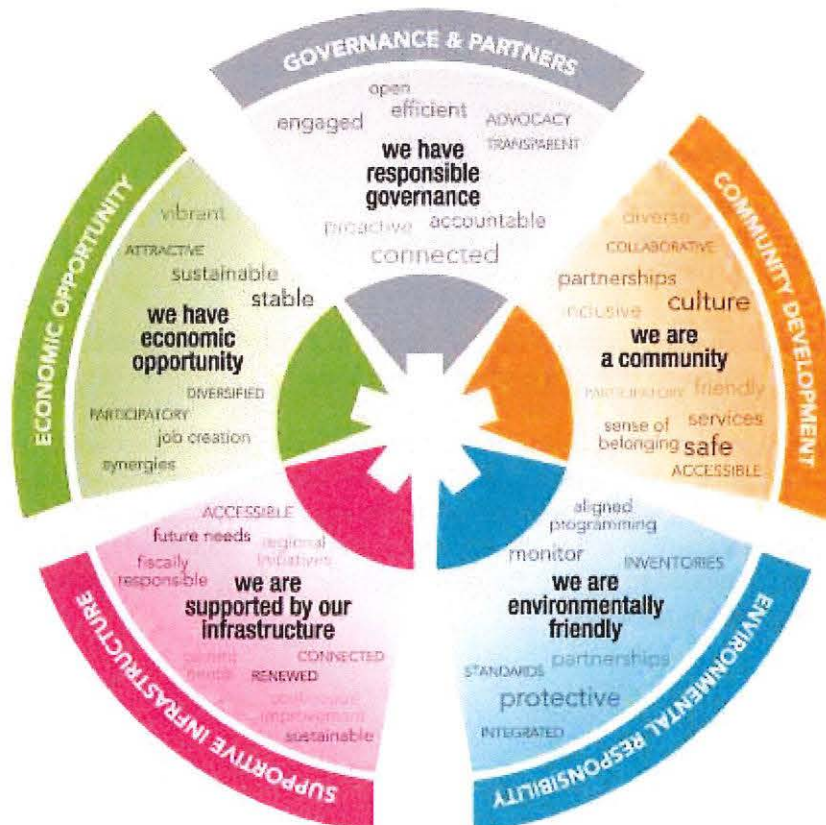
Fire Services Bylaw 2646/PS/21

RECOMMENDATION

That Town Council give first reading to Fire Services Bylaw 2646/PS/21.

STRATEGIC PLAN

A connected community...embracing the future
Champion of progress and community values in a metropolitan region.



BACKGROUND

Many communities in Alberta have adopted a Fire Services Bylaws to direct fire related activities in their communities. Fire Services Bylaw 2646/PS/21 provides guidance and direction for fire related risks and formalizes the roles and responsibilities for our Fire Department (FD). The Government of Alberta amended the Safety Codes Act requiring communities to formally regulate the use and sale of fireworks in their communities. Without the inclusion of fireworks in a bylaw, the sale and use of fireworks in a community is prohibited under the Safety Codes Act. This bylaw aligns with our regional partners and with industry best practices. This bylaw is intended to replace the existing Open Burning Bylaw 2236/PS/05 and provide additional safety and guidance in following areas:

- Formalizing Fire Department purpose, response services and roles of the Fire Department
 - Lock boxes
 - Fire protection charges
 - Inspections
- Permitted Fire activity in the community
- Dangerous goods
- Fireworks
 - Definition of and use of in the community
- Permit requirements
 - Fire permit requirements
 - Fire works requirements
- Alarm response
 - False alarms
 - Noncompliant systems
- Fees & charges and offenses
 - Cost recovery on operations and services provided
 - Offenses under the Safety Codes Act

Administration has included a Fire Protection Charges section in this bylaw. This section provides the ability for the Town to recover costs related to Fire Department responses. This provision has been included as many municipalities are considering this fee for service option to assist with the increasing costs to operate fire departments. Fee for service would be applied to insurable responses (where the owner is insured for the response) and waived if insurance is not in place. The fee for service section is not intended to burden residents with added costs for fire protection where they are unable to pay for a response. Fire Protection Charges will provide an additional option to assist to offset the expenses of the Fire Department when asked to respond, it will not cover the expenses required to ensure we remain response ready. Those expenses are covered by all residents through annual municipal tax levies.

Included in the Fire Services Master Plan adopted in 2020, was the recommendation to replace the existing Open Burning Bylaw with a Life Safety Bylaw. The proposed Fire Services bylaw does not include all the areas identified in recommendation as many of the areas are covered in other provincial legislation or municipal bylaws and do not need to be duplicated in a Fire Services Bylaw. The areas of duplication include:

- Building and Occupancy Fire Protection Equipment – National Building Code-AB Edition
- Functioning Smoke Alarms - National Building and Fire Code- AB Edition
- Construction Fire Safety Plans - National Fire Code-AB Edition
- Fire Safety and Evacuation Plans – National Building & Fire Codes-AB Edition
- Cyclical Fire Safety Inspections – Safety Codes Act, QMP (Quality Management Plan)
- Commercial Cooking – Safety Codes Act
- Mobile Food Vendors – National Fire Code-AB Edition
- Damaged or Vacant Structures that Pose a Public Safety Hazzard – Community Standards, Safety Codes Act

In the development of the Fire Services Bylaw, Administration reviewed similar active bylaws in the region to ensure alignment was achieved. Once drafted, a copy of the bylaw was sent to legal counsel and the Town's Legislative department for review prior to being presented to Council. In addition to the National Building and Fire Codes-AB Edition and the Municipal Safety Codes, the adoption of Fire Services Bylaw 2646/PS/21 will enhance the overall safety of our community.

Administration is seeking first reading of this bylaw and has scheduled 2nd and 3rd reading for the June 24, 2021 Council meeting.

COMMUNICATIONS

The details of this report and the decision of Council will be included in the Council highlight release. A communications plan will be developed to bring public awareness to permit changes related to fireworks and false alarms. Other sections of the bylaw are administrative in nature or already have an established process and do not require additional public communications.

IMPLICATIONS OF DECISION

The adoption of this bylaw will enhance the safety of our community with the establishment of clear direction and authorities related to fire service activities in the community. This bylaw will support the National Building and Fire Codes-AB Edition and the Safety Codes Act with added and more defined safety measures. As our community continues to grow, this bylaw will be amended to continue to provide residents with an enhanced level of service. The adoption of the bylaw will further align our services with the rest of the region with similar bylaws already in place.

**FINANCIAL IMPLICATIONS**

Operating:	_____	Capital Cost:	_____
Budget Available:	_____	Budget Available:	_____
Unbudgeted:	_____	Unbudgeted Costs:	_____
Source of Funds:	_____	Source of Funds:	_____

ATTACHMENTS

1. Fire Services Bylaw 2646/PS/21
2. Fees and Charges
3. Open Burning Bylaw 2236/PS/05

REVIEWED AND APPROVED FOR SUBMISSION TO COUNCIL**PREPARED BY:**

FIRE CHIEF

LEGISLATIVE REVIEW:

MANAGER OF LEGISLATIVE SERVICES

FINAL REVIEW:

GENERAL MANAGER

TOWN MANAGER

BYLAW 2646/PS/21

BEING A BYLAW OF THE TOWN OF STONY PLAIN, IN THE PROVINCE OF ALBERTA, TO ESTABLISH A FIRE-SERVICE TO DELIVER FIREFIGHTING AND OTHER RELATED EMERGENCY SERVICES

WHEREAS the *Municipal Government Act*, RSA c. M-26, and amendments thereto, provides that a council of a municipality may pass bylaws for municipal purposes respecting the following matters:

- (a) the safety, health and welfare of people and the protection of people and property;
- (b) services provided by or on behalf of the municipality;
- (c) the enforcement of bylaws;

AND WHEREAS the *Municipal Government Act* further provides that a municipality may provide for a system of licenses, permits or approvals and may collect, pursuant to a bylaw, costs and expenses incurred by the municipality for extinguishing fires;

AND WHEREAS Council for the Town of Stony Plain wishes to establish fire services within the Town and provide for the efficient operation of such a service.

NOW THEREFORE the Council of the Town of Stony Plain, in the Province of Alberta, duly assembled, hereby enacts the following:

1.0.0 Title

1.1.0 This bylaw may be cited as the “Fire Services Bylaw”.

2.0.0 Definitions

2.1.0 “Acceptable Recreational Fire Pit” means an outdoor receptacle that meets the following specifications:

- a) a minimum of three meters’ clearance is maintained from any building, property line, or other combustible material when measured from the nearest fire pit edge;
- b) the fire pit height does not exceed 60 centimeters when measured from the surrounding grade to the top of the pit opening;
- c) the pit opening does not exceed one meter in width or in diameter when measured between the widest points or outer edges;
- d) the fire pit has enclosed sides made from brick, concrete blocks, heavy gauge metal, or other non-combustible material that is acceptable to the Fire Chief;
- e) it is not located over any underground utilities; and
- f) a spark arrestor mesh screen with openings no larger than 12.5 millimeters that is constructed of expanded metal (or equivalent material) is used to cover the fire pit opening in a manner sufficient to contain and reduce the hazards of airborne sparks.

2.2.0 “Alarm No Fire” means any alarm which is deemed to be false but caused notification of the Fire Department. This includes;

- a) notifications from monitoring companies which do not contact the owner first.
 - b) activated by means other than the products of combustion, (steam or dust),
 - c) devices that have not been replaced before expiry date or depleted battery life,
 - d) devices or systems which the owner has not been properly trained to operate causing an erroneous report of an emergency.
- 2.3.0 “Apparatus” means any vehicle provided with machinery or Equipment for firefighting operated by or for the Fire Department whether that vehicle operates on land, in the air, or on water.
- 2.4.0 “Burnable Debris” as defined in the *Substance Release Regulation 114/2006*.
- 2.5.0 “Burning Hazard” means an actual or potential occurrence of Fire or other combustion of organic or inorganic material that could endanger human life or property or damage property.
- 2.6.0 “CAO” means the Chief Administrative Officer of Town, or their delegate.
- 2.7.0 “Council” means the duly elected Council of the Town.
- 2.8.0 “Dangerous Goods” has the same meaning as in the *Dangerous Goods Transportation and Handling Act*. Gasoline or diesel for residential use, in quantities in accordance with the *Safety Codes Act* would not be considered Dangerous Goods.
- 2.9.0 “Enforcement Officer” means a bylaw enforcement officer appointed by the Town, a Community Peace Officer employed by the Town, and includes members of the Royal Canadian Mounted Police.
- 2.10.0 “Equipment” means any tools, devices, materials or supplies used by or for the Fire Department to respond to an Incident or other emergency.
- 2.11.0 “Extraordinary Costs” means any cost incurred by the Town which goes above normal operations. This may include but not limited to; hazmat, additional Equipment, mutual aid, supplies, vac truck, scene security.
- 2.12.0 “Fire Advisory” means an order issued pursuant to this bylaw for the purpose of Fire prevention and cessation of Fire Permits for duration of the Advisory.
- 2.13.0 “False Alarm” means any notification, by whatever means received, to the Fire Department respecting the existence of a condition, circumstance, Fire or other event containing an imminent, serious danger to Persons or property, wherein such condition, circumstance, fire or other event does not, in fact, exist.
- 2.14.0 “Fire Ban” means any Fire ban, whether municipally or provincially declared, that prohibits fires in all, or part, of the Town.
- 2.15.0 “Fire Chief” means the Person employed by the Town as the Fire Chief, or their designate.
- 2.16.0 “Fire Department” means the department established by this bylaw and includes any Member.
- 2.17.0 “Fire Department Property” means all real and personal property owned or controlled by the Town and designated for use by the Fire Department including but not limited to Apparatus, Equipment and Fire stations.

- 2.18.0 “Fire Hazard” means combustible material that, through its nature, location, condition or arrangement, or any combination of those factors, may be ignited and, if ignited, could create a Burning Hazard.
- 2.19.0 “Permit” means a permit issued by the Fire Chief, pursuant to this bylaw, authorizing the setting of a specific type of Fire or Fireworks within the Town.
- 2.20.0 “Fire Protection” means any and all of the services enumerated in Section 3 of this bylaw and includes any other service delivered by or for the Fire Department that is authorized by Council.
- 2.21.0 “Fire Protection Charges” means all rates, fees, costs and charges payable for, or in connection with, the provision of Fire Protection, as set out in the Fees and Charges Bylaw.
- 2.22.0 “Fireworks”
- a) **Tier One Fireworks**- consumer grade Fireworks, classified as “low hazard” recreational Fireworks Canadian class 7.2.1 / F.1 as described by Natural Resources Canada, able to be purchased by anyone 18 years of age or older.
 - b) **Tier Two Fireworks**- professional grade Fireworks, classified as “high hazard” recreational Fireworks Canada class 7.22 as described by Natural Resources Canada, which can only be purchased and discharged by a Person certified to conduct public or private Fireworks displays; includes Fireworks that may be discharged over public lands, roadways, parks or any other public property.
- 2.23.0 “Incident” means a Fire or medical situation where a Fire or explosion is imminent, or any other situation presenting danger or possible danger to life, property, or the environment, and to which the Fire Department has responded.
- 2.24.0 “Member” means any Person who is duly appointed a member of the Fire Department and includes the Fire Chief, Deputy Fire Chief, firefighter either full time, casual or Paid On Call.
- 2.25.0 “Municipal Tag” means a ticket alleging an offence is issued pursuant to the authority of a bylaw of the Municipality.
- 2.26.0 “Owner” means the Person registered under the *Land Titles Act* as the Owner of the fee simple estate in the land.
- 2.27.0 “Obnoxious Odor” means an extremely unpleasant smell which may or may not expose a Person to the harmful chemicals in the products of incomplete combustion.
- 2.28.0 “Person” means any individual, firm, partnership, association or corporation.
- 2.29.0 “Prohibited Debris” as defined in the *Substance Release Regulation 114/2006*.
- 2.30.0 “Recreational Fire” means a Fire which is lit for the purpose of cooking, obtaining warmth or viewing for pleasure and is fueled solely by dry wood, charcoal, natural gas or propane;
- 2.31.0 “Smoke” means the airborne solid and liquid particulates and gases evolved when material undergoes pyrolysis or combustion, together with the quantity of air that is entrained or otherwise mixed into the mass.

2.32.0 “Town” means the Town of Stony Plain.

2.33.0 “Violation Ticket” means the same as in the *Provincial Offences Procedure Act*, R.S.A. 2000, Chapter P-34 as amended or repealed and replaced from time to time.

3.0.0 Establishment and Purpose of the Fire Department

3.1.0 The Stony Plain Fire Department is hereby established for the purposes of:

3.1.1 preserving life, property and the environment and protecting Persons and property from injury or destruction by Fire and natural disasters in structural, industrial, vehicle and wildland Fire situations. Services include, but not limited to:

- a) providing motor vehicle and Equipment extrication;
- b) providing medical first response through a partnership with Alberta Health Services;
- c) providing static ice and static water rescues;
- d) providing rescue and safety services to a level which will not exceed Equipment or Member training capability;
- e) investigating the cause of Fires, and providing Fire inspection, Pre-Fire planning, and public Fire education and Fire prevention services in accordance with the *Alberta Safety Codes Act* and the Quality Management Plan approved by Council and the Alberta Safety Codes Council;
- f) fulfilling the requirements of any mutual aid agreements with other municipalities;
- g) assisting with the delivery and implementation of an emergency management program;
- h) administering Fire Permit and Fireworks Permit approvals;
- i) providing accredited and informal Member Fire training and/or other Member development;
- j) responding to, controlling and mitigating Incidents involving Dangerous Goods at an awareness or first responder level; and
- k) otherwise providing emergency services as required to promote Community safety;

in accordance with the policies and guidelines established by the Town from time to time and all applicable legislation.

4.0.0 Fire Chief and Fire Department

4.1.0 The Fire Chief and Fire Department authority is granted by Town policy and the *Safety Codes Act*.

4.2.0 The Fire Chief and Fire Department is responsible for the development, rules, regulations and policies for the ongoing organization and administration of Fire Services.

4.3.0 Regulations, rules or policies of this Bylaw shall not be inconsistent with the legislation and regulations of the Province of Alberta.

4.4.0 The Fire Chief and Fire Department is empowered to cause a building, structure, or thing to be pulled down, demolished or otherwise removed if he deems it necessary to prevent the spread of Fire to other buildings, structures or things.

4.5.0 The Fire Chief and Fire Department, is empowered to cause the Fire Department to enter on any land or premises, including adjacent land or premises, to combat, control or deal with the incident in whatever manner the Fire Chief and Fire Department deems necessary.

- 4.6.0 The Fire Chief may negotiate on behalf of the Town with the Government of Alberta, other Municipalities, and Persons for the purpose of establishing Mutual Aid Agreements and Fire Control Agreements with recommendations and concerns regarding the establishing or renewing of any Mutual Aid Agreement or Fire Control Agreement or amendments thereto.
- 4.7.0 For the purpose of Fire Investigations and Inspections, the Fire Chief and Fire Department may obtain assistance from other Town Officials, as required, in order to discharge their duties and responsibilities under this Bylaw.

5.0.0 Permitted and Prohibited Fires

- 5.1.0 No Person shall light, cause or permit to be lit, any Fire upon land which they are the Owner, occupier, or which is under their control, unless the Person holds a valid Fire Permit issued pursuant to this bylaw or the Fire is exempt from the requirement for a Fire Permit under this bylaw.
- 5.2.0 No Person shall burn or cause to be burned, any Prohibited Debris as legislated by Alberta Environment and Parks.
- 5.3.0 No Person shall burn or cause to be burned, any material which gives off an Obnoxious Odor or Smoke, which crosses the property line and impacts adjacent properties.
- 5.4.0 No Person shall use coal, straw or used oil as a heat source for a residence or in a defined area within the Town;
- 5.5.0 No Person shall use coal, straw or other material for ground thawing or other temporary heating conditions, without a valid Fire Permit.
- 5.6.0 No Person shall use an incinerator within the Town of Stony Plain limits.
- 5.7.0 A Fire Permit is not required for:
- a) a Recreational Fire confined within an Acceptable Recreational Fire Pit, used for cooking, warmth or personal enjoyment;
 - b) the use of a CSA or UL certified barbeque; or
 - c) the use of a fireplace, stove or Acceptable Recreational Fire Pit that has been installed by or on behalf of the Town in any campground or park that is owned or controlled by the Town;
- provided that:
- d) a means, acceptable to the Fire Chief, of controlling or extinguishing the Fire is available on the property and within reasonable distance from where the Fire occurs;
 - e) the Fire is kept under control and supervised at all times by a responsible adult Person until such time that the Fire has been completely extinguished; and
 - f) flame height does not exceed one meter above the structure or container.
- 5.8.0 This bylaw does not apply to an outdoor Fire lit by the Fire Department for training or preventive control purposes.

6.0.0 Fireworks

- 6.1.0 All Fireworks sold, stored, handled or discharged, in the Town must comply with the regulations and codes regulated under the *Safety Codes Act and/or Natural Resources Canada (NRCAN)*.
- 6.2.0 Any vendors selling, handling or storing Fireworks must have a valid Town business license and may be subject to inspections to ensure compliance with applicable codes and standards.
- 6.3.0 All Fireworks purchased for discharge or storage, in the Town, must have a valid Fireworks Permit from the Fire Department.
- 6.4.0 Fireworks Permits issued by the Fire Department are only valid for the use within the Town and for the date allowed on the permit.

7.0.0 False Alarms, or Alarm No Fire

- 7.1.0 If in a given 12-month period, the Fire Department is requested to respond to the same property three times or more for a False Alarm or Alarm No Fire, the process will be as follows:
 - a) first response— education on hazards and system use;
 - b) second response – warning letter issued to property Owner;
 - c) third and subsequent responses – Municipal Tag issued by the Town to the property Owner in accordance with this bylaw.
- 7.2.0 At any time, the alarm system, sprinkler system or any life or building safety system is deemed to not be in compliance with applicable codes, further action including monetary penalties under Schedule “A”, Specified Penalties of this bylaw, suspension of business or occupancy can be imposed on the owner by the Fire Chief, under the *Safety Codes Act*.

8.0.0 Fire Permits & Fireworks Permits

- 8.1.0 Fire or Fireworks Permits are required throughout the entire year.
- 8.2.0 An application for a Fire or Fireworks Permit shall be submitted to the Fire Chief, in writing, in the form approved by the Town.
- 8.3.0 A Person who applies for a Fire or Fireworks Permit shall pay any applicable fee set out in the Town’s Fees and Charges Bylaw.
- 8.4.0 Upon receipt of a completed application for a Fire or Fireworks Permit, and any applicable fee, the Fire Chief may, in their discretion:
 - a) refuse to issue a Fire or Fireworks Permit; or
 - b) issue a Fire or Fireworks Permit with, or without, conditions.
- 8.5.0 A Fire or Fireworks Permit shall only be valid for the time period expressly indicated on the Permit, as determined by the Fire Chief, at their sole discretion, having regard for the nature and purpose of the Fire and prevailing circumstances and environmental conditions.
- 8.6.0 The Fire Chief may extend the period of time that an existing Fire or Fireworks Permit remains valid, so long as the extension is requested and approved prior to the expiration of the Fire or Fireworks Permit.

- 8.7.0 The Fire Chief may, in their sole discretion, terminate, suspend or cancel a Fire or Fireworks Permits at any time.
- 8.8.0 Upon receiving notification of termination, suspension or cancellation of the Fire or Fireworks Permit, the Fire or Fireworks Permit holder shall immediately extinguish any Fire set pursuant to the Fire Permit or cease discharge of Fireworks.
- 8.9.0 A Fire or Fireworks Permit is not transferable.
- 8.10.0 Every Person who sets a Fire or discharges Fireworks under authority of a Fire or Fireworks Permit shall:
- a) keep the Fire or Fireworks Permit at the site of the Fire or discharge site;
 - b) produce and show the Fire or Fireworks Permit to the Fire Chief, a Member, or an Enforcement Officer upon request;
 - c) be responsible for any costs incurred by the Fire Department when called upon to extinguish such Fire if, in the opinion of the Fire Chief, the Fire is a hazard to Persons or property or in contravention of the Fire or Fireworks Permit conditions.
- 8.11.0 A Person to whom a Fire or Fireworks Permit has been issued, and any Person involved in the lighting, supervision or maintenance of a Fire set pursuant to a Fire Permit or discharge of Fireworks, shall comply with all terms and conditions of the Fire or Fireworks Permit.

9.0.0 Fire Bans

- 9.1.0 The Fire Chief may, from time to time, limit through a Fire Advisory or prohibit all Fires or Fireworks, under a complete Fire Ban, within Town when the Fire Chief, in their sole discretion, determines that the prevailing environmental conditions may give rise to an increased risk of Fire or increased risk of a Fire running out of control.
- 9.2.0 A Fire Ban imposed pursuant to section 9.1.0, shall remain in force until either the date provided in the notice of the Fire Ban or until such time the Fire Chief provides notice to the public that the Fire Ban is no longer in effect.
- 9.3.0 When a Fire Ban is in place, no Person shall light, cause to be lit or permit to be lit, a Fire or discharge Fireworks on Property they are the Owner or occupier, regardless of whether the Person is the holder of a Fire Permit, and such Person shall immediately extinguish any Fire that has been lit or immediately cease discharge of Fireworks once the Person knows or ought reasonably to know of the Fire Ban.
- 9.4.0 During a Fire Ban imposed pursuant to section 9.1.0, a Person may, subject to the requirements of this bylaw, and unless the notice of Fire Ban provides otherwise, use a barbeque that burns propane, natural gas, compressed briquettes, wood pellets or charcoal, provided that the barbeque is used for the purpose of cooking or obtaining warmth and is used on private property or in a public area that has been approved by the Town or the Fire Chief for the use of such barbeques.

10.0.0 Fire and Dangerous Goods Incident Reporting Requirements

- 10.1.0 The Owner of any property or conveyance, containing Dangerous Goods which sustains an accidental or unplanned release of the Dangerous Goods, must immediately report the release to the Fire Department.

- 10.2.0 Dangerous goods shall not be transported through the Town of Stony Plain, municipal boundaries without proper identification and strict adherence to Federal, Provincial or municipal regulations and standards.
- 10.3.0 Dangerous Goods shall not be stored, transported, used or released in residential areas of Town.
- 10.4.0 Flammable Liquids and Combustible Liquids for residential use, stored in quantities in accordance with the *Safety Codes Act*, shall not be classified under Dangerous Goods.

11.0.0 Fire Department Lock Boxes

- 11.1.0 All buildings which incorporate a Fire alarm system, sprinkler or standpipe system, elevator control or any other specialty system, shall be equipped with a Fire Department lock box, to allow unfettered access to requested systems by the Fire Department. The lock box shall:
 - a) be located in a location acceptable to the Fire Department;
 - b) be of a make and model approved by the Fire Department;
 - c) be purchased and securely installed by the building owner;
 - d) contain keys, key fobs, key cards or any other methods to access building systems, controls, locations or secure areas as determined by the Fire Department;
 - e) be equipped with a locking cover which can only be access by the Fire Department.
- 11.2.0 The Fire Department or the Town shall not be held liable for lost or stolen lock boxes or keys contained within.
- 11.3.0 The building owner is responsible to contact the Fire Department when entry systems have been changed, upgraded or modified, to ensure keys, key fobs, key cards or any other methods to access the building are compatible with current access options and readily available for use.
- 11.4.0 The Fire Department or the Town shall not be held liable for any delay in response or damage to structure, equipment or contents due to building access difficulty as a result of incompatible key, key fobs, key cards or any methods to access the building.
- 11.5.0 The building owner shall be responsible for any lock box maintenance, repair costs or lock box system upgrade costs as new technologies become available.

12.0.0 Fire Protection Charges

- 12.1.0 Upon the Fire Department providing a response to a parcel of land, building or residence, the Town may, in its discretion, recover costs plus any Extraordinary Costs associated to the response to any or all of the following Persons, namely the:
 - a) Person or Persons who requested the response;
 - b) Person or Persons causing or contributing to a Fire or Incident;
 - c) occupant of the parcel of land or residence on which response was provided;
 - d) Owner of the parcel of land or residence on which response was provided;
 - e) Person with control over the parcel of land or residence on which a response was provided, which may include, without restriction, a property manager;

and all Persons charged are jointly and severally liable for payment of the Fire Protection Charges to the Town.

- 12.2.0 Where the Fire Department has responded to a motor vehicle collision, the Town may, in its discretion, recover costs associated to the response, plus any Extraordinary Costs, to any or all of the following Persons, in addition to those Persons identified in section 12.1.0:
- a) the registered owners of motor vehicles involved in the collision; and
 - b) where the motor vehicle collision has occurred on a provincial highway, the Government of Alberta; and
 - c) all Persons charged are jointly and severally liable for payment of the response to the Town.
- 12.3.0 Response costs as described in 12.1.0 & 12.2.0. charges will not exceed the owner's maximum insurance coverage. If the owner does not carry valid insurance, response charges may be waived.
- 12.4.0 Where the Fire Department has responded to a hazardous materials Incident, the Town may, in its discretion, recover costs associated to the response plus any Extraordinary Costs, to those Persons identified in section 12.1.0, 12.2.0 and 14.1.0:
- 12.5.0 A Person who has damaged or destroyed any Apparatus, Equipment or Fire Department Property shall, in addition to any penalty imposed to in this bylaw, be liable for, and pay upon demand, all costs incurred by the Town to repair or replace the Apparatus, Equipment or Fire Department Property in question.

13.0.0 Inspection and Enforcement

- 13.1.0 Where a parcel of land, property, residence, business, commercial property, industrial property, institutional property, does not comply with this bylaw or a Person contravenes this bylaw, the Town may pursue its enforcement alternatives in accordance with this bylaw, any enactment or any common law right, including issuing an order to remedy contraventions or dangers, remedying contraventions or dangers by the Town, adding amounts to tax rolls and pursuing injunctions pursuant to the *Municipal Government Act*.

14.0.0 Corporations and Partnerships

- 14.1.0 When a corporation commits an offence under this bylaw, every principal, director, manager, employee, or agent of the corporation who authorized the act or omission that constitutes the offence or assented to or acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence whether or not the corporation has been prosecuted for the offence.
- 14.2.0 If a partner in a partnership is guilty of an offence under this bylaw, each partner in that partnership who authorized the act or omission that constitutes the offence or assented to or acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence.

15.0.0 Vicarious Liability

- 15.1.0 For the purposes of this bylaw, an act or omission by an employee or agent of a Person is deemed also to be an act or omission of the Person if the act or omission occurred in the course of the employee's employment with the Person, or in the course of the agent exercising the powers or performing the duties on behalf of the Person under their agency relationship.

16.0.0 Penalties

- 16.1.0 Any Person who contravenes any section and provisions of this Bylaw, is guilty of an offence.

- 16.2.0 When a Person is alleged to have contravened any provision of this Bylaw, an Enforcement Officer may issue a Violation Ticket pursuant to the *Provincial Offences Procedure Act, R.S.A 2000 c. P-24*.
- 16.3.0 A Person who is guilty of an offence is liable to a fine in an amount not exceeding \$2500 and to imprisonment for not more than 6 months for non-payment of a fine.
- 16.4.0 If a Municipal Tag is issued in respect of an offence, the Municipal Tag must specify the fine amount established by this bylaw for the offence.
- 16.5.0 If a Municipal Tag has been issued and if the specified penalty has not been paid within the prescribed time, then an Enforcement Officer is hereby authorized and empowered to issue a Violation Ticket pursuant to the *Provincial Offences Procedure Act*.
- 16.6.0 A Person who commits an offence may, if a Municipal Tag is issued in respect of the offence, pay the fine amount established by this Bylaw for the offence and if the amount is paid on or before the required date, the Person will not be prosecuted for the offence.
- 16.7.0 If a Violation Ticket is issued in respect of an offence, the Violation Ticket may:
- a) specify the fine amount established by this bylaw for the offence; or
 - b) require a Person to appear in court without the alternative of making a voluntary payment.
- 16.8.0 A Person who commits an offence may:
- a) if a Violation Ticket is issued in respect of the offence; and
 - b) if the Violation Ticket specifies the fine amount established by this bylaw for the offence, make a voluntary payment equal to the specified fine.

17.0.0 Interpretation

- 17.1.0 In this bylaw, a citation of or reference to any act or regulation of the Province of Alberta or of Canada, or of any other bylaw of the Town is a citation of or reference to that act, regulation, or bylaw as amended, whether amended before or after the commencement of the act, regulation, or bylaw in which the citation or reference occurs.
- 17.2.0 Nothing in this bylaw relieves a Person from complying with any provision of any provincial or federal legislation or regulation, other bylaw of the Town or any requirement of any lawful permit, order, or license.

18.0.0 Severability

- 18.1.0 Every provision in this bylaw is independent of all other provisions and if any provision of this bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this bylaw shall remain valid and enforceable.

19.0.0 Review

- 19.1.0 This bylaw shall be reviewed within its fourth year, being 2025, or as deemed necessary.

20.0.0 Repeal

20.1.0 Bylaw 2236/PS/05, and amendments are hereby repealed.

21.0.0 Effective Date

21.1.0 This bylaw shall take force and effect upon third reading and when it has been duly signed.

Read a first time this day of , AD 2021.

Read a second time this day of , AD 2021.

Read a third time this day of , AD 2021.

Mayor William Choy

Jen Boleski, CPA, CA
General Manager, Corporate Services

Schedule "A" – Specified Penalties

Bylaw Section Number	Penalties	Offense
4.2.0	Cross a Boundary established by the Fire Department	\$100
4.5.0	Impede, obstruct, or otherwise hinder access to property or Equipment required for use by a Member or Enforcement Officer	\$500
5.1.0	Deposit, discard or abandon any burning matter or substance so as to create a Burning Hazard	\$250
5.1.0	Light a Fire or discharge Fireworks without a required Fire Permit	\$150
5.2.0	Burn prohibited debris	\$150
5.3.0	Cause smoke, other products of combustion or obnoxious odor, to interfere with the livelihood or enjoyment of another's property.	\$150
5.3.0	Conduct activity that involves the use of a Fire or discharge Fireworks, where smoke produced by the Fire or Fireworks may impede the visibility of vehicular and pedestrian traffic	\$150
6.2.0	Sell Fireworks without a Permit or valid business license	\$500
6.3.0	Failure to comply with conditions of a Fire or Fireworks Permit	\$100
6.3.0	Possess or store Fireworks without a Permit	\$100
7.2.0	Alarm systems not maintained / in compliance with applicable codes and standards	\$500
8.1.0	Light a Fire or discharge Fireworks without taking sufficient precautions	\$150
8.2.0	Provide false, incomplete or misleading information to Fire Chief, Member or Enforcement Officer with respect to a Fire, Fire Permit or Fireworks Permit	\$100
8.11.0	Light a Fire or discharge Fireworks on lands without written consent	\$150
8.11.0	Permit Fire or Fireworks to pass from own property to property of another Person	\$150
9.1.0	Igniting Fire or discharging Fireworks during Fire Ban	\$300
10.1.0	Fail to report a dangerous goods release or spill	\$250
11.3.0	Upgrading, changing or modifying building access without contacting the Fire Department and supplying new keys, key fobs, key cards or any other methods to access the building	\$150
12.5.0	Damage or Destroy Fire Department Property	\$1000

Fees and Charges

	Fire inspection for the purpose of commercial business or licensing	\$150
	Commercial load occupancy certificate	\$150
	File or records search	\$75/hr.
	Requests for fire investigations	\$100/hr./Member
	Fire Scene security standby	\$100/hr./Member
5.6.0 (a)	Recreational Fire Pit Inspections	\$0 no charge
7.1.0 (a) (b)	First and Second response for false alarm or alarm no fire, in a 12-month period	No charge
7.1.0 (c)	Third response for false alarm or alarm no fire, in a 12-month period	\$250
7.1.0 (c)	Fourth response for false alarm or alarm no fire in a 12-month period. Subsequent responses increase by \$250 per response	\$500
8.3.0	Fire or Fireworks Permits	\$0 no charge
12.1.0	Fire Department Service Calls	Invoice based on cost recovery for additional or extraordinary expenses
12.1.0	Structure Fire Response	\$615/hr./apparatus plus cost recovery for additional or extraordinary expenses
12.2.0	Motor Vehicle Collision Response	\$615/hr./apparatus plus cost recovery for additional or extraordinary expenses.
12.4.0	Hazardous Materials Response	\$615/hr./apparatus plus cost recovery for additional or extraordinary expenses and or specialized response from Mutual Aid partners or Industry Professionals

BEING A BYLAW OF THE TOWN OF STONY PLAIN IN THE PROVINCE OF ALBERTA TO PROHIBIT AND CONTROL OPEN BURNING WITHIN THE CORPORATE LIMITS OF THE TOWN OF STONY PLAIN

WHEREAS pursuant to Section 7, Municipal Government Act, being Chapter M-26, Revised Statutes of Alberta 2000 and amendments thereto, a council may pass a bylaw for municipal purposes respecting the safety, health and welfare of people and the protection of people and property;

WHEREAS the Council of the Town of Stony Plain deems it proper to pass a bylaw to control and prohibit burning within the Town of Stony Plain; and

NOW THEREFORE, the Council of the Town of Stony Plain in the Province of Alberta, pursuant to authority conferred upon it by the Municipal Government Act 2000 enacts as follows:

1. This bylaw may be cited as *The Open Burning Bylaw*.
2. In this bylaw:
 - (a) "Council" means the Council of the Town of Stony Plain
 - (b) "Fire Chief" means the member appointed by Council as head of the Fire Department;
 - (c) "Fire Permit" means a permit issued and in a format prescribed by the Fire Chief, his designate or Bylaw Enforcement Officer allowing for the setting of outdoor fires, structure fires or incinerator fires within the Town;
 - (d) "Fire Pit" means a permanently affixed outdoor fire receptacle.
 - (e) "Fireplace" means an enclosed and permanently affixed outdoor fire receptacle which incorporates a permanently affixed chimney or flue, and is constructed of brick, rock or other masonry;
 - (f) "Non-Burnable Debris" means any flammable debris or waste material, and includes but is not restricted to:
 - i) straw, stubble, grass and/or weeds
 - ii) leaves and/or tree prunings
 - iii) solid waste from tree harvesting and/or logging operations and/or land clearing
 - iv) new and/or used utility poles and/or railroad ties
 - v) wooden and/or waste material from the construction and/or demolition of buildings and/or construction sites
 - vi) animal cadavers and/or manure
 - vii) pathological wastes
 - viii) garbage or refuse from commercial, industrial and/or municipal operations
 - ix) combustible material in vehicle body, tires and/or oil for combustion engines
 - x) rubber, plastic or anything containing and/or coated with rubber, plastics, styrofoam or similar substances;
 - (g) "Open Burning" means any fire of any kind whatsoever in the open air with the exception of:
 - i) natural gas, propane and/or briquette barbecues
 - ii) campstoves affixed above ground level and located in a park
 - iii) coleman-type campstoves, kerosene or propane fired;
 - (h) "Open Fire" means a fire that is not confined within a noncombustible container or structure;
 - (i) "Outdoor Fire" means any fire not contained within a building or structure and shall include fires involving humus soil, piles of coal, farm produce, waste, bush, grass, feed, straw or any fire that has escaped or spread from a building, structure, machine or vehicle and any fire set for the purpose of thawing ground;
 - (j) "Peace Officer" means a member of the RCMP, Bylaw Enforcement Officer or Special Constable as appointed by Council;
 - (k) "Portable Fire Receptacle" means an outdoor fire receptacle that is not permanently affixed;

- (l) "Recreational Fire" means a confined outdoor fire in a fire pit, fireplace or portable fire receptacle for the purpose of cooking, obtaining warmth or viewing for pleasure. A Recreational Fire may only be fuelled with seasoned wood (not to exceed the equivalent of 15 liters in size), charcoal, natural gas or propane.
- (m) "Running Fire" means any fire burning without being under the proper control of any person;
- (n) "Smudge Fire" means a fire confined within a noncombustible structure or container that is set on land of 2 acres or more in an area for the purpose of protecting livestock from insects;
- (o) "Structure Fire" means any fire confined to and within any building, structure, machine or vehicle which will or is likely to cause the destruction of or damage to such building, structure, machine or vehicle, excluding an incinerator fire;
- (p) "Town" means the Town of Stony Plain and, where the context requires, means the area contained within the corporate boundaries of the said municipality.

3. Powers

- (a) The Fire Chief, his designate and/or Bylaw Enforcement Officer, may:
 - i) issue a fire permit to a person 18 years or older;
 - ii) issue a fire permit in respect of any land within the municipal boundaries of the Town of Stony Plain;
 - iii) issue a fire permit unconditionally or impose conditions upon the applicant which he considers appropriate;
 - iv) suspend or cancel at any time a fire permit and, on receiving notice of the suspension or cancellation, the person concerned shall immediately extinguish any fire set pursuant to his or her permit;
 - v) direct the operations in respect of any fire permit issued.

4. Recreational Fires

The following regulations and specifications apply to Recreational Fires:

- (a) Except as provided in Section 4(k), no permit is required to ignite, construct or otherwise create a recreational fire by or with permission of the property owner.
- (b) A "fire pit" used outdoors for the purpose of cooking, obtaining warmth or viewing for pleasure must meet the following specifications:
 - (i) a safe clearance of approximately 3 metres, measured from the nearest fire pit or edge is maintained from buildings, property lines, or other combustible material;
 - (ii) fire pit height must not exceed .6 metres measured from the surrounding grade to the top of the fire pit opening;
 - (iii) fire pit is to be constructed of noncombustible materials such as bricks, concrete blocks, heavy gauge metal, or other non-combustible materials acceptable to the Fire Chief;
 - (iv) a spark arrestor mesh screen with openings no larger than 1.25 cm and constructed of expanded metal or other non-combustible material is to be used to cover a fire pit opening in a manner sufficient to contain and reduce the hazards of airborne sparks;
 - (v) a fire pit must not exceed 1.0 metre in diameter;
 - (vi) the height of flames in a fire pit cannot exceed 1.0 metre;
- (c) A "fireplace" used outdoors for the purpose of cooking, obtaining warmth or viewing for pleasure must meet the following specifications:
 - (i) a minimum of 1.0 metre clearance measured from the nearest fireplace edge is maintained from buildings, property lines, or other combustible material;

- (ii) a fireplace is constructed of materials, such as bricks or rocks, that are heat and flame resistant;
 - (iii) the fireplace is equipped with a chimney that is not less than 2.5 metres in height when measured from the base of the fire burning area;
 - (iv) the fireplace chimney is equipped with a regulation screen designed to contain and reduce the hazards of airborne sparks;
 - (v) the base of the fire burning area is not less than .3 metres above the surrounding grade; and,
 - (vi) the fire chamber does not exceed 1.25 metres in width, and is at least .4 metres but not more than .6 metres in depth.
- (d) A "Portable Fire Receptacle" used outdoors for the purpose of cooking, obtaining warmth or viewing for pleasure must meet the following specifications:
- (i) Recreational fires may be burnt in a portable fire receptacle in a residential back yard with the same specifications for a "fire pit" applying to a portable fire receptacle with the exception that the portable fire receptacle must be situated at least two metres from any combustible materials.
 - (ii) Recreational fires may be burnt in a portable fire receptacle on a wooden deck or patio as long as non-combustible material such as brick or stone is placed between the portable fire receptacle and the deck or patio. The portable must also be situated at least two metres from any combustible materials.
- (e) Recreational fires may be conducted between the hours of 12:00 NOON and 1:00 AM only.
- (f) A garden hose, extinguisher or other method of extinguishing a fire must be immediately available for use.
- (g) Recreational fires must not be set in windy conditions of greater than 20KM per hour conducive to creating a running fire or a nuisance to another person.
- (h) If smoke from an open-air fire causes an unreasonable interference with the use and enjoyment of another person's property, the fire must be extinguished immediately.
- (i) Recreational fires must be supervised by a responsible adult person over 18 years of age at all times.
- (j) Once the intended use is completed, Recreation fires must be totally extinguished.
- (k) No person shall ignite, construct or create a recreational fire in a park unless the recreational fire occurs at a location so designated within the park or in a device or structure constructed for that purpose in the park.
5. Control of Fire Hazards
- (a) If the Peace Officer or the Fire Chief finds within its municipal boundaries on privately owned land or occupied public land conditions that, in its opinion, constitute a fire hazard, it may order the owner or the person in control of the land on which the fire hazard exists to reduce or remove the hazard within a fixed time and in a manner prescribed by Council.
 - (b) When the Peace Officer or the Fire Chief finds that the order it made pursuant to Section 5(a) has not been carried out, it may enter on the land with any equipment and any person it considers necessary and may perform the work required to eliminate or reduce the fire hazard.
6. Recovery of Costs
- (a) Where the Peace Officer or the Fire Chief, acting in accordance with its operating policies, has taken any action whatsoever for the purpose of extinguishing a fire or responding to a fire call or incident within or outside the Town or for the purpose of preserving life or property from injury or destruction by fire or other incident on land within or outside the Town, the Peace Officer or the Fire Chief may, in respect of any costs incurred by the Town if the Peace Officer or the Fire Chief deems the cost of such actions to be extraordinary, charge all or a portion of said costs so incurred to the owner or occupant of the land in respect of which the action was taken.

- (b) Notwithstanding the authority granted to the Peace Officer or the Fire Chief in Section 6(a) above, the Peace Officer or the Fire Chief shall not charge the costs of fighting an accidental fire affecting the primary residence or commercial structure, including the ancillary structures of the aforementioned, on any property in Town. This prohibition shall not preclude the charging of a portion of the costs of fighting a grass or ground fire where a primary or ancillary structure is affected.
- (c) In the event that the owner or occupant of any land within or outside the Town shall feel aggrieved by any action taken by the Peace Officer or the Fire Chief pursuant to Section 6(a) of the bylaw, such owner or occupant shall have a period of 30 days from the date of mailing of notice of the action taken by the Peace Officer or the Fire Chief, to appeal to Council against the action taken. The decision of Council on any such appeal shall be final and binding upon the owner or occupant of the land and not subject to any further appeal.
- (d) In respect of the cost or fee described in Section 6(a):
 - i) in the case of action taken by the Peace Officer or Fire Chief in respect of land outside the Town, the Town may recover such cost or fee as a debt due and owing to the Town; or
 - ii) in the case of action taken by the Peace Officer or the Fire Chief in respect of land within the Town where the cost or fee is not paid upon demand by the Town, then in default of payment, such cost or fee may be charged against the land as taxes due and owing in respect of that land.

7. Offences

- (a) No person shall light an outdoor fire, a structure fire or an incinerator fire unless he is the holder of a subsisting fire permit if required under this bylaw.
- (b) No person shall permit an outdoor fire, a structure fire or an incinerator fire to be lit upon land that is owned or occupied by him or under his control except when such fire is permitted pursuant to this bylaw.
- (c) When a fire is lit under the circumstances prohibited by Section 7(a) or 7(b), the owner or occupier of the land or the person having control of the land upon which such fire is lit shall:
 - i) extinguish the fire immediately, or
 - ii) where he is unable to extinguish the fire immediately, report the fire to the Fire Department.
- (d) No person shall, either directly or indirectly, personally or through an agent, servant or employee, kindle a fire and let it become a running fire on any land not his own property to the property of another.
- (e) No person shall light a permitted outdoor fire, a structure fire or an incinerator fire without first taking sufficient precaution to ensure that the fire can be kept under control at all times.
- (f) No person, persons or corporation shall light, ignite, start or cause to be made an open fire of nonburnable debris, or cause or permit open burning unless it is in a gas fired incinerator for which a permit to construct and a license to operate have been obtained in accordance with federal and provincial legislation.
- (g) No person or persons shall, either directly or indirectly, cause to be reported a false alarm.

8. Penalties

- (a) Any person who fails to hold a subsisting fire permit when one is required under this bylaw is guilty of an offence and is liable to a fine of \$250.00 on summary conviction.
- (b) Any person who contravenes any section of this bylaw is guilty of an offence is liable to a fine of \$200.00 on summary conviction.

- (c) Any Peace Officer may enforce the provisions of this bylaw and, where that Peace Officer has reasonable grounds to believe that a person has committed a breach of any of the provisions of this bylaw, he may issue and serve upon such person a violation ticket pursuant to Part 2 of the Provincial Offences Procedure Act.

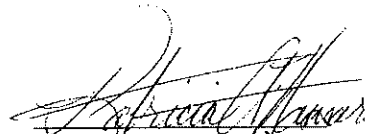
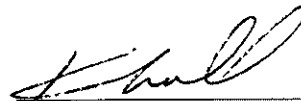
9. Bylaw 2032/PS/97 is hereby repealed.

10. This bylaw shall come into force and take effect upon the date of third reading and signing in accordance with Section 7(a), Municipal Government Act, Revised Statutes of Alberta RSA 2000.

Read a first time this 27th day of June 2005

Read a second time this 11th day July 2005

Read a third time this 11th day July 2005


Deputy Mayor Pat Hansard
Kim Neill
Acting Town Manager

END OF ITEM



Business Items



**TOWN OF STONY PLAIN
COUNCIL AGENDA
REQUEST FOR DECISION**

PUBLIC SESSION

COUNCIL MEETING DATE: June 14, 2021

ITEM DESCRIPTION OR TITLE

Mayors Task Force Community Resiliency Final Report

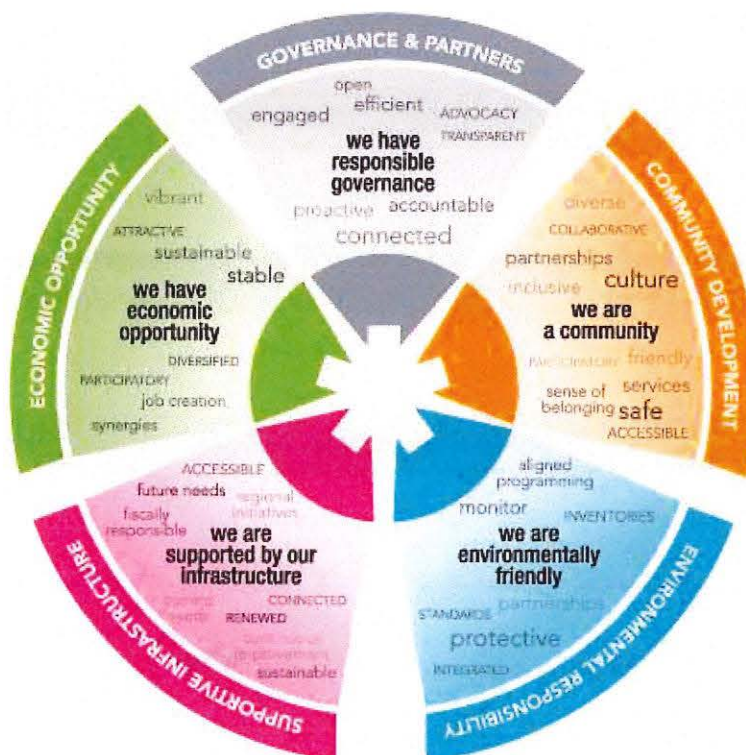
RECOMMENDATION

That Council accept the Mayors Task Force Community Resiliency Final Report for information; and

That Administration provide an analysis of the Mayors Task Force Community Resiliency at the Regular Council Meeting of August 16, 2021

STRATEGIC PLAN

A connected community...embracing the future
Champion of progress and community values in a metropolitan region.





BACKGROUND

Council has received the presentation, report and recommendations from the Mayors Task Force. As noted, the CAO and the GM of Community and Social Development were active members of the Task Force and as such are aware of the process to arrive at and the intent of the contained Recommendations.

Noted within the report are the alignments and integration with the Town and other community organizations. A theme of the dialogue and the report is the strength of collaboration and the co-dependencies that will be needed to achieve success of the Recommendations.

As senior members of the Town staff were involved and contributed to the base information, these alignments and dependencies are generally understood but have not been specifically or thoroughly analyzed. The report notes the high level alignment as a review of the MDP, Strategic Plan and Corporate Plan was undertaken. Specific analysis of department and business unit plans was not completed as part of the Task Force process.

The intent moving forward is to allow more time to complete this further analysis and report the results to Council in August.

This analysis will identify alignment of the Recommendations with current and proposed Town initiatives and work planning. It is expected that some clear alignment will be apparent. This process will allow Council to frame any future decisions regarding the Recommendations.

This analysis will also allow administration the opportunity to shape current work plans to potentially support the Recommendations through future Corporate Plans.

COMMUNICATIONS

N/A

PUBLIC PARTICIPATION

N/A

IMPLICATIONS OF DECISION

N/A

FINANCIAL IMPLICATIONS

Operating: _____

Capital Cost: _____

Budget Available: _____

Budget Available: _____



AGENDA ITEM NO.:

9.1

Unbudgeted: _____

Unbudgeted Costs: _____

Source of Funds: _____

Source of Funds: _____

POLICY AND/OR LEGISLATIVE IMPLICATIONS

N/A

ATTACHMENTS

- Mayor's Task Force Community Resiliency Final Report

REVIEWED AND APPROVED FOR SUBMISSION TO COUNCIL

PREPARED BY:

MANAGER/ADMINISTRATOR

FINAL REVIEW:

GENERAL MANAGER

TOWN MANAGER

Mayor's Task Force on Community Resiliency



Final Report to Council

Submitted: June 8, 2021

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1 Executive Summary

Urban resilience has been defined as “The capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow, no matter what kinds of chronic stresses and acute shocks they experience.”

The COVID-19 global pandemic is an example of a “shock” to the structure of our community, from both a social and economic perspective. It illustrated areas where our resilience as a community was challenged. The goal of the Task Force is to examine various ways in which our community can develop stronger resilience in the future and advise Council on action items that can be considered in this regard. The Task Force is composed of Councillors, Community Representatives and several Ex Officio members.

The Mission is to provide recommendations to Council to enhance the resiliency of Stony Plain, ensuring the community responds, recovers and thrives amidst future challenges. The Vision is that the Town has built a connected, resilient community with economic and social strength which supports the wellbeing of our residents and businesses.

In order to achieve our Mission and Vision, a standard problem-solving methodology was used:

- Step 1 - Gather Information (Presentations and Research)
- Step 2 - Define the Issues (Problem Statements and Future Goals)
- Step 3 - Generate Possible Solutions (Brainstorming)
- Step 4 - Evaluate and Select Best Options (Recommendations)
- Step 5 - Create Action Plan (Ensure Success)

Gather Information (Presentations and Research)

The initial stage involved a series of presentations from various community stakeholders combined with independent research on related topics in order to fully understand the situation. The topics represented a variety of different perspectives in the community and beyond.

In order to better appreciate what other communities and governments around the world were doing with regards to community resilience, individual members of the Task Force were assigned various topics to do a “deeper dive” on. Additionally, Task Force members were assigned various Town Plans to study. For details refer to Section 4 beginning on page 9.

Define the Issues (Problem Statements and Future Goals)

A Problem Statement describes an undesirable gap between the current-state level of performance and the desired future-state level of performance. The Task Force followed a guided brainstorming process to create ideas and then further refine them via group discussion and tools such as dot voting to come up with a final prioritized list of statements.

There are six Problem Statements broken into three broad thematic areas – Social, Infrastructure and Economic. For each one of these there is a corresponding Future Goal – what we pictured our community looking like five years from now. The Problem Statements and Future Goals covered the areas of Civic Engagement, Social Connection, Community Desirability, New Job Skill Sets and Availability, Business Collaboration and Business Adaptability. For details refer to Section 5 beginning on page 11.

Generate Possible Solutions (Brainstorming) and Select Best Options (Recommendations)

With the Problem Statements and Future Goals in place, the Task Force brainstormed possible solutions to the issues at hand. The general consideration was as follows – *Given the stated problem (“where we are now”) and considering the future goal (state in five years – “where we want to be”), what do you think needs to be done to close this gap?*

The next step involved narrowing down the list of brainstormed ideas to choose the best options. Although we also individually selected our top choices from the list of ideas and used this as a weighting factor, the primary means for prioritizing our list was to rate each item according to the following three factors – Impact, Cost and Urgency.

In some cases, there are other initiatives either planned or already underway (by the Town or other organizations) which are related to a particular Recommendation. The intent was not to duplicate what is already underway but rather to build upon any existing foundation that is already in place. The Alignment Table beginning on page J-1 lists the Problem Statements, Future Goals and associated Recommendations and relates them to the Municipal Development Plan, the Strategic Plan and the Corporate Plan, along with any other initiatives by other groups underway within the community.

Recommendations

After the prioritization exercise there were 34 Recommendations of varying priority. These were grouped under three broad themes – Social, Infrastructure and Economics. There are 9 high priority Recommendations, 15 medium priority and 10 low priority. The high priority Recommendations cover the broad areas of Community Mentor Program, Volunteer Need Database and Action Program, Welcome Program, Community/Neighbourhood Associations, Town Square/Park Area Downtown, Town Marketing, Data Connectivity and Digital Disparity.

Action Plans and Ensuring Success

The final stage of the process is to create Action Plans for the higher priority Recommendations. The Task Force felt it would be premature to undertake this task as Council has not yet indicated which Recommendations may be accepted. Additionally, Town Administration will have to review any accepted Recommendations in detail before proper Action Plans could be made. There are several challenges that will have to be overcome in order to successfully implement the Recommendations. A discussion of these along with some possible solutions begins on page 24.

The Importance of Partnerships

Within our community, there are formal and informal networks (local government, businesses, volunteer groups, non-profits, faith groups, parent groups, resident’s associations, etc.), all of whom are working to bring about positive change and make our community a better place to live.

Many of the Recommendations of this Task Force, especially when linked together, relate to the overall strengthening of the social capital partnerships between citizens and these networks. In most cases, networks in our area would be open to collaborating together to achieve the common goal of making our community better.

If the implementation of these Recommendations can help to bring together individual citizens, coordinate groups and facilitate political mobilisation, our overall community resilience is bound to increase.

2 Background

2.1 What is Resilience?

100 Resilient Cities defines urban resilience as “The capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow, no matter what kinds of chronic stresses and acute shocks they experience.”¹

Stresses are conditions that weaken our community on a reoccurring basis, such as social isolation, unaffordability, or high unemployment. Stresses are often symptomatic of systemic and institutional barriers. Shocks are typically considered as sudden onset events, such as pandemics or extreme weather conditions.

The COVID-19 global pandemic is an example of a “shock” to the structure of our community, from both a social and economic perspective. It illustrated areas where our resilience as a community was challenged.

2.2 Task Force Purpose

The goal of the Task Force is to examine various ways in which our community can develop stronger resilience in the future and advise Council on action items that can be considered in this regard.

2.3 Task Force Structure

The Task Force is chaired by Councillor Judy Bennett. Other Councillors and Community Representatives are also involved. Ex Officio members included the Mayor, the Town CAO, representatives from Family and Community Support Services and the Greater Parkland Regional Chamber. Administrative support was provided by the Corporate Recording Secretary.

The Terms of Reference for the Task Force can be found in Appendix A - Terms of Reference beginning on page A-1.

For a list of the participants refer to Appendix B - Task Force Members on page B-1.

2.4 Mission

To provide recommendations to Council to enhance the resiliency of Stony Plain, ensuring the community responds, recovers and thrives amidst future challenges.

2.5 Vision

The Town has built a connected, resilient community with economic and social strength which supports the wellbeing of our residents and businesses.

¹ 100 Resilient Cities - Rockefeller Foundation

3 Methodology

In order to achieve our Mission and Vision, the following methodology was used:

- Step 1 - Gather Information (Presentations and Research)
- Step 2 - Define the Issues (Problem Statements and Future Goals)
- Step 3 - Generate Possible Solutions (Brainstorming)
- Step 4 - Evaluate and Select Best Options (Recommendations)
- Step 5 - Create Action Plan (Ensure Success)

3.1 Gather Information (Presentations and Research)

The initial stage involved a series of presentations from various community stakeholders combined with independent research on related topics in order to fully understand the situation.

The purpose was to identify and ultimately address a gap between what is happening (or will be happening if the status quo remains) and what we want to happen in order to achieve our Vision. In other words, it is a deviation between what should happen and what is actually happening. In subsequent steps we determined the cause of this deviation in order to craft a solution.

3.2 Define the Issues (Problem Statements and Future Goals)

During this stage, the information gathered in Step 1 was refined in order to arrive at clear Problem Statements. The desired end result of this step is the formulation of a manageable number (typically no more than six) of Problem Statements (what we want to change) along with related Future Goals (what we want the future to be).

The information was refined by grouping similar issues into “Themes” and then by applying the “Five Why” methodology to determine the root cause. A disciplined problem-solving approach should push a team to identify root causes and solutions that will prevent reoccurrence of the problem, instead of just treating the symptoms.

Developing Future Goals

At this point, we created a short list of clear and concise Problem Statements. The next step was the creation of a Future Goal for each Problem Statement. As noted earlier, the Future Goal is “what we want the future to be” when we consider the Problem Statement (what we want to change). Essentially these are like “mini-visions” that relate to our overall Task Force Vision.

3.3 Generate Possible Solutions (Brainstorming)

Using the Problem Statements and Future Goals, the next step was to brainstorm all the possible solutions to the issues at hand. The Future Goals (“what should be”) helped immensely at this stage.

3.4 Evaluate and Select Best Options (Recommendations)

The next step involved narrowing down the list of brainstormed ideas to choose the best options. These form the core of the final Recommendations to Council.

The ideal solutions are effective in meeting the goals, efficient (affordable) and realistic in terms of implementation success. In order to choose optimally a number of considerations have to be taken in mind:

- The option will solve the problem without causing other unanticipated problems.
- The option fits within organizational constraints.
- The option fits within budget parameters or has a realistic source of funding.
- The implementation and ongoing operation of the option can be realistically measured.

3.5 Create Action Plan (Ensure Success)

One common problem with task force recommendations is that without an effective Action Plan to describe how implementation could be accomplished, they risk becoming “shelf-ware” – never to be looked at again.

While understanding that these are just recommendations at this point, and could be accepted or rejected by Council, it is important to identify timelines, resources, measures, etc., that could be used if accepted. The information within an Action Plan also helps Council decide if they agree that the recommendation seems realistic to implement.

3.6 Activity Schedule

The various steps of this methodology have been laid out over the time frame that the Task Force is operating. This Schedule can be referred to in Appendix C - Meeting Dates Activity Schedule beginning on page C-1.

4 Gather Information – Presentations & Research

4.1 Overview

In order to fully understand the various factors that are impacting our local community as well as what other communities have been doing to address some of these issues, the Task Force organized a series of presentations and undertook individual research assignments.

4.2 Presentations

A series of presentations was made to the Task Force representing a variety of different perspectives in the community and beyond. After the formulation of Problem Statements and Future Goals (see following section for details on this process), a further set of presentations was arranged.

A high-level summary of the presentations is as follows.

- Family & Community Support Services (FCSS)
- Dara's Luxury Décor & Coffee Bar
- Edmonton Global
- ATB Financial
- Stony Plain Public Library
- Town Environmental Master Plan
- Alberta Parenting for the Future Association (APFA)
- Kinsmen Club of Stony Plain & Parkland Foodbank
- Truwood Artisans & Storm Bison
- Technology Overview
- Overview - Town Plans - Municipal Development Plan, Corporate Plan, Council's Strategic Plan, Economic Development Strategic Plan, FCSS Strategic Plan
- Town of Valleyview
- Greater Parkland Regional Chamber (GPRC) & Economic Development
- Town Culture & Tourism
- Town Communications
- Community Futures Capital Region
- Trendy Communities
- Transit & Regional Plan Overview
- Clean Energy Improvement Program (CEIP)

For full details on the various presentations, refer to Appendix D - on page D-1.

4.3 Individual Research Assignments

In order to better appreciate what other communities and governments around the world were doing with regards to community resilience, individual members of the Task Force were assigned various topics to do a “deeper dive” on and report back to the other members as a whole.

Additionally, in order to understand the degree to which the Town Council and Administration had already put initiatives in place in some of the areas, Task Force members were assigned various Town Plans to study. If assigned a Town Plan, the member acted as a resource during the recommendation brainstorming if questions arise that are covered by that Plan.

The following is a list of general research areas that individual members were assigned. For a detailed list, refer to Appendix E - beginning on page E-1.

Citizen Assemblies - utilizing organized community groups to comment on various local issues. Similar idea to the task forces but more short term with more people at one time. Are these effective or not? How could this idea be applied in our community? What are some other communities where this has been utilized successfully?

Wellbeing Surveys - There are several wellbeing projects in communities around the world - What methods are being used? Are there examples of sustained success – what were the determining factors? How is this being used as an ongoing measurement of successful implementation of initiatives?

Neighbourhood Resilience - There is substantial third-party research on creating resilient neighbourhoods. The goal is to determine what sort of measures could be used to build stronger neighbourhood cohesion. This could be done by looking at what is being done currently in Stony Plain in terms of neighbourhood groups (if at all) and also what is being done successfully in other municipalities (could be in Canada or international).

Communications Strategies used in municipalities - What are the best communication strategies to use to build social networks within a community? What are some of the issues that can arise? What are others doing in this regard? Who is a solid success story in this regard?

Resilient Cities Canada – This is part of the 100 Resilient Cities initiative. There were four Canadian cities participating – Toronto, Calgary, Montreal, and Vancouver. Read the detailed report and extract any concepts or recommendations that would apply to our community situation. Also note items on means of measuring implementation success and potential pitfalls.

Resilient Cities – other international lessons - There are several other reports related to lessons learned from the other cities participating in the 100 Cities project - Lessons Learned Report, Cities Taking Action, Building Resilience with Nature, Racial Equity, Scale of Resilience.

Business Diversification Strategies - Diversification could include reducing dependency on the traditional oil/gas industry, moving into different markets, increasing the product line, etc. It also includes attracting businesses that are not overly reliant on discretionary consumer spending and those that can offer better-paying jobs. This is intended as a supplement to the Town's Economic Development Plan and their presentation(s) on related matters. There may be other strategies that have been used elsewhere which we could consider. What are examples of communities that have thrived during the downturn? How have they been able to do this?

Town of Stony Plain Plans – for each of the plans listed beginning on page E-3, the research objective is to review the plan and serve as a key information resource for the rest of the Task Force.

5 Define the Issues - Problem Statements and Future Goals

5.1 Problem Statements

A Problem Statement describes an undesirable gap between the current-state level of performance and the desired future-state level of performance. In general, it will outline the negative aspects of the current situation and why this matters.

In addition to getting clear on what the problem is, an effective Problem Statement also helps establish a goal for what we want to achieve. It defines the problem being addressed in a way that's precise and gets at the real root cause of the issue. Crucially it serves as a guide during the ideation (generating solutions) part of the process (Steps 3 and 4) and ensures that the right solutions are generated.

The Task Force followed a guided brainstorming process to create ideas and then further refine them via group discussion and tools such as dot voting to come up with a final prioritized list of six statements².

5.2 Future Goals

Once we had our smaller group of Problem Statements, we created a Future Goal (or mini-vision) for each one, which offsets what currently exists with what we want to see in the future. This aided considerably as we considered the gaps that currently exist between our current state and our desired state.

We then considered our current state, along with the various assets and vulnerabilities that exist in that area and started brainstorming ways to leverage the assets and mitigate the vulnerabilities in order to achieve our future state Vision. We were striving to go beyond purely “defensive” measures (i.e. recovering back to “normal” after a one-off shock) and looking for adaptive, ongoing changes which will enable us to thrive beyond just “business-as-usual”.

² The goal was ideally to have no more than six problem statements since it was felt that having more than this diluted focus on the end recommendations.

5.3 Summary of Results

The Table below shows the final results of the Task Force Problem Statement process. There are six Problem Statements broken into three broad thematic areas – Social, Infrastructure and Economic. For each one of these there is a corresponding Future Goal – what we pictured our community looking like five years from now. There is also an indication of how the Future Goal aligns with the relevant section from the Municipal Development Plan.

Theme - Social	
1.0	Problem Statement Civic Engagement - The engagement of community members needs to be strengthened to disseminate information and produce more diverse leaders and volunteers to address issues of public concern or interest.
1.1	Future Goal <i>Community members feel the Town is home and a diverse mix of individuals of different ages, genders and cultural backgrounds all feel that they belong here. Everyone feels they have an equal voice in shaping the community and there is a strong enthusiastic base of local volunteers and engaged citizens.</i>
Theme - Social	
2.0	Problem Statement Social Connection - There is low social cohesion (supportive relationships, trust and belonging) which impacts equity and the bonds between individuals, the local economy, voluntary supports, and the local government.
2.1	Future Goal <i>We live in a well-connected, inclusive community that has worked to address racism and exclusionary beliefs. We know and trust our neighbours and readily work together to integrate newcomers and reach out to those on the margins of our community.</i>
Theme - Infrastructure	
3.0	Problem Statement Community Desirability (Business and Individual Attraction) - The Town needs stronger attributes and incentives to attract individuals and businesses to live and invest here.
3.1	Future Goal <i>Our community is an environmentally progressive leader with many positive attributes that attract both businesses and individuals. There is a wide variety of community programs, including public events and support initiatives for all ages and identities. The optimized mix of primary, secondary, and service industries provides solid opportunities for local employment. There is adequate healthy, safe, and affordable housing for residents at varying income levels.</i>

Theme - Economics	
4.0	Problem Statement New Job Skill Sets and Availability - The changing job skill sets required in the future are not fully understood and coordinated with government planning, the education system and local municipality, therefore we are not keeping pace with economic changes.
4.1	Future Goal <i>The community has a highly trained local workforce that can support and take advantage of the changing economic landscape (e.g., knowledge economy, home-based, etc.), including shifts occurring due to climate change initiatives. We have mutually beneficial integration between businesses and various educational opportunities to create new skill sets at all age levels.</i>
Theme - Economics	
5.0	Problem Statement Business Collaboration - Strong social capital bonds between local businesses, community members and local infrastructure (e.g. education system, government) are lacking.
5.1	Future Goal <i>Local businesses are closely knit into the fabric of the community. There are strong links between educational systems (e.g. apprenticeships, work experience) and local businesses. Businesses work together with each other and key stakeholders (e.g. local government) to ensure mutual benefits.</i>
Theme - Economics	
6.0	Problem Statement Business Adaptability and Preparedness - Local Businesses do not always have the necessary resources (money, technology, knowledge, skill sets) needed to diversify into resilient, environmentally friendly operations to ensure survival
6.1	Future Goal <i>The community has a very strong, diverse, resilient economy. Tax revenue, community attractiveness and local investment opportunities are balanced with and optimal mix of large and small companies. New development is focused on the changing economic landscape with emphasis on providing recession-proof essential products. Business owners in the community can access educational training supports to help them adapt and feel confident that they are prepared.</i>

Table 1 - Problem Statements and Future Goals

6 Generate Solutions and Select Best Options

6.1 Process

With the Problem Statements and Future Goals in place, the next step was to brainstorm all the possible solutions to the issues at hand. As was done previously, a standard brainstorming process was followed.

The general consideration was as follows – *Given the stated problem (“where we are now”) and considering the future goal (state in five years – “where we want to be”), what do you think needs to be done to close this gap?*

6.2 Prioritization

Although we also individually selected our top choices from our overall list of brainstormed ideas and used this as a weighting factor, the primary means for prioritizing our list was to rate each item according to the following three factors:

(Positive) Impact (H/M/L) – High, Medium, Low – what is the overall effect of this recommendation on the resilience of the Town in the future? To what extent will the quality of Town residents be improved?

Cost (H/M/L) – High (over \$50K), Medium (\$5-\$50K), Low (under \$5K) – what is the relative cost of this recommendation in your view? This is the most subjective of the ratings since there are so many unknown factors but for our purposes we only needed a general idea. It should include the cost of all resources such as labour if applicable but should only be the cost of the recommendation implementation as opposed to all future costs.

Urgency (S/M/L) – Short Term (within a year), Medium Term (2 – 3 years), Long Term (3 – 5 years) – how soon should this initiative be undertaken?

One of the problems with prioritizing a list such as this with relatively little time and still many unknowns about individual recommendations is that there was a fair degree of subjectivity. However, in the end, with group discussion and consensus, it served the purpose of delineating the relative importance of the ideas.

6.3 Summary of Results

After the prioritization exercise we ended up with 34 Recommendations of varying priority. These were grouped under three broad themes – Social, Infrastructure and Economics.

There are 9 high priority Recommendations, 15 medium priority and 10 low priority. These are discussed in detail in Section 8 - Recommendations beginning on page 16.

7 Alignment with Other Initiatives

One of the factors impacting the Recommendations of the Task Force is that there are many other initiatives either planned or already underway (by the Town or other organizations) which are related in some degree to a particular Recommendation.

The potential issue with this is that a given Recommendation may be dismissed since “somebody is already doing this”.

The degree to which other initiatives are related varies from case to case. The Task Force obviously was not aiming to duplicate what is already underway but rather to build upon any existing foundation that is already in place. If the Task Force was made aware (via presentations or research) of a particular issue it may mean that it requires more emphasis or resources in addition to what is already underway since the need to address it is still there.

For Recommendations where there is some alignment with planned or current activities, additional emphasis or resources could take the form of:

1. For Town initiatives, an increase in priority within Strategic and Corporate Plans, which could result in more budget dollars being allocated. This would have to be based on a general agreement between Council and Administration that more emphasis was required.
2. For initiatives undertaken by other groups (e.g. community organizations, non-profits, other governmental sections) advocacy to create increase of awareness of the need.
3. For either Town or other organization initiatives, a drive to create more volunteer activity to aid in the execution of the initiative.

In order to identify areas in which a particular Recommendation may be related to other initiatives, an Alignment Table was created by the Task Force. This Table lists the Problem Statements, Future Goals and associated Recommendations and relates them to the Municipal Development Plan, the Strategic Plan and the Corporate Plan, along with any other initiatives by other groups underway within the community.

Please note that the areas of alignment noted in the Table are by no means exhaustive; once given recommendations are approved, a deeper examination can be undertaken to fully understand all the key stakeholders.

The details for the Alignment Table are located in Appendix J - beginning on page J-1.

8 Recommendations

8.1 Overview

The following Recommendations are the result of the work of this Task Force as described in the previous sections. The Task Force feels the Recommendations, if implemented effectively, will be successful in addressing the problems and meeting the goals. If consideration is given to the points raised under Section 10 - Maintaining Momentum beginning on page 24, they have an increased likelihood of success.

For all these items, please note that although they were prioritized according to the methodology described on page 14, there is a significant degree of subjectivity due to the number of unknowns in the process. Once given recommendations are approved, this can be examined more closely. If it is desired to see the priority estimates that were used refer the Table beginning on page J-1.

8.2 Theme - Social

The Social theme covers the areas of social inclusion and cohesion, civic engagement and information awareness.

8.2.1 Problem Statement – Civic Engagement

Civic Engagement - The engagement of community members needs to be strengthened to disseminate information and produce more diverse leaders and volunteers to address issues of public concern or interest.

Future Goal - Community members feel the Town is home and a diverse mix of individuals of different ages, genders and cultural backgrounds all feel that they belong here. Everyone feels they have an equal voice in shaping the community and there is a strong enthusiastic base of local volunteers and engaged citizens.

Recommendations - High Priority

1. *Community Mentor Program – Consider creation of a program that connects community mentors (such as retirees with related expertise) with businesses and social non-profits who need additional support in management areas such as Strategic Planning, Human Resources, Information Technology, etc.*
2. *Volunteer Need Database – Create and/or enhance a list of all local volunteer opportunities.*
3. *Volunteer Action Program – Using the Volunteer Database, create a mechanism aimed at increasing the number of volunteers in the community (emphasis on being inclusive and diverse) and enabling volunteer-led projects that foster healthy communities.*

Recommendations - Medium Priority

4. *Information Awareness – Consider creating a group to make further recommendations on improving information channels in the local area. The primary objectives would be to; (a) link*

residents with community partner/non-profit services and volunteer opportunities, (b) enable community organizations to share relevant information, (c) allow businesses to obtain and share information relevant to operating in the area. This group would have to consider all possible means of sharing information, along with the problems associated with maintaining information channels.

5. *Civic Resilience Coordinator/Community Development Officer - Consider a formal role within the Town to coordinate local and regional initiatives; between departments, etc.*

Recommendations – Low Priority

6. *Citizen Assemblies for Community Feedback – Investigate the feasibility of using more active types of civic engagement such as “citizen assemblies” to help determine civic priorities. A Citizen Assembly could be defined as a relatively large group of local recruits reflective of a diverse cross-section of the population (i.e. age, gender, socioeconomic status, etc.) that is brought together in a facilitated environment to deliberate and produce recommendations on local issues.*
7. *Young Ambassador Program – Consider the creation of a program specifically geared towards increasing the civic engagement of young people. Other established similar programs could be explored for feasibility. An emphasis could also be placed on fostering indigenous relations.*
8. *Education Course on Civic Involvement – Create and/or enhance a course (i.e. Muni 101) that would educate interested local residents on our municipal government and related civic involvement opportunities.*

8.2.2 Problem Statement – Social Connection

Social Connection - There is low social cohesion (supportive relationships, trust and belonging) which impacts equity and the bonds between individuals, the local economy, voluntary supports, and the local government.

Future Goal - We live in a well-connected, inclusive community that has worked to address racism and exclusionary beliefs. We know and trust our neighbours and readily work together to integrate newcomers and reach out to those on the margins of our community.

Recommendations - High Priority

9. *Welcome Program – Explore the creation and/or enhancement of a formal “welcome program” (ex: Welcome Wagon) which would help integrate newcomers into the Town and the associated neighbourhood. Special program emphasis could be placed on welcoming newcomers to Canada. This could also incorporate a “menu” type of feature where newcomers could indicate their desired needs.*
10. *Community/Neighbourhood Associations – Examine the feasibility of community organizations for each neighbourhood, that could be responsible for volunteer-led recreation and neighbourhood events.*

Recommendations - Medium Priority

11. *Neighbourhood Social Building - Enable small scale activities that encourage residents to participate in outdoor activities (e.g. pop-up firepits, block parties, weekly movies) designed to build community connections. It could also involve skill/knowledge transfers between residents (e.g. woodworking, cooking lessons). This could also involve Town subsidization to get started.*
12. *Neighborhood Flower/Community Gardens – Investigate a program to start up community gardens in interested neighbourhoods, perhaps with some Town subsidization to get it started. Could also tap into local resident expertise in building and maintaining these sites.*
13. *Community Kitchen and Community Meals – concept is to bring people together to cook and/or eat meals together. Could expand to other age groups, etc.*
14. *Multicultural Programming – a true multicultural approach should have people with diverse backgrounds and ethnic backgrounds at its centre in planning and organizing. Explore options to expand the Multicultural Centre programs to focus on a broader range of cultural initiatives. This may include celebrating the arts, food, traditions and heritage from all backgrounds. This program could promote public education on indigenous history, Black Lives Matter, immigrant inclusion, power and privilege.*
15. *Town Policies and Practices – for various activities noted for community building, the Town could examine internal policies/practices.*

Recommendations – Low Priority

16. *Neighbourhood Entrances – Explore the concept of collaboration with the Town and community members to revitalize neighborhood entrances (flower/community garden etc.)*

8.3 Theme - Infrastructure

The Infrastructure theme covers the area of improving and promoting the Town features, including downtown development, marketing, data connectivity. It also includes a focus on environmental sustainability.

8.3.1 Problem Statement – Community Desirability

Community Desirability (Business and Individual Attraction) - The Town needs stronger attributes and incentives to attract individuals and businesses to live and invest here.

Future Goal - Our community is an environmentally progressive leader with many positive attributes that attract both businesses and individuals. There is a wide variety of community programs, including public events and support initiatives for all ages and identities. The optimized mix of primary, secondary and service industries provides solid opportunities for local employment. There is adequate healthy, safe and affordable housing for residents at varying income levels.

Recommendations - High Priority

17. *Town Square/Park Area Downtown – Reinforce this as a place where people come to meet/buy & sell things, etc. Could include items such as Indigenous Relations – Bird/Fish sanctuary, Meeting space (friendship centre), pub/brewery, gaming, lots of lights downtown, art gallery, social spaces out of “boxes” (sea-can), etc. Includes parking with way-finding signage.*
18. *Town Marketing - Develop a marketing campaign and tool kit, accessible to businesses and residents, that reinforces Town’s attributes, but also challenges existing negative perceptions (i.e. “sleepy”, “wrinkle ranch”, “small thinking”). This includes social media campaigns that promote aspects of the Town that are under promoted; ongoing outreach to media to promote our events/programs/attributes and local success stories (ex: businesses that are thriving).*
19. *Data Connectivity – Advocate for high speed internet, broadband, fibre optics, to connect businesses/residents as needed.*
20. *Address Digital Disparity - Undertake a study of the connectivity barriers in the local area to guide the implementation of support programs that address issues including access, digital literacy and affordability.*

Recommendations - Medium Priority

21. *Neighborhood Environmental Programs – Investigate if additional programs could be implemented at a neighbourhood level regarding recycling, education groups on conservation practices, etc.*
22. *Clean Energy Improvement Program (CEIP) – Examine the feasibility of this initiative.*
23. *Farmer’s Markets – Consider expansion to draw people downtown.*

24. Town Programs – Enhance age-friendly, infrastructure that goes into the community and creates activities for all ages – i.e. 19 and under, 60 and over – mini-skate park, etc.

Recommendations – Low Priority

25. Green Town Branding – Investigate possibility of building community desirability and attracting new investment by positioning Town as a “green town” with more-than-typical environmental initiatives underway.

26. Electric Scooter or Bike Share Program – Explore the feasibility of this initiative. There could be possible collaboration with Spruce Grove.

8.4 Theme - Economics

The Economics theme covers understanding the job skill sets that will be needed in the future and taking steps to develop the workforce for the emerging economy. It also includes connecting local business with workers and each other.

8.4.1 Problem Statement – New Job Skills and Availability

New Job Skill Sets and Availability - The changing job skill sets required in the future are not fully understood and coordinated with government planning, the education system and local municipality, therefore we are not keeping pace with economic changes.

Future Goal - The community has a highly trained local workforce that can support and take advantage of the changing economic landscape (e.g. knowledge economy, digital, home-based, etc.), including shifts occurring due to climate change initiatives. We have mutually beneficial integration between businesses and various educational opportunities to create new skill sets at all age levels.

Recommendations - Medium Priority

- 27. Education and Training – Collaborate with businesses, post-secondary institutions and other educators to create skill-development programs that address industry needs. This could include a plan to pilot and scale nimble, short-form programs (three- to six-month certificates) that address immediate business needs. There could also be an emphasis on retraining women/minority and workers impacted by political/environmental/economic changes.*
- 28. Business/Worker Connections – Investigate ways in which partnerships between local businesses, high schools, and local workers can be strengthened. This could include creating and/or expanding experiential learning programs (i.e. work experience, apprenticeships, etc.).*

Recommendations - Low Priority

- 29. Adapt for the Future – Undertake or enhance study to understand the future skills required for a changing economy.*

8.4.2 Problem Statement – Business Collaboration

Business Collaboration - Strong social capital bonds between local businesses, community members and local infrastructure (e.g. education system, government) are lacking.

Future Goal - Local businesses are closely knit into the fabric of the community. There are strong links between educational systems (e.g. apprenticeships, work experience) and local businesses. Businesses work together with each other and key stakeholders (e.g. local government) to ensure mutual benefits.

Recommendations - Medium Priority

30. Business Incubator – Review current practices for a local business incubator to enable home based or small businesses to learn from each other and foster growth. Consider how to connect with everyone who is not into the digital world.

8.4.3 Problem Statement – Business Adaptability

Business Adaptability and Preparedness - Local Businesses do not always have the necessary resources (money, technology, knowledge, skill sets) needed to diversify into resilient, environmentally friendly operations to ensure survival.

Future Goal - The community has a very strong, diverse, resilient economy. Tax revenue, community attractiveness and local investment opportunities are balanced with and optimal mix of large and small companies. New development is focused on the changing economic landscape with emphasis on providing recession-proof essential products. Business owners in the community can access educational training supports to help them adapt and feel confident that they are prepared.

Recommendations - Medium Priority

31. Business Community Mentors - Create opportunities to connect community mentors and/or support networks with businesses needing additional management support.

Recommendations - Low Priority

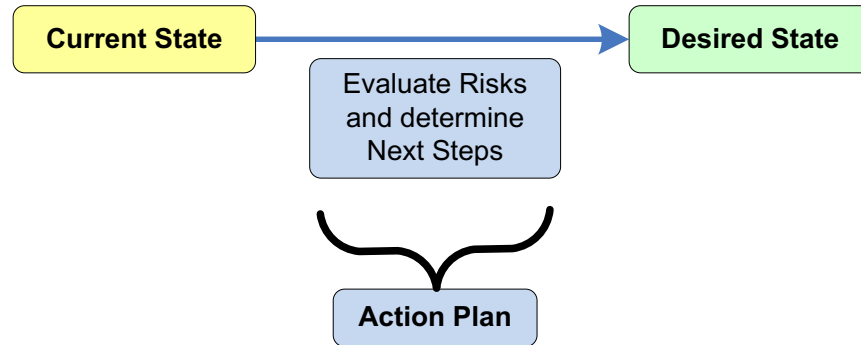
32. Needs Analysis – Undertake study to facilitate conversations and identify specific needs in this area.

33. Business Continuity Planning - Conduct research on best practices from other jurisdictions for business support programs to strengthen business continuity of local businesses, including creating a business support strategy and tool box.

34. Ease of Business Operations in Local Area - Advocate for government to standardize business licences in the tri-municipal area. Also address the issue of consistency on municipal websites.

9 Action Plans

In order to ensure that any Recommendations are feasible, an Action Plan which identifies what exactly is being done, and related parameters such as timelines, resources and measures should be prepared. Essentially the Action Plan describes precisely how we will move from a Current State to the future Desired State. Note that the Action Plan is created from the point of view of the Task Force – there will have to be ongoing discussions with various parties such as Town Administration when these get closer to finalization.



Action Plan Template	
Recommendation:	
Problem Statement - Why is This Important?	
Strategic Goal – Where Do We Want to Be?	
What Will We Do?	
Who is Involved (in the view of the Task Force)?	
What Resources are Needed (in the view of the Task Force)?	
Metrics	Target

Table 2 - Action Plan Template

10 Maintaining Momentum

There are several challenges that will have to be overcome in order to successfully implement the Recommendations.

Although the end is in sight, our community will not be free of the effects of the pandemic when the results are presented, presenting difficulties in implementing initiatives with ongoing job loss, social isolation, possible lockdowns, vaccine concerns, etc., creating a distracting background.

As typical with many of these types of endeavours, the “devil is in the details” and without a concrete, realistic and understandable action plan, Recommendations are often destined to fade into oblivion. This is perhaps the greatest challenge after the work has been invested - ensuring that, if accepted, the improvement opportunities are implemented and performance tracked.

There are a number of reasons why maintaining momentum can be difficult:

- Nobody is assigned specific responsibility for a given initiative.
- Insufficient Resources (people, money, time, etc.)
- Actual measurable Next Steps are not clearly spelled out.
- There are other initiatives which take higher priority.

Other than actions such as Town Administration assigning resources directly to an initiative, or receipt of a related government grant, etc., there are correspondingly a number of methods that can be utilized to improve implementation of any Recommendations which are accepted.

- Community Resources - Create some form of follow-up Task Force or Committee, etc., that is tasked with working with others (e.g. Town Administration, etc.) to ensure progress.
- Fill out Action Plan Templates for Accepted Recommendations. – includes assignments, individual steps, measurements, due dates, etc. This ensures that it is clear who is assigned to a well-described task, what other resources are required, when it is due and how success is measured.
- Longer Term Measurement of Results - Consider implementation of a “wellbeing” (or similar concept) survey which can be taken over the next few years to measure progress.

11 Summary – The Importance of Partnerships

Over the last several months, the Task Force has followed a defined process in order to gather information (page 9), define the issues by creating Problem Statements and Future Goals (page 11), generated possible solutions (page 14) and selected the best options to put forward as recommendations (page 16).

There are 34 Recommendations of varying priority - 9 high priority Recommendations, 15 medium priority and 10 low priority. These were grouped under three broad themes – Social, Infrastructure and Economics. Additionally, the Task Force also examined the relationship of the Recommendations to other initiatives in the community (page 15).

The final stage of the process is to create Action Plans for the higher priority Recommendations. The Task Force felt it would be premature to undertake this task as Council has not yet indicated which Recommendations may be accepted and whether they agree with the priority assessed. Additionally, Town Administration will have to review any accepted Recommendations in detail before proper Action Plans could be made.

There is a final concept that should be discussed in relation to the Task Force and the final list of Recommendations – the importance of partnerships.

Physical infrastructure and the existing environment are important factors that contribute to a community's resilience. However, several studies have shown that social capital is the most critical aspect of community resilience. Human factors (people's skills, knowledge, etc.), political resources (how efficiently people are connected to government organizations and processes) and, most importantly, social relationships between people, are what allows communities to thrive.

In a very real sense, social capital determines how well people in a community get along with each other (trust, understanding) and the strength of the links that exist between people, organizations and institutions within a community.

Within our community, there are formal and informal networks (volunteer groups, non-profits, faith groups, parent groups, resident's associations, etc.), all of whom are working to bring about positive change and make our community a better place to live. It is important to understand what can be done to support more interactions between different networks.

Many of the Recommendations of this Task Force, especially when linked together, relate to the overall strengthening of the social capital partnerships between citizens and local organizations, businesses and government. Community partnerships are essential for effecting lasting change. In most cases, the networks in our area would be open to collaborating together to achieve the common goal of making our community better.

If the implementation of these Recommendations can help to bring together individual citizens, coordinate groups and facilitate political mobilisation, our overall community resilience is bound to increase.

Appendix A - Terms of Reference

MAYOR'S TASK FORCE ON COMMUNITY RESILIENCY

PURPOSE

Building on the immediate relief measures provided by the Mayor's COVID-19 Economic and Social Stream Task Forces, the Mayor's Task Force on Community Resiliency will provide strategic advice to Council to shape Stony Plain's future planning related to overall resiliency.

OVERVIEW

The Task Force will consider, inquire into, report and make recommendations to Council about matters referred to the Task Force by Council, the Chief Administrative Officer (CAO) or items brought forward by Task Force members that are aligned with the Task Force purpose.

Key areas of consideration for the Task Force include:

- Understanding the impacts of COVID-19 on the community;
- Understanding the current and immediate future state of community resiliency, including but not limited to:
 - Local Economics & Business Vitality
 - Infrastructure Stability
 - Social Planning & Community Well-being
 - Community Group Vibrancy
 - Provincial and Federal Programs and Support Services;
- Consideration of Town policies, programs and services that can support improved well-being of residents and businesses;
- Consideration of the Town Strategic Plan to support achieving full recovery;
- Approaches to monitor Task Force recommendations and community recovery; and,
- Other such areas as deemed relevant by the Task Force.

MEMBERSHIP

The COVID-19 Mayor's Task Force on Community Resiliency will be comprised of the following:

- Councillor Judy Bennett - Chair
- Councillor Linda Matties
- Councillor Harold Pawlechko
- 6-8 community representatives
- Mayor William Choy – ex-officio
- CAO – ex-officio
- FCSS Executive Director – ex-officio
- 1 Administrative Support – ex-officio, appointed by the CAO

Community representatives will be appointed to serve the duration of the term of the Task Force and based on the following general criteria:

- A resident of, employed by or operate a business in Stony Plain;
- A demonstrated record of community service;
- An understanding and appreciation of the social, culture and the economic drivers of the community;
- Significant experience in governance roles with organizations and/or industry sectors; and/or,
- Executive level responsibilities in the private and/or public sector.

QUORUM

A simple majority of 50% + 1 of the Task Force will constitute quorum.

VOTING

When required, each member of the Task Force shall have one vote.

The Task Force shall work to consensus decision.

MEETINGS

All meetings will take place via video or conference call to maintain social distancing. Meeting will be scheduled every other week. Additionally, meetings shall be called by the Chair as needed.

DELIVERABLES

The Task Force Chairperson shall provide an interim report to Council no later than December 15, 2020 to present an update on initial findings and recommendations. A final report shall be presented to Council no later than June 1, 2021 to present final outcomes and recommendations to Council.

The report can be in any form determined by the Task Force.

TERM

September 1, 2020 – June 1, 2021

Appendix B - Task Force Members

Councillors

Councillor Judy Bennett - Chair
Councillor Linda Matties
Councillor Harold Pawlechko

Community Representatives

Mackenzie Blackburn
Mark Dressler
Gary Fulmore
Tannis Matthews - involved until November 10 but withdrew due to other commitments
Tim Monds

Other Members

Mayor William Choy – ex-officio
Tom Goulden - CAO – ex-officio
Lisa Gilchrist – General Manager of Community & Social Development – ex-officio
Sarah Parry – Greater Parkland Regional Chamber, Chief Executive Officer - ex-officio
Karie Nothof - Administrative Support – ex-officio, appointed by the CAO

Appendix C - Meeting Dates Activity Schedule

Meeting Date	Detail	Comments
September 10, 2020	Review Terms of Reference	
September 22, 2020	Vision and Mission Development	
October 6, 2020	Research and Understand the Issues	Family & Community Support Services (FCSS) Dara's Luxury Décor & Coffee Bar
October 20, 2020	Research and Understand the Issues	Edmonton Global ATB Financial
October 27, 2020	Research and Understand the Issues	Stony Plain Public Library Town Environmental Master Plan
November 10, 2020	Research and Understand the Issues	Alberta Parenting for the Future Association (APFA) Kinsmen Club of Stony Plain & Parkland Foodbank
November 17, 2020	Research and Understand the Issues	Truwood Artisans & Storm Bison Technology Overview
November 17 - 20	-Task Force Members send in initial Problem Statements. -Sub-team sorts and groups results for Nov. 24	Use Worksheet – Problem Identification
November 24, 2020	Brainstorm possible solutions and alternatives	Use Worksheet
November 25 - 30	- Prepare draft of Interim Report – sub-team	Two documents – detailed Report and PowerPoint presentation
December 1, 2020	Review Interim Report - Draft	Interim Report Due to Council on December 8
December 8, 2020	Review Interim Report - Final	Final Report PowerPoint Presentation
December 15, 2020	Create Problem Statements and Future Goals	Problem Statement worksheet
January 5, 2021	Problem Statement Prioritization	Problem Statement worksheet
January 19, 2021	Voting and Debate for prioritization Revised Problem Statements and Future Goals	Problem Statement Prioritization worksheet
February 2, 2021	Discussion for Future Goals took place Idea Brainstorming for Presentations	Worksheet
February 9, 2021	Presentations were brainstormed and proposed Task Force Problem Statements and Future Goals	Worksheet
February 16, 2021	Overview - Town Plans	Municipal Development Plan, Corporate Plan, Council's Strategic Plan, Economic Development Strategic Plan, FCSS Strategic Plan

Meeting Date	Detail	Comments
March 2, 2021	Research and Understand the Issues	Town of Valleyview Greater Parkland Regional Chamber (GPRC) & Economic Development
March 16, 2021	Research and Understand the Issues	Town Culture & Tourism Town Communications
March 23	Research and Understand the Issues	Assigned Individual Assignments
March 30, 2021	Research and Understand the Issues	Community Futures Capital Region Trendy Communities
April 13, 2021	Research and Understand the Issues	International Resilient Cities
April 20, 2021	Research/Understand the Issues and start to formulate Recommendations	Transit & Regional Plan Overview Recommendations Worksheet
April 27, 2021	Research/Understand the Issues and work on Recommendations	Clean Energy Improvement Program (CEIP) Recommendations Worksheet
May 4 2021	Formulate and Prioritize Final Recommendations	Recommendations Worksheet
May 11, 2021	Formulate and Prioritize Final Recommendations	Recommendations Worksheet
May 18, 2021	Formulate Final Recommendations	Recommendations Worksheet
May 26, 2021	Sub-Group Meeting – Alignment Table	Alignment Worksheet
June 1, 2021	Review and Refine Final Report	Final Report Due to Council.

Table 3 - Activity Schedule

Appendix D - Presentation and Meeting Details

A series of presentations was made to the Task Force representing a variety of different perspectives in the community and beyond. Further presentations in the coming weeks will be scheduled as a better view of possible recommendations arises.

To help guide the content, each of the presenters was responding to a standard list of questions as follows:

1. What's your "story"? (Background before COVID-19)
2. What happened during the pandemic? (First reactions)
3. How did you cope? (Changes made after first reaction)
4. What's the plan going forward?
5. Any Recommendations for the Mayor's Task Force?

Meeting Date: October 6 , 2020

1. Stony Plain Family & Community Support Services (FCSS)

- Deanna Butz gave an overview of the Together We Shine strategy and the Caring Hearts Connection Program.
- Cheryl Pronovost gave an overview of the Youth Centre and initiatives and Virtual Youth Centre that evolved during the COVID-19 pandemic. The way communication went out was a key area that needed focus which provided feedback that confirmed the direction of the needs that were being expressed. The Youth Centre is now re-opened 2 days a week to support the youth.
- Angela Fetch Muzyka gave an overview of mental health as it relates to Stony Plain during the COVID-19 shutdown. Some ideas that could be focused on in the community are basic needs, micro and macro losses, connection and stigmas.
- Sharida Csillag gave an overview on the 7 COVID Action Groups established during the shutdown due to the COVID-19 pandemic. In July the COVID Action Groups transitioned to 3 Community Action Groups.
- Lisa Gilchrist provided a summary of the presentations.

2. Dara's Luxury Décor & Coffee Bar

- Dara Choy shared her journey in adapting to business during the shutdown, the process of brainstorming the business challenges, the loss of staff and shortages of goods delivery throughout the COVID-19 pandemic. She also highlighted business issues that had been developing prior to the onset of the pandemic.

Meeting Date: October 20 , 2020

1. Edmonton Global

- Mustafa Sahin, the Vice-President of Investment and Trade for Edmonton Global shared a brief overview of Edmonton Global and gave a presentation regarding regional economics and the impacts that have been presented due to COVID-19.

2. ATB Financial

- Paul Befus and Cristy Levesque were present to share the story related to ATB Financial Stony Plain and the impacts related to COVID-19.

Meeting Date: October 27, 2020

1. Stony Plain Public Library

- Allison Stewart presented the story of the Stony Plain Public Library and the impacts related to COVID-19.

2. Environmental Master Plan

- Chelsey Rudolph presented an overview of the Town of Stony Plain's Environmental Master Plan.

Meeting Date: November 10 , 2020

1. Alberta Parenting for the Future Association (APFA)

- Pamela Geddes and Katherine Way gave an overview of the story of APFA from October 2019 to present and the highlights and impacts related to COVID-19.

2. Kinsmen & Parkland Foodbank

- Ed Berney gave an overview of the changes and impacts to the Kinsmen Club due to the impacts of COVID-19, an update on the Christmas Hamper program including the newly established partnership with the Parkland Foodbank.

Meeting Date: November 17 , 2020

1. Truwood Artisans & Storm Bison

- Holly Carmichael gave an overview of the story of the creation of Storm Bison and the highlights and impacts related to COVID-19 for Truwood Artisans and Storm Bison.

2. Mark McHale – Emerging Technology

- Mark McHale gave an overview of where technology is going, what the impact COVID has had on technology and what the Town can do to be more resilient in the area of technology.

Meeting Date: December 1, 2020

1. Task Force Interim Draft Report - Feedback/Final Touches
 - Gary Fulmore gave an overview of the draft report that will be presented at the Regular Council Meeting on December 14, 2020.

Meeting Date: December 8, 2020

1. Task Force Interim Draft Report/PowerPoint Presentation - Final Review
 - Mackenzie Blackburn gave an overview of the PowerPoint presentation.
2. Problem Statement Development
 - Gary Fulmore gave an overview of the Problem Statement Development worksheet.

Meeting Date: December 15, 2020

1. Problem Statement Development
 - Gary Fulmore continued the Problem Statement Development worksheet.

Meeting Date: January 5, 2021

1. Updated Problem Statement Worksheet
 - Gary Fulmore provided a review of the updated Problem Statement Worksheet. The Task Force Members provided feedback on Problem Statements.

Meeting Date: January 19, 2021

1. Prioritization Worksheet
 - Gary Fulmore provided a review of the Problem Statement Prioritization Worksheet. The Task Force Members provided feedback on Problem Statements.

Meeting Date: February 2, 2021

1. Revised Problem Statements & Future Goals
 - Gary Fulmore provided an overview of the revised Problem Statements. The Task Force Members provided feedback regarding the revised Problem Statements, discussed future goal statements.
2. Ideas For Presentations
 - The Task Force Members provided suggestions for future presentations and research opportunities for sharing at future meetings.

Meeting Date: February 9, 2021

1. Revised Problem Statements

- Gary Fulmore provided an overview of the revised problem statements. The Task Force Members provided feedback regarding the revised problem statements, discussed future goals and future exploration of the final three problem statements.

2. Ideas For Presentations

- The Task Force Members provided suggestions for future presentations and research opportunities for sharing at future meetings.

Meeting Date: February 16, 2021

1. Town Plans Presentation

- Tom Goulden provided an overview presentation on several Town Plans. The Task Force Members asked questions of clarity.

Meeting Date: March 2, 2021

1. Town Of Valleyview, Wellbeing Project

- Ben Berlinguette, Town of Valleyview, CAO, provided an overview presentation on the Wellbeing Project initiative that took place in the Town of Valleyview. The Task Force Members asked questions of clarity.

2. Greater Parkland Regional Chamber (GPRC) & Economic Development Presentation

- Shawn McCauley, Town of Stony Plain, Economic Development Office, and Sarah Parry gave an overview presentation on Economic Development in the Town of Stony Plain and Tri-region. The Task Force Members asked questions of clarity.

Meeting Date: March 16, 2021

1. Town Culture & Tourism

- Chantelle Laberge, Town of Stony Plain, Culture & Tourism Development Officer, gave an overview presentation on Culture & Tourism in the Town of Stony Plain and the region. The Task Force Members asked questions of clarity.

2. Town Communications

- Tom Goulden gave an overview presentation on Town Communication Plans. The Task Force Members asked questions of clarity.

Meeting Date: March 23, 2021

1. Report Day

- The Task Force members gave brief presentations on their research assignments.
 - Mark Dressler shared information gathered regarding citizen assemblies.
 - Councillor Judy Bennett and Councillor Linda Matties provided research and insight regarding resilient city studies in Canada and internationally.
 - Councillor Harold Pawlechko Tom Goulden, and Sarah Parry shared research regarding insight collected on the topic of business diversification.
 - Gary Fulmore shared research regarding initiatives to measure wellbeing and quality of life in a community.
 - Lisa Gilchrist shared research regarding resilient neighborhoods.

Meeting Date: March 30, 2021

1. Community Futures Capital Region

- Adam McArthur, General Manager, Community Futures Capital Region, and Sue Clynes, Program Manager, Community Futures Capital Region, gave a presentation on the YETI program and provide insight to current and future partnerships between their organization and the Town. The Task Force Members asked questions of clarity.

2. Trendy Communities

- Mackenzie Blackburn gave an overview presentation on the information gathered regarding Trendy Communities and best communication strategies. The Task Force Members asked questions of clarity.

Meeting Date: April 13, 2021

1. International Resilient Cities

- Councillor Linda Matties gave an overview of the research gathered regarding International Resilient Cities. The Task Force Members shared discussion on the topic.

2. Question Discussion

- The Task Force Members shared feedback collected regarding why are you attracted to Stony Plain and what makes an attractive community? The Task Force members shared stories about how they chose to live in Stony Plain.

Meeting Date: April 20, 2021

1. Transit & Regional Plan Overview

- Tom Goulden gave an overview of the following: (1) Route 565 in Stony Plain, (2) Route 560 in Spruce Grove, (3) Transit fares and schedules, (4) Update of the Regional Plan.

The Task Force Members asked questions of clarity regarding Transit and the Regional Plan Update.

2. Task Force Recommendations

- Gary Fulmore shared a Task Force Problem Statements and Future Goals worksheet. The Task Force members shared discussion on the worksheet.

Meeting Date: April 27, 2021

1. Clean Energy Improvement Program (CEIP) Presentation – Rocky Mountain House

- Mayor Tammy Burke introduced CAO, Dean Krause, Legislative Services Clerk, Rene Hartling, and Communications Coordinator, Laura Button, who gave a presentation regarding the Clean Energy Improvement Program (CEIP).

2. Mayor's Task Force Recommendations

- The Task Force Members discussed and brainstormed recommendations.

Meeting Date: May 4, 2021

1. Task Force Recommendations/Prioritization

- The Task Force Members participated in discussion regarding recommendations.

Meeting Date: May 11, 2021

1. Task Force Recommendations/Prioritization

- Gary Fulmore gave a brief overview of the worksheet for discussion. The Task Force Members participated in discussion regarding the prioritization of recommendations.

Meeting Date: May 18, 2021

1. Information Awareness Discussion

- Gary Fulmore gave an overview of an information awareness document as it pertains to the Task Force Problem Statements.

2. Task Force Recommendations/Prioritization

- The Task Force Members discussed the prioritization of the Problem Statements.

Meeting Date: June 1, 2021

1. Review –DRAFT Final Report

Appendix E - Research Assignment Detail

Research Project - Reports, Studies and Plans

The following is a list of general research areas that individual members will be assigned. If you are assigned to an area, you will either; (a) give a verbal report about that specific area to the rest of the team or (b) if assigned a Town Plan, will act as a resource during the recommendation brainstorming (i.e. late April-May) if questions arise that are covered by that Plan. The verbal report sharing Session will be on March 23. These are topics that we have briefly talked about, but we now need to “dive deeper” to understand exactly how we can inform Council with our recommendations. If you have any questions, please don’t hesitate to ask.

Item	Detail	Research Notes	Assigned
Citizen Assemblies	Citizen Assemblies - an idea from Europe about utilizing organized community groups to comment on various local issues. Similar idea to the task forces but more short term with more people at one time.	Are these effective or not? There is some research on either side. How could this idea be applied in our community? What are some other communities where this has been utilized successfully? Note that this has tended to be a European trend.	Mark (with support from Lisa)
WARM and other wellbeing projects	There are several wellbeing projects in communities around the world - it would be beneficial to explore this more.	What methods are being used? Are there examples of sustained success – what were the determining factors? How is this being used as an ongoing measurement of successful implementation of initiatives? A start would be to google “community wellbeing projects” and work outward from there.	Gary (with support from Tom)
Neighbourhood Resilience	What are some statistics around neighbourhood activities in Stony Plain? Are there any community groups that are active in their area? Refer to the following supplement and extract relevant ideas for our task force: http://www.resilientneighbourhoods.ca/wp-content/uploads/2016/06/RN_Checklist_web.pdf The following link is a good starting point to understand the overall concept: https://www.involve.org.uk/resources/knowledge-base/resources/community-cohesion-and-participation-practical-framework	The goal is to determine what sort of measures could be used to build stronger neighbourhood cohesion. This could be done by looking at what is being done currently in Stony Plain in terms of neighbourhood groups (if at all) and also what is being done successfully in other municipalities (could be in Canada or international). A start would be to google “creating neighborhood cohesion” and work outward from there.	Tim (with support from Lisa)

Item	Detail	Research Notes	Assigned
Communications Strategies used in municipalities	What are the best communication strategies to use to build social networks within a community? What are some of the issues that can arise? What are others doing in this regard? Who is a solid success story in this regard?	This is intended as a supplement to the Town communications presentation. Research what some issues are with using communications in this manner and what some other communities are doing. A start would be to google “municipal communication strategies” and work outward from there.	Mackenzie (with support from Tom)
Resilient Cities Canada – Toronto	This is part of the 100 Resilient Cities initiative. Although the Rockefeller Foundation sponsorship has ended, most cities are continuing to pursue their strategies. There were four Canadian cities participating – Toronto, Calgary, Montreal, and Vancouver. Refer to the report here: https://resilientcitiesnetwork.org/downloadable_resources/Network/Toronto-Resilience-Strategy-English.pdf	Read the detailed report and extract any concepts or recommendations that would apply to our community situation. There is a lot of details in the reports that is not applicable to our community for various reasons but there are also a lot of ideas that could be adapted. Also note items such as means of measuring implementation success and potential pitfalls.	Judy
Resilient Cities – Calgary	See notes above. Refer to the report here: https://resilientcitiesnetwork.org/downloadable_resources/Network/Calgary-Resilience-Strategy-English.pdf	See notes above.	Judy
Resilient Cities – Montreal	See notes above. Refer to the report here: https://resilient.montreal.ca/assets/doc/strategie-montreal-ville-resiliente-en.pdf	See notes above.	Judy
Resilient Cities – Vancouver	See notes above. Refer to the report here: https://vancouver.ca/files/cov/resilient-vancouver-strategy.pdf	See notes above.	Judy

Item	Detail	Research Notes	Assigned
Resilient Cities – other international	There are several other reports related to lessons learned from the other cities participating in the 100 Cities project. Lessons Learned Report: https://resilientcitiesnetwork.org/downloadable_resources/UR/Resilient-Cities-Resilient-Lives-Learning-from-the-100RC-Network.pdf Cities Taking Action: https://resilientcitiesnetwork.org/downloadable_resources/UR/Cities-Taking-Action.pdf Building Resilience with Nature: https://resilientcitiesnetwork.org/downloadable_resources/UR/Building-Urban-Resilience-with-Nature.pdf Racial Equity: https://resilientcitiesnetwork.org/downloadable_resources/UR/Racial-Equity-Resilient-Cities-at-the-Forefront.pdf Scale of Resilience: https://resilientcitiesnetwork.org/downloadable_resources/UR/The-metropolitan-scale-of-resilience.pdf	Read the detailed report and extract any concepts or recommendations that would apply to our community situation. There is a lot of details in the reports that is not applicable to our community for various reasons but there are also a lot of ideas that could be adapted. Also note items such as means of measuring implementation success and potential pitfalls.	Linda (with support from Lisa)
Business Diversification Strategies	The COVID-19 pandemic and the sharp drop in energy prices has highlighted the importance of diversification in local businesses in order to withstand economic downturns. Diversification could include reducing dependency on the traditional oil/gas industry, moving into different markets, increasing the product line, etc. It also includes attracting businesses that are not overly reliant on discretionary consumer spending and those that can offer better-paying jobs.	This is intended as a supplement to the Town's Economic Development Plan and their presentation(s) on related matters. There may be other strategies that have been used elsewhere which we could consider. What are examples of communities that have thrived during the downturn? How have they been able to do this?	Harold (with support from Sarah)
Town of Stony Plain Plans – for each of the plans listed below, the research objective is to review the plan and determine in which ways (if any) the Task Force could provide recommendations to improve the success of the plan initiatives. At this early stage, with concrete recommendations not yet formed, the person assigned would serve as a key information resource for the rest of the Task Force during recommendation brainstorming. In other words, they would provide input if the discussion related to a Town Plan they had studied. All Task Force Members will connect their topic with one or more of these plans. Most of these will be assigned toward the end of April All of these plans are accessed at the following (but note where the plan is either unavailable or may be an outdated version) - https://www.stonyplain.com/en/town-hall/reports-studies-and-plans.aspx#			
Active Transportation Strategy	Active Transportation describes all human-powered forms of travel, such as walking, cycling, skating and skateboarding. The Active Transportation Strategy identifies gaps in our existing trail and sidewalk infrastructure to provide a framework to improve connectivity and accessibility of this network.	See note at start of this section.	Judy

Item	Detail	Research Notes	Assigned
Advocacy Plan	Council formalized goals and practices around advocacy to other levels of government and key stakeholders. The advocacy strategy is updated annually in the first quarter to ensure the tactics are achieving the objectives and consistent with the Town Strategic Plan and Corporate Plan.	See note at start of this section. Note that the link to this plan update does not appear to be provided on the main plan webpage.	Judy
Arts, Culture and Heritage Action Plan	This document guides Arts, Culture and Heritage in Stony Plain.	See note at start of this section.	Mark
Corporate Plan	The Corporate Plan is the implementation document that institutes the services, processes, and capital projects to achieve the outcomes indicated in Council's Strategic Plan. It is based upon the principles of the Municipal Development Plan.	See note at start of this section.	Gary
Culture and Tourism Annual Report	The activities and achievements highlighted in this report reflect the Town's ongoing focus of providing support for the arts and cultural sector.	See note at start of this section.	Linda
Economic Development Strategic Plan	The Economic Development Strategic Plan reflects the changing needs of our community. Visit ChooseStonyPlain.com to explore business opportunities in Stony Plain.	See note at start of this section.	Harold
Municipal Development Plan	(MDP) guides community development for the next 20-30 years. The MDP provides a vision to ensure sustainable growth and balance land use priorities with environmental, social, economic, infrastructure, and governance considerations. The MDP is an important decision-making tool for residents, property owners, administration, and Council.	See note at start of this section.	Gary
Poverty Reduction Study	The Town is drafting a plan to be able to address poverty in our community.	https://www.stonyplain.com/en/live/poverty-reduction-strategy.aspx	Lisa
Parks and Open Space Master Plan	The Parks and Open Space Master Plan guides the acquisition, development, and management of parks, open spaces, and outdoor recreation amenities in the community for the next 10 years.	See note at start of this section. Note this plan is from 2015 – a more recent update may be available.	Mark
Strategic Plan	The Strategic Plan provides a framework to guide Council in their decision-making process and outlines priorities in the five foundations of the Town of Stony Plain's planning considerations: Governance and Partners; Economic Opportunity; Supportive Infrastructure; Community Development; and Environmental Responsibility.	See note at start of this section.	Gary
Target Sector Study & Marketing Plan	The Target Sector Study & Marketing Plan examines factors to determine recommendations for targeted growth opportunities and a marketing strategy to support local services that are critical for the community's quality of life.	Dated 2015 but may provide some background information.	Harold

Table 4 - Research Assignment Details

Research Summary Mayor's Task Force Meeting – March 23, 2021

Information gathered regarding citizen assemblies

- Options available to the various levels of government and getting feedback on this.
- Research supports the way in which this Task Force is operating - Striking a task force to bat around ideas and bringing in people who can speak as an expert to certain topics.
- Often randomly chosen individuals are citizen assemblies.
- Size of these groups are often of 50/100/150 at times – convention sized groups.
- The size and makeup seem to depend on the purpose for the citizen assembly.
- Ensuring that a cross section of demographics is acquired seems to help in the success of an assembly.
- Challenges presented seem to be overcoming the logistics. (ex: lacking in females 25 – 40)
- Laws, policy, get a better sense of the needs and desires of the public – this seems to be more prominent at the municipal level.
- Disadvantages – depending on the structure there made be a lack of order, one person dominating a group – guidelines need to be in place. Sometimes these assemblies are perceived as a scape goat for politicians.
- These assemblies need to be structured and facilitated. A citizen assembly is more than a survey.
- People do not like to get involved when they feel like they have wasted their time with doing the work and documents just get “shelved” – leave a bad taste for volunteering time.
- People are distrustful in the government. A voice is what people want to feel they've exercised.
- Citizens need to be clear on what they are getting themselves involved in. Looking for grass roots people who want to put biases aside and be open to the flow of topic of conversation.
- The issue/challenge needs to be presented and then allow citizens to problem solve.
- Philosophically – you want to attract the regular person that represents the community.
- Strength and weakness – the size of the groups.
- Could assist in regional decision making.

Research regarding insight collected on the topic of business diversification

- The gap in business diversification seems to boil down to not being able to create a plan to attract a targeted business.
- Looking at the difference between why a community wants to attract business and what attracts a business to come a community.
- Municipalities lay out a program, but it doesn't seem to be specific.
- Common response across most municipalities (big or small) is that there is more focus on the business sector as a whole – whether it was commercial, industrial, or local.
- Economic growth plan or economic development plan in municipalities – in Alberta seems to attract oil & gas industry. This is concerning because trends in the traditional oil & gas industry – what is this changing to?
- Where does traditional oil & gas play into the spin off from other traditional industries?

- Diversification in the oil & gas industry seems to support making it more environmentally safer and cleaner.
- Calgary resilient city strategy- talent for emerging economies. Calgary seems to be diversifying from the oil & gas industry and that they do need to look at this for options and be open to possibilities. (What other businesses supplement?)
- Economic diversification is not easy and has been a hard topic of conversation. Economic relevance to the Town of Stony Plain through Edmonton Global focus – must be careful not to chase the wrong strategy.
- Businesses look to municipalities to support them in their business. How can they grow and further their business and create spin off from their business?

Research regarding initiatives to measure wellbeing and quality of life in a community

- Data and questions to analyze – There may be value to adopt as a metric by this Task Force.
- Tailor the questions/surveys to our recommendations and come up with questions or surveys that relate to this in a longer-term focus for the collection of this data to track progress.
- What are some of the ways that this information be found?
- Ex: Not happy because there are not enough leisure spaces. And 5 years later there are lots of leisure spaces – Is the happiness score is higher?
- How long should the data be collected over? The trend would be that this information was collected within the last 10 years. Surveys done annually to collect data to avoid burnout.
- Belonging Survey - done through volunteer Canada.

Research regarding resilient neighborhoods

- Look more in community indexes.
- John McKnight's work – getting to know neighbor more. Ex: Neighbor 1 loves woodworking and nearby they need a fence/deck built.
- Stony Plain has a neighborhood connect program.
- Building attachment to community connection – art programs do this well (Painted pianos, painted bridges, community mural, public art projects)
- Most successful when there is a paid staff member behind the program to help volunteers with ideas. People are happy to speak with their neighbors but need coaching to build confidence to have a reason to knock on the door. (flyer, pamphlet etc.)
- Drawback on neighborhood connections is that is localizes a neighborhood and then crossing over neighborhood to neighborhood does not happen organically.
- There are so many opportunities in Stony Plain for connecting neighborhoods.
- Challenge presented - there are Facebooks neighborhood groups but being able to get into them and share messaging is not easy.
- Neighborhood projects – pitch in or clean up or foodbank drives.
- Sports teams, family groups for activities are often how neighborhoods connect.

Research and insight regarding resilient city studies in Canada and internationally

- Cities are complex systems, made up of smaller, distinct actors including government agencies, civic groups, local businesses, and offices of international organizations. Often, they do not communicate or interact well with one another or as much as they should.
- The solutions cities develop are often not treated as scalable knowledge. Cities regularly solve problems as addressed elsewhere, when instead they could be modifying solutions and lessons learned in other cities tailoring them to be more effective and cost efficient.
- Cities that make fundamental structural changes to embed resilience into how they plan and operate will have the greatest opportunity for long term change and real impact.
- Changing The Current Government Approach - Current approach is siloed. However, cities are systems, not silos. A resilient future entails an integrated, inclusive, risk aware and forward-looking approach to tackle challenges and create solutions.
- Importance of having a good knowledge sharing strategy ensures that as your organization/business grows, the knowledge you have acquired over the years follows. Focus on quality data that must be well researched, current, relevant, and scalable. Develop a system to ensure each piece of quality content is easily searchable.
- Collaborate across silos within administration – as number of employees increase, it presents collaboration challenges to produce the best possible solutions. Department silos form, employees working remotely, and teams become divided. By fostering a digitally driven culture of collaboration, organizations can break down silos, share knowledge and capital more effectively.
- Together We Affect Change – (from 100 Resilient Cities) – perhaps the greatest insight of all has been that we have been unable to affect change alone. Whether we are one city, one region, one Chief Resilience Officer (CRO), one leader, one expert, or one company. We are connected and sustained through new ways of thinking and doing empowered by courage to tackle seemingly insurmountable challenges.
- Cultivate Diverse Resilience Champions and Foster Broad Stakeholder Engagement - it must be representative of the cities diversity and include vulnerable populations.
- Understanding Current State of Resilience - solution development must be built on a foundation of understanding of current state of resilience through consultation with stakeholders.
- Measurement - It is important to Link the long-term Resilience Strategy goals to all activities, outputs and outcomes of a project. The intended change sought by an initiative should be clearly articulated to ensure the investment in time, resources and expertise will affect measurable results in-line with the strategic goals.
- Mobility is an essential factor of quality of life and is key to resilience building. Transportation systems have potential to address several issues at once including, social cohesion, housing, economic development, and public health.
- Stony Plain – a new Government Approach - Leadership ensures a Resilience Focus on all aspects of planning & operations.
- Possible action: Strategic Services Department could provide leadership and coordination of the Town of Stony Plain Urban Resilience Strategy
- Possible Action - The Mayor's Task Force work in obtaining foundational data on current state could be further supported with review of Tri-regional Plan (in process) findings/recommendations. A diversified Resilience Task Force/committee could continue this work, possibly with support from working subgroups to facilitate further engagement, exploratory work and complete final gap analysis.

Appendix F - Problem Identification Worksheet

The objective for this stage is to list potential problems (including any issues you feel need further discussion) that you feel are impacting our resilience as a community. We will later refine these as a group into clear, concise “problem statements”. In the upcoming weeks, we will work to brainstorm recommendations to address these problems.

It is very important to try and think deeper down to the underlying problem as opposed to what might just be a surface symptom.

Instructions for Use

1. Start by writing down a list of the various problems you have identified after absorbing the information from the presentations and from your independent research.
2. What did you hear from the presentations or discover from research?
3. Expand on the problem by asking yourself “what is the real issue here – is this the root problem or just a symptom”?
4. Be careful to only deal with one problem at a time.

Note about Positive Information Gathered

The question is sometimes asked about how best to capture “positive” items that were noted during the presentations or gathered during research, since the nature of problem statement development is focused on negative issues. While it is very important to record these instances, they are often more part of potential solutions that could be applied to identified areas. Keep a separate list of any positive items that you noted which can be discussed later.

Appendix G - Problem Statement Creation Process

What is a Problem Statement?

A Problem Statement describes an undesirable gap between the current-state level of performance and the desired future-state level of performance. In general, it will outline the negative aspects of the current situation and why this matters.

A good problem statement should be:

- Concise – it should only be one to two sentences long.
- Specific – it should only focus on one problem. The problems statement should focus your thinking, research, and solutions toward a single population or issue.
- Identify who the solution is aimed at – it should be clear about who is impacted by the problem.
- Relevant – it should be easy to state why it is important to solve.
- Measurable – although the precise measurements do not have to be detailed in the Problem Statement, it should be possible to determine measurable aspects (e.g. degree, frequency) of the problem as it exists.
- The Problem Statement should not include possible solutions.

Why are Problem Statements so Critical?

Simply put, in addition to getting clear on what the problem is, an effective Problem Statement also helps establish a goal for what we want to achieve. They define the problem being addressed in a way that's precise and gets at the real root cause of the issue.

Crucially they serve as a guide during the ideation (generating solutions) part of the process (Steps 3 and 4) and ensure that the right solutions are generated.

Why is it Difficult to write an Effective Problem Statement?

Aside from unfamiliarity with the process, there are two main stumbling blocks to writing effective Problem Statements; (1) conflating effects with causes, and (2) mixing in solutions.

Of these two, the harder one to avoid is the inability to see the root cause and instead listing symptoms associated with the problem. It takes thoughtful evaluation in order to determine the actual problem. We will use the Five Whys methodology as described below to help with this issue.

How to Develop Effective Problem Statements

The initial part of the process involves capturing your thoughts after absorbing the information from the presentations and from your independent research. Using the Problem Identification Worksheet write down a problem you have noted with the current state. Don't worry too much about quality at this point – simply making a start is significant. Be careful to only deal with one problem at a time.

Expand on the problem by asking “what is the real issue here?” You may wish to restate your problem based on the answers. It may consist of several sentences or a set of bulleted items. Try to revise the bulleted list or initial problem statement into the following parameters noted earlier – one to two sentences, addressing a single important problem. It should not include possible solutions.

Note about Positive Information Gathered

The question is sometimes asked about how best to capture “positive” items that were noted during the presentations or gathered during research, since the nature of problem statement development is focused on negative issues. While it is very important to record these instances, they are often more part of potential solutions that could be applied to identified areas.

Refining the Problem Statements as a Team

These next two steps (refining the Problem Statements and creating Future Goals) are meant to be done by the entire Task Force as a group. Once everyone has individually submitted their list of problems they identified, some initial work can be done to eliminate duplicates and group items with similar themes. It is very possible that further work will then have to be done to identify the root cause of a given problem. There are many techniques for this but one of the simplest to use (although not without its drawbacks) in a team setting is “Five Whys” – more details of which can be found in “Five Whys” Technique on page H-1.

Summary of Results

There were sixty-four different Group Ideas (Issues) noted. These were grouped into five broad categories (in no particular order of importance) – Technology, Economics, Community (Formal), Social (Interpersonal), Health. These were then further sub-grouped into seventeen Basic Issues (Themes) as follows (in no particular order of importance):

- | | |
|-------------------------------|--------------------------------|
| 1. Adapting to New Technology | 9. Information Awareness |
| 2. Job Availability | 10. Environmental Attitudes |
| 3. Preparedness | 11. Community Desirability |
| 4. Business Adaptability | 12. Social Connection |
| 5. Business Collaboration | 13. Equity |
| 6. Business Diversification | 14. Civic Engagement |
| 7. Business Attraction | 15. Basic Needs |
| 8. Community Supports | 16. Physical and Mental Health |
| | 17. COVID-19 Specific |

During discussion, a list of “Possible Problems” was generated based on the sixty-four issues that were noted from the presentations or research. An important note on this last item - the Possible Problem suggestions are by no means the total number of problems that could be under each Basic Issue, and further, these still need to be explored further (ex. Five Why) before reaching a final problem statement.

Basic Issue (Theme)	Possible Problem (pre-root cause)
Adapting to New Technology	• Uncertainty (lack of knowledge) as to how technology will change things, possibly unaware of what is changing. • Lack of knowledge of how technology works. • Unwillingness to make changes • Financial inability to access new technology • Lack of trust in technology
Job Availability	• Not enough good job opportunities available. • Individuals with limited transferable job skills, job search skills, or skills mismatched.
Preparedness	• Not prepared for change in significant circumstances.
Business Adaptability	• Businesses can't adapt to changing market, there is a need for unprecedented adaptability.
Business Collaboration	• Businesses do not always work together effectively.
Business Diversification	• Not enough economic diversity in area. • Many businesses rely on tourism for income sustainability. • Climate change will negatively impact some businesses.
Business Attraction	• Community Value Proposition may not be effectively aimed at strongly resilient types of business.
Community Supports	• Lack of adequate community support functions. • Lack of funding for support programs. • Town dependant on other levels of government for some funding.
Information Awareness	• Lack of Information Access • Insufficient Information Channels • Social Media not used effectively. • Complexity of Information
Environmental Attitudes	• Lack of concern and/or knowledge about environmental issues.
Community Desirability	• Community does not have specific attributes to attract young people.
Social Connection	• Lack of empathy with others. • Lack of community building functions. • Lack of support for newcomers into community at a personal level.
Equity	• All community members are not treated equally.
Civic Engagement	• Distrust of governing processes. • Lack of interest or awareness of how to be involved.
Basic Needs	• Individuals unable to make ends meet for various reasons - (lack of income, education, transportation, limited options). • Lack of comprehensive transportation options in area.
Physical and Mental Health	• Reluctance to seek help. • Stigma of mental health issues – viewed as sign of weakness • Lack of services/wait times
COVID-19 Specific	• Polarization of viewpoints on political or personal freedom matters. • Increased number of people becoming vulnerable, consider seniors, People with Disabilities, immune compromised and others. • Small businesses at risk as they cannot as easily make changes or have coverage if staff are sick. • Debt burden of Town will increase during recovery period

Table 5 - Basic Issues and Potential Problems

Appendix H - “Five Whys” Technique

The Five Whys is a question based Interrogative technique which helps to drill down to the root cause of the problem. Each question starts with “why” and each answer forms the basis of the next question. The process Continues five times (or more), digging deeper until you arrive to the root of the issue.

Here is an often-quoted example of using the method to find the real problem with a vehicle.

The vehicle will not start. (the problem)

Why? - The battery is dead. (First why)

Why? - The alternator is not functioning. (Second why)

Why? - The alternator belt has broken. (Third why)

Why? - The alternator belt was well beyond its useful service life and not replaced. (Fourth why)

Why? - The vehicle was not maintained according to the recommended service schedule. (Fifth why, a root cause)

A major advantage to the 5 Whys technique is that it is relatively easy to understand and apply, and its easy application makes it a practical tool for teams who are not trained in formal root cause analysis. It can also generate results in a relatively short period of time.

However, the ease of use and speed needs to be balanced with the inherent limitations of the method:

- It can sometimes be too basic for more complex problems
- The knowledge of the person facilitating the questions needs to extend far enough that they know the right questions to ask.
- Tendency to stop at symptoms rather than going on to lower-level root causes.
- The results are not always repeatable – different people using the technique can come up with different causes.
- Tendency to isolate a single root cause, whereas each question could elicit many different root causes

Appendix I - Group Ideas - Detail

The goal for this part of the process is to review the Problem Statements. These are based on the discussions we had in our last few meetings.

Prioritization

There are currently sixteen problem areas, some of which overlap. We need to reduce this number to around six (give or take). In the next meeting we can undertake a group voting process to facilitate this.

Future Goals

As discussed before, once we have our smaller group of Problem Statements, we can create a Goal (or mini-vision) for each one, which offsets what currently exists with what we want to see in the future. This will aid considerably as we consider the gaps that currently exist between our current state and our desired state.

Further Analysis

For each of the problem areas, we can brainstorm what further information we need to fully understand the issue. This will drive the selection of upcoming presentations or research assignments.

We will then be able to consider our current state, along with the various assets and vulnerabilities we have in that area and start brainstorming ways to leverage the assets and mitigate the vulnerabilities in order to achieve our future state Vision. It should also be remembered that we will be striving to go beyond purely “defensive” measures (i.e. recovering back to “normal” after a one-off shock) and looking for adaptive, ongoing changes which will enable us to thrive beyond just “business-as-usual”.

Here is a way to think of the overall issue:

1. We want to become a resilient community – the need is there because we are not as resilient as we should be.
2. There are stresses and shocks producing an “action” against us.
3. These “actions” in turn produce a “reaction” (good or bad).
4. The quality of the “reaction” (i.e. degree of resilience) depends on measures in place.
5. The “reaction” part is usually where the problem lies – this is where to start looking.

#	Theme	Initial Issue Noted	Action	Reaction	Problem	Further Comments
Social						
1	Basic Needs	Individuals unable to make ends meet for various reasons - (lack of income, education, transportation, limited options).	Stresses and shocks are creating more difficulties in making ends meet.	Some individuals are having trouble meeting these basic needs	People are not able to obtain the resources they need for sustenance.	- See also Community Supports - See also Equity <u>Exploration</u> – review local statistics
2	Physical and Mental Health	- Reluctance to seek help. - Stigma of mental health issues – viewed as sign of weakness - Lack of services/wait times	Stresses and shocks are making it more difficult to maintain physical and mental health.	There are increasing health issues with some community residents.	Various factors that support wellbeing (e.g. autonomy, competence, engagement, meaning) are not in place with some community members.	- See also Community Supports - See also Equity <u>Exploration</u> – review community statistics on physical and mental health
3	Social Connection	- Lack of empathy with others. - Lack of community building functions. - Lack of support for newcomers into community at a personal level.	Societal changes such as greater independence and more online interaction are eroding the need to be together in person.	There is less need to socialize physically and a loss of community identity and belonging.	There is low social cohesion in terms of supportive relationships, trust and belonging, which impacts the bonds between individuals, the local economy, voluntary supports and the local government.	- See also Community Supports - See also Equity <u>Exploration</u> – investigate social markers in local area (what exists?). Review literature on community bonding.
4	Equity	All community members are not treated equally.	Stresses and shocks are creating the need for people to access various resources to assist them (basic needs, employment, mobility, etc.).	Not everyone is getting the resources that they need.	Community members are not all treated equally or have equal status in the eyes of others.	- See also Social Connection <u>Exploration</u> -

#	Theme	Initial Issue Noted	Action	Reaction	Problem	Further Comments
5	Civic Engagement	- Distrust of governing processes. - Lack of interest or awareness of how to be involved.	The increasing challenges in the community are making it more important to have civic engagement.	There is not a lot of interest (or perhaps opportunities?) for community members to become engaged.	The voice of various diverse community members is not part of forming the community.	- See also Equity <u>Exploration</u> – what are the current opportunities for involvement and how many people are involved
6	Environmental Attitudes	Lack of concern and/or knowledge about environmental issues.	Climate change is impacting our environment.	Environmental actions on the part of individuals, businesses and government is required.	The problem is not perceived as urgent enough (don't understand the impact) to take substantial actions.	- See also Business Diversification. <u>Exploration</u> – Review Town Environmental Plan
Economics						
7	Adapting to New Technology	- Uncertainty (lack of knowledge) as to how technology will change things, possibly unaware of what is changing. - Lack of knowledge of how technology works. - Unwillingness to make changes - Financial inability to access new technology - Lack of trust in technology	Technology is rapidly changing the way we live, both for public and private organizations and for individuals.	Changes in the way in which we earn a living and conduct our lives are necessitated.	Since new technology is complex, expensive and rapidly evolving, we are not adapting to it as required in order to thrive.	- See also Business Adaptability - See also Business Diversification - See also Information Awareness <u>Exploration</u> – review in more detail the ways in which technology is changing
8	Job Availability	- Not enough good job opportunities available. - Individuals with limited transferable job skills, job search skills, or skills mismatched.	The economic landscape is changing (e.g. energy, technology, climate change, etc.) which is redefining what skill sets are needed in the future	New job (and personal) skill sets are required to thrive in the future.	The changing job skill sets required in the future are not fully understood and aligned with the education system, therefore we are not keeping pace with economic changes.	- See also Business Adaptability - See also Business Diversification - See also New Technology <u>Exploration</u> – Review Regional Plan.

#	Theme	Initial Issue Noted	Action	Reaction	Problem	Further Comments
9	Business Adaptability and Preparedness	- Businesses can't adapt to changing market, there is a need for unprecedented adaptability. - Not prepared for change in significant circumstances.	The economic landscape is changing (e.g. energy, technology, climate change, etc.) which is causing a downturn in profits for some and created a need for emergency funds or other measures	The needed funds or measures are not in place for some businesses.	Businesses do not have the necessary resources (money, knowledge, skill sets) needed to prepare and adapt.	<u>Exploration</u> – review business statistics for the area
10	Business Diversification	- Not enough economic diversity in area. - Many businesses rely on tourism for income sustainability. - Climate change will negatively impact some businesses.	The economic landscape is changing (e.g. energy, technology, online commerce, etc.) which is redefining what future markets are most resilient.	Some businesses are more naturally resilient than others (e.g. deal with nondiscretionary customer needs).	Diversifying into resilient businesses is often complex and involves money and new skill sets.	<u>Exploration</u> – investigate which businesses best weather economic changes. Review local business statistics. Review Regional Plan.
11	Business Collaboration	Businesses do not always work together effectively.	Economic changes are putting increasing pressure on many local businesses.	Businesses are struggling on their own without strong social capital.	Strong social capital bonds between local businesses, community members and local infrastructure (e.g. education system, government) are lacking.	- See also Job Availability - See also Business Adaptability <u>Exploration</u> – review manner in which local businesses are connected (e.g. Chamber, etc.)
12	Business Attraction	Community Value Proposition may not be effectively aimed at strongly resilient types of business.	Tax base needs to continue to be continually growing	New resilient businesses are not attracted to Town	There is not enough incentive for certain types of businesses to invest here.	- See also Business Diversification <u>Exploration</u> – what types of business are attracted here and why?

#	Theme	Initial Issue Noted	Action	Reaction	Problem	Further Comments
Infrastructure						
13	Community Supports	- Lack of adequate community support functions. - Lack of funding for support programs. - Town dependant on other levels of government for some funding.	Stresses and shocks are creating an increased need for social support systems which effectively solve social problems	The systems are not able to help everyone who needs assistance.	Formal community supports do not have the resources (e.g. funding, technology, social capital bonds, etc.) to help everyone who needs them	<u>Exploration</u> – review support challenges in more detail
14	Information Awareness	- Lack of Information Access, insufficient Information Channels - Social Media not used effectively. - Complexity of Information	Stresses and shocks create a need for timely accurate information to be disseminated.	Information is communicated through various channels.	Information is not being accessed or understood by everyone who requires it.	<u>Exploration</u> – review local communication methods (e.g. Town, FCSS, etc.)
15	Mobility	Lack of comprehensive transportation options in area.	Transportation is needed to access community or basic needs resources.	Various transportation methods are needed.	There are not adequate mobility options for all community members.	<u>Exploration</u> – review Town plan
16	Community Desirability	Community does not have specific attributes to attract young people.	People move to where they are attracted	People are leaving the community	The Community does not offer enough to keep people here (work, lifestyle etc.)	<u>Exploration</u> – community demographics (in/out, turnover, etc.)

Table 6 - Group Ideas - Detailed Table

Pandemic-specific Items Noted

- Polarization of viewpoints on political or personal freedom matters.
- Increased number of people becoming vulnerable, consider seniors, PWD, and immune compromised and those who need extra help.
- Small businesses at risk as they cannot as easily make changes or have coverage if staff are sick.
- Debt burden of Town will increase during recovery period

Appendix J - Alignment Table Details

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
Theme - Social						
	Problem Statement Civic Engagement - The engagement of community members needs to be strengthened to disseminate information and produce more diverse leaders and volunteers to address issues of public concern or interest.					
	Future Vision <i>Community members feel the Town is home and a diverse mix of individuals of different ages, genders and cultural backgrounds all feel that they belong here. Everyone feels they have an equal voice in shaping the community and there is a strong enthusiastic base of local volunteers and engaged citizens.</i>			Municipal Development Plan Direction 5.3 - Fostering interaction and engaging the community. 5.3.a. The Town will use a variety of participation processes, both formal and informal, to reach everyone in the community, including residents, businesses, and the development industry, so that all interests are addressed in decision-making. Direction 5.4 - Working with neighbours and stakeholders 5.4.b. The Town will work to identify new areas for collaboration in the delivery of programs, services and facilities operation, economic development and land use planning.		
	Create Opportunities					
1	Volunteer Need Database – Create and/or enhance a list of all local volunteer opportunities.	H	L	S		
2	Young Ambassador Program – Consider the creation of a program specifically geared towards increasing the civic engagement of young people. Other established similar programs could be explored for feasibility. An emphasis could also be placed on fostering indigenous relations.	L	H	M		- Community Futures – YETI program - Chamber of Commerce - Emerging Leaders Program - Indigenous Youth programs
3	Community Mentor Program – Consider creation of a program that connects community mentors (such as retirees with related expertise) with businesses and social non-profits who need additional support in management areas such as Strategic Planning, Human Resources, Information Technology, etc.	M	M	S		Emerging Leaders Program – could be a related goal

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
4	<i>Citizen Assemblies for Community Feedback – Investigate the feasibility of using more active types of civic engagement such as “citizen assemblies” to help determine civic priorities. A Citizen Assembly could be defined as a relatively large group of local recruits reflective of a diverse cross-section of the population (i.e. age, gender, socioeconomic status, etc.) that is brought together in a facilitated environment to deliberate and produce recommendations on local issues.</i>	M	L	L	<u>Strategic Plan</u> Engage with our residents and stakeholders to ensure integrated decision-making and collaborative leadership. Open dialogue with residents and businesses through public participation, engaging during community events and other direct means of communication.	Achieve Community Together – has facilitated meetings on various topics in the past
	<u>Get People Interested</u>					
5	<i>Education Course on Civic Involvement – Create and/or enhance a course (i.e. Muni 101) that would educate interested local residents on our municipal government and related civic involvement opportunities.</i>	L	L	L	<u>Strategic Plan</u> Community and Social Development priority actions related to information and awareness and participation.	
6	<i>Information Awareness – Consider creating a group to make further recommendations on improving information channels in the local area. The primary objectives would be to; (a) link residents with community partner/non-profit services and volunteer opportunities, (b) enable community organizations to share relevant information, (c) allow businesses to obtain and share information relevant to operating in the area. This group would have to consider all possible means of sharing information, along with the problems associated with maintaining information channels.</i>	H	M	M	Community and Social Development publishes monthly program guide and Thread (social action group update) regularly – could expand distribution service.	- Community Ambassador Program – Chamber, Community Futures & The Town. Program partly designed. - The Town Economic Development and the Chamber - New Business and Expanding Business Tool Kit - Key partner is 211 (24/7 information and referral) and Help Seekers, online navigation tool.
	<u>Recruit for Opportunities</u>					
7	<i>Volunteer Action Program – Using the Volunteer Database, create a mechanism aimed at increasing the number of volunteers in the community (emphasis on being inclusive and diverse) and enabling volunteer-led projects that foster healthy communities.</i>	H	L	S	<u>Strategic Plan</u> Enhance civic engagement opportunities through volunteerism, neighbourhood development, and leadership opportunities.	
8	<i>Civic Resilience Coordinator/Community Development Officer - Consider a formal role within the Town to coordinate local and regional initiatives; between departments, etc.</i>	H	H	M		

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
	Problem Statement Social Connection - There is low social cohesion (supportive relationships, trust and belonging) which impacts equity and the bonds between individuals, the local economy, voluntary supports, and the local government.					
	Future Vision <i>We live in a well-connected, inclusive community that has worked to address racism and exclusionary beliefs. We know and trust our neighbours and readily work together to integrate newcomers and reach out to those on the margins of our community.</i>			Municipal Development Plan Direction 2.2 - Ensure community culture is rooted in history and committed to being inclusive, dynamic and diverse		
	Ensure Inclusivity					
9	<i>Welcome Program – Explore the creation and/or enhancement of a formal “welcome program” (ex: Welcome Wagon) which would help integrate newcomers into the Town and the associated neighbourhood. Special program emphasis could be placed on welcoming newcomers to Canada. This could also incorporate a “menu” type of feature where newcomers could indicate their desired needs.</i>	H	L	S	Strategic Plan Build on the success of the Together We Shine initiative to enhance inclusion activities, including exploration of membership in the Coalition of Inclusive Municipalities.	Chamber - Community Ambassador program
10	<i>Multicultural Programming – a true multicultural approach should have people with diverse backgrounds and ethnic backgrounds at its centre in planning and organizing. Explore options to expand the Multicultural Centre programs to focus on a broader range of cultural initiatives. This may include celebrating the arts, food, traditions and heritage from all backgrounds. This program could promote public education on indigenous history, Black Lives Matter, immigrant inclusion, power and privilege.</i>	H	M/H	M	Strategic Plan Build on the success of the Together We Shine initiative to enhance inclusion activities, including exploration of membership in the Coalition of Inclusive Municipalities.	Multicultural Centre – various programs could be expanded
	Connect People					
11	<i>Neighbourhood Entrances – Explore the concept of collaboration with the Town and community members to revitalize neighborhood entrances (flower/community garden etc.)</i>	L	M	L		
12	<i>Neighborhood Flower/Community Gardens – Investigate a program to start up community gardens in interested neighbourhoods, perhaps with some Town subsidization to get it started. Could also tap into local resident expertise in building and maintaining these sites.</i>	H	L	M		- Multicultural Centre - Alberta Parenting for the Future Association - Communities in Bloom – could start small with Business Owners and expand - Horticultural Society

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
13	<i>Neighbourhood Social Building - Enable small scale activities that encourage residents to participate in outdoor activities (e.g., pop-up firepits, block parties, weekly movies) designed to build community connections. It could also involve skill/knowledge transfers between residents (e.g., woodworking, cooking lessons). This could also involve Town subsidization to get started.</i>	H	L	M		Deepening Communities initiative - Tamarack Institute
14	<i>Community Kitchen and Community Meals – concept is to bring people together to cook and/or eat meals together. Could expand to other age groups, etc.</i>	H	L	M		Stony Plain Youth Centre and APFA partner on Healthy Together – preparing healthy snacks.
	<u>Organize Communities</u>					
15	<i>Community/Neighbourhood Associations – Examine the feasibility of community organizations for each neighbourhood, that could be responsible for volunteer-led recreation and neighbourhood events.</i>	H	L	S		
16	<i>Town Policies and Practices – for various activities noted for community building, the Town could examine internal policies/practices.</i>	H	L	M		

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
Theme - Infrastructure						
Problem Statement						
Community Desirability (Business and Individual Attraction) - The Town needs stronger attributes and incentives to attract individuals and businesses to live and invest here.						
Future Vision						
<i>Our community is an environmentally progressive leader with many positive attributes that attract both businesses and individuals. There is a wide variety of community programs, including public events and support initiatives for all ages and identities. The optimized mix of primary, secondary, and service industries provides solid opportunities for local employment. There is adequate healthy, safe, and affordable housing for residents at varying income levels.</i>						
Municipal Development Plan						
Direction 1.1 - Recognize the Town's commitment to the health of our environment.						
Direction 1.2 - Enable innovative renewable energy and water reduction strategies.						
Direction 3.2 - Implement marketing strategies (i.e. to enhance Town brand)						
Direction 3.3 - Enhance the viability of the historic downtown						
	Improve Town Features					
17	<i>Town Square/Park Area Downtown – Reinforce this as a place where people come to meet/buy & sell things, etc. Could include items such as Indigenous Relations – Bird/Fish sanctuary, Meeting space (friendship centre), pub/brewery, gaming, lots of lights downtown, art gallery, social spaces out of “boxes” (sea-can), etc. Includes parking with way-finding signage.</i>	H	H	S	Strategic Plan Complete the Downtown Redevelopment Plan. Explore programs to enhance historic properties and the downtown area. Review and consider redevelopment sites in the downtown core. Corporate Plan Town Square Design and Land Assembly Old Town Community Plan Implementation	
18	<i>Farmer's Markets – Consider expansion to draw people downtown.</i>	M	M	M		
19	<i>Data Connectivity – Advocate for high-speed internet, broadband, fibre optics, to connect businesses/residents as needed.</i>	H	H	S	Strategic Plan Address broadband infrastructure gaps for business and residents.	• Chamber - advocacy • Alberta Urban Municipalities Association • Federation of Canadian Municipalities

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
20	<i>Address Digital Disparity - Undertake a study of the connectivity barriers in the local area to guide the implementation of support programs that address issues including access, digital literacy and affordability.</i>	H	M	S		• TriCala - Tri Community Adult Learning Association • Silent River Kung Fu • SPPL, other libraries – Access program • Community Futures
21	<i>Town Programs – Enhance age-friendly, infrastructure that goes into the community and creates activities for all ages – i.e. 19 and under, 60 and over – mini-skate park, etc.</i>	M	M	M		• Cohesive Communities
22	<i>Electric Scooter or Bike Share Program – Explore the feasibility of this initiative. There could be possible collaboration with Spruce Grove.</i>	L	L	M		
	<u>Promote Town Features</u>					
23	<i>Green Town Branding – Investigate possibility of building community desirability and attracting new investment by positioning Town as a “green town” with more-than-typical environmental initiatives underway.</i>	L	M	L		
24	<i>Town Marketing - Develop a marketing campaign and tool kit, accessible to businesses and residents, that reinforces Town’s attributes, but also challenges existing negative perceptions (i.e. “sleepy”, “wrinkle ranch”, “small thinking”). This includes social media campaigns that promote aspects of the Town that are under promoted; ongoing outreach to media to promote our events/programs/attributes and local success stories (ex: businesses that are thriving).</i>	H	M	S	<u>Strategic Plan</u> Implement and monitor the Economic Development Strategic Plan. Create more prominent tourism destination marketing with the business community and regional stakeholders	
	<u>Become More Environmentally Responsible</u>					
25	<i>Neighborhood Environmental Programs – Investigate if additional programs could be implemented at a neighbourhood level regarding recycling, education groups on conservation practices, etc.</i>	H	M	M	<u>Strategic Plan</u> Pursue opportunities for regional waste, organics and recycling facilities and programs. Develop an Environmental Master Plan that includes consideration for the role of urban agriculture.	
26	<i>Clean Energy Improvement Program (CEIP) – Examine the feasibility of this initiative.</i>	H	M	M		

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
Theme - Economics						
	Problem Statement New Job Skill Sets and Availability - The changing job skill sets required in the future are not fully understood and coordinated with government planning, the education system and local municipality, therefore we are not keeping pace with economic changes.					
	Future Vision <i>The community has a highly trained local workforce that can support and take advantage of the changing economic landscape (e.g., knowledge economy, digital, home-based, etc.), including shifts occurring due to climate change initiatives. We have mutually beneficial integration between businesses and various educational opportunities to create new skill sets at all age levels.</i>			Municipal Development Plan Direction 5.4 - Working with neighbours and stakeholders 5.4.d. The Town will foster and strengthen partnerships with businesses, government, school boards, post-secondary institutions and non-profit sectors to develop and operate recreational, cultural and community facilities. Direction 3.1 - Expand and diversify the Town's economic base 3.1.b. The Town will foster employment growth, especially from existing businesses, by improving relationships and understanding local business needs. 3.1.c. The Town will support development in new economic areas, such as e-commerce, the eco-industry, knowledge-based, wellness and creative sectors to account for the changing pace and fiscal reality of the community.		
	<u>Understand the Needed Skill Sets</u>					
27	<i>Adapt for the Future – Undertake or enhance study to understand the future skills required for a changing economy.</i>	M	M	M		
	<u>Develop Talent for Emerging Economies</u>					
28	<i>Education and Training – Collaborate with businesses, post-secondary institutions and other educators to create skill-development programs that address industry needs. This could include a plan to pilot and scale nimble, short-form programs (three- to six-month certificates) that address immediate business needs. There could also be an emphasis on retraining women/minority and workers impacted by political/environmental/economic changes</i>	H	H	M		- Community Futures – YETI - Local education organizations
	<u>Connect Local Businesses and Workers</u>					
29	<i>Business/Worker Connections – Investigate ways in which partnerships between local businesses, high schools, and local workers can be strengthened. This could include creating and/or expanding experiential learning programs (i.e. work experience, apprenticeships, etc.).</i>	H	M	M	Cultural Roundtable – networking meetings	Chamber - Women of Influence, Emerging Leaders

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
	Problem Statement Business Collaboration - Strong social capital bonds between local businesses, community members and local infrastructure (e.g. education system, government) are lacking.					
	Future Vision <i>Local businesses are closely knit into the fabric of the community. There are strong links between educational systems (e.g. apprenticeships, work experience) and local businesses. Businesses work together with each other and key stakeholders (e.g. local government) to ensure mutual benefits.</i>				Municipal Development Plan Direction 3.1 - Expand and diversify the Town's economic base 3.1.a. The Town will support expansion and diversification of the economic base by allocating sufficient land for commercial and other employment land uses, including home-based businesses. 3.1.e. The Town will work with public and private partners to foster diversity and creativity by supporting new economic opportunities, such as co-working spaces, and maintain a collaborative business environment.	
	Connect Businesses					
30	<i>Business Incubator – Review current practices for a local business incubator to enable home based or small businesses to learn from each other and foster growth. Consider how to connect with everyone who is not into the digital world.</i>	H	H	M	Economic Development to present plan to Council	
	Problem Statement Business Adaptability and Preparedness - Local Businesses do not always have the necessary resources (money, technology, knowledge, skill sets) needed to diversify into resilient, environmentally friendly operations to ensure survival.					
	Future Vision <i>The community has a very strong, diverse, resilient economy. Tax revenue, community attractiveness and local investment opportunities are balanced with and optimal mix of large and small companies. New development is focused on the changing economic landscape with emphasis on providing recession-proof essential products. Business owners in the community can access educational training supports to help them adapt and feel confident that they are prepared.</i>				Municipal Development Plan Direction 3.1 - Expand and diversify the Town's economic base	
	Understand the Need					
31	<i>Needs Analysis – Undertake study to facilitate conversations and identify specific needs in this area.</i>	M	M	M	Strategic Plan Profile and monitor the growth of key business sectors. Business Visitation Program	

	Recommendation	Impact (H/M/L)	Cost (H/M/L)	Urgency (S/M/L)	Town	Others
	<u>Create Resources</u>					
32	<i>Business Community Mentors - Create opportunities to connect community mentors and/or support networks with businesses needing additional management support.</i>	M	M	S		Chamber of Commerce
33	<i>Business Continuity Planning - Conduct research on best practices from other jurisdictions for business support programs to strengthen business continuity of local businesses, including creating a business support strategy and toolbox.</i>	M	M	M	<u>Strategic Plan</u> Engage local businesses, investors, developers, and stakeholders to create opportunities for a more prosperous climate.	
	<u>Advocate for Local Business</u>					
34	<i>Ease of Business Operations in Local Area - Advocate for government to standardize business licences in the tri-municipal area. Also address the issue of consistency on municipal websites.</i>	M	L	M	<u>Strategic Plan</u> Maintain a competitive and attractive climate for investment by reviewing regulatory processes, fees, and taxes. Contribute to and support Edmonton Global and the Edmonton Metropolitan Region Board.	- Chamber – discussions with municipalities - Chamber - Toolkit already underway with Economic Development – will be completed in October ready for business licenses and Chamber renewals

Table 7 - Alignment with Other Initiatives

Appendix K - References

The following resources are a partial list of those utilized during research by the Task Force:

WARM and other wellbeing projects

<https://mentalhealthpartnerships.com/resource/wellbeing-and-resilience-measure-warm/>

<https://uwaterloo.ca/canadian-index-wellbeing/>

Valleyview Wellbeing Project

<https://wowvalleyview.wordpress.com>

Neighbourhood Resilience

http://www.resilientneighbourhoods.ca/wp-content/uploads/2016/06/RN_Checklist_web.pdf

<https://www.involve.org.uk/resources/knowledge-base/resources/community-cohesion-and-participation-practical-framework>

Resilient Cities – Toronto

https://resilientcitiesnetwork.org/downloadable_resources/Network/Toronto-Resilience-Strategy-English.pdf

Resilient Cities – Calgary

https://resilientcitiesnetwork.org/downloadable_resources/Network/Calgary-Resilience-Strategy-English.pdf

Resilient Cities – Montreal

<https://resilient.montreal.ca/assets/doc/strategie-montreal-ville-resiliente-en.pdf>

Resilient Cities – Vancouver

<https://vancouver.ca/files/cov/resilient-vancouver-strategy.pdf>

Resilient Cities – other international

Lessons Learned Report:

https://resilientcitiesnetwork.org/downloadable_resources/UR/Resilient-Cities-Resilient-Lives-Learning-from-the-100RC-Network.pdf

Cities Taking Action:

https://resilientcitiesnetwork.org/downloadable_resources/UR/Cities-Taking-Action.pdf

Building Resilience with Nature:

https://resilientcitiesnetwork.org/downloadable_resources/UR/Building-Urban-Resilience-with-Nature.pdf

Racial Equity:

https://resilientcitiesnetwork.org/downloadable_resources/UR/Racial-Equity-Resilient-Cities-at-the-Forefront.pdf

Scale of Resilience:

https://resilientcitiesnetwork.org/downloadable_resources/UR/The-metropolitan-scale-of-resilience.pdf

Town Plans

Active Transportation Strategy
Advocacy Plan
Arts, Culture and Heritage Action Plan
Corporate Plan
Culture and Tourism Annual Report
Economic Development Strategic Plan
Municipal Development Plan
Parks and Open Space Master Plan
Strategic Plan
Target Sector Study & Marketing Plan

All of these plans are accessed at the following (but note where the plan is either unavailable or may be an outdated version) - <https://www.stonyplain.com/en/town-hall/reports-studies-and-plans.aspx#>

Poverty Reduction Study

<https://www.stonyplain.com/en/live/resources/Documents/2021-Stony-Plain-Poverty-Strategy-DRAFT.pdf>

END OF ITEM





**TOWN OF STONY PLAIN
COUNCIL AGENDA
REQUEST FOR DECISION**

PUBLIC SESSION

COUNCIL MEETING DATE: June 14, 2021

ITEM DESCRIPTION OR TITLE

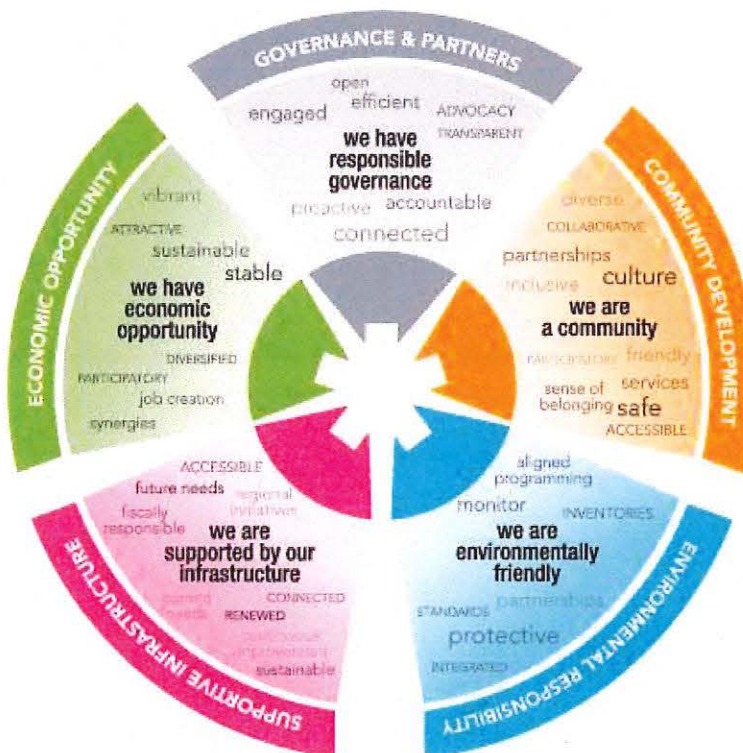
Community and Social Development Roundtable Terms of Reference

RECOMMENDATION

That Town Council approve the Community and Social Development Roundtable Terms of Reference.

STRATEGIC PLAN

A connected community...embracing the future
Champion of progress and community values in a metropolitan region.



BACKGROUND

At the February 8, 2021 regular Council meeting, Town Council repealed Bylaw 2644/G/21 (Bylaw to repeal bylaw 2416/G/21) and Bylaw 2416/G/11 (Amending Bylaw Appointments) which related to the Stony Plain Family and Community Support Services (FCSS) Strategic Management Board. The repeal of the bylaws brought the FCSS operational structure in-house, having Council assume the governance/strategic responsibility and supplementing this with a community-based advisory board.

A valuable part of the FCSS model over the years has been the input and public participation of community members. The new Community and Social Development Roundtable will continue that public participation model and allow for increased participation and flexibility to engage community members.

The Terms of Reference for the Community and Social Development Roundtable was drafted in consultation with public participation from the former FCSS Board members. As an overview, the Roundtable is intended to support Stony Plain and area residents to be enriched through a strong, healthy, connected community. The Roundtable will support this by building community spirit and pride where residents feel:

- a) a sense of belonging, safety, and security
- b) accepted and included within community life no matter their beliefs, values, and lifestyles
- c) access to services and supports are available locally when needed
- d) empowered to share ideas, problem-solve, and create local solutions

While the former FCSS Board provided strategic leadership, the Roundtable will provide community-based input into challenges, idea generation for solutions, and opportunities to connect on community and social development topics.

As a transition measure, the Terms of Reference contain a provision for former FCSS public members to continue as Roundtable public members.

COMMUNICATIONS

Standard communication procedures will be implemented to recruit public members to the Community and Social Development Roundtable. Details of this agenda item and the decision of Council will be included in the Council Highlights posted in the Newsroom section of the Town website. This news release will automatically be distributed to all who subscribe to this page, including the media

PUBLIC PARTICIPATION

Public participation was undertaken through discussion with former FCSS Board members. The Roundtable structure and model is intended to support enhanced public participation for the future.

**IMPLICATIONS OF DECISION**

The Community and Social Development Roundtable will operate under the new Terms of References. Public members will be recruited during the annual recruitment cycle and will be appointed to the Roundtable.

FINANCIAL IMPLICATIONS

No changes to budgets. Public member recruitment and volunteer appreciation are included in operating budgets.

Operating:	_____	Capital Cost:	_____
Budget Available:	_____	Budget Available:	_____
Unbudgeted:	_____	Unbudgeted Costs:	_____
Source of Funds:	_____	Source of Funds:	_____

POLICY AND/OR LEGISLATIVE IMPLICATIONS

None.

ATTACHMENTS

Town of Stony Plain Community and Social Development Roundtable Terms of Reference



REVIEWED AND APPROVED FOR SUBMISSION TO COUNCIL

FINAL REVIEW:

GENERAL MANAGER, COMMUNITY AND SOCIAL DEVELOPMENT

TOWN MANAGER

**Town of Stony Plain
Community and Social Development Roundtable
Terms of Reference**



Overview

Stony Plain and area residents are enriched through a strong, healthy, connected community.

The Roundtable believes this means building community spirit and pride where residents feel:

- a) a sense of belonging, safety, and security
- b) accepted and included within community life no matter their beliefs, values, and lifestyles
- c) access to services and supports are available locally when needed
- d) empowered to share ideas, problem-solve, and create local solutions

Purpose and Function

- 1. Assist in increasing the community participation in programs and events related to community and social development.
- 2. Identify opportunities for collaboration in advancing community and social development strategies.
- 3. Share insights into enhancements for community and social development and problem-solve with respect to identified gaps.

Composition

The FCSS Roundtable will consist of up to 14 members that include:

- a) Up to six (6) public members who reside or work in Stony Plain
- b) Up to four (4) representatives from social agencies, education, voluntary sector, or other sectors related to community and social development
- c) Up to two (2) public members who are residents of Parkland County
- d) One (1) Town of Stony Plain Councillor (appointed) and an alternate
- e) General Manager, Community and Social Development

The General Manager of Community and Social Development, or designate, will serve as the Roundtable facilitator. The Chief Administrative Officer of the Town of Stony Plain is an ex officio member.

Terms and Method of Appointment

1. Terms of appointment for all positions shall be for terms of two (2) years. A maximum of three (3) consecutive terms may be served, however if a member has reached their term limit they may reapply after one term.
2. Recruitment for all public members shall be advertised. Selection will be completed by a Task Driven Working Group which will make recommendations through the Roundtable to Council for ratification. This working group will be composed of the General Manager, or designate, and two additional members of the Roundtable.
3. All public members' names will be sent to Council for ratification and all appointed names will be published for information purposes.
4. Any member of the Roundtable who misses three (3) consecutive meetings without prior notice given to the Town of Stony Plain, shall be deemed to have resigned their position. The position will then be considered vacant and be filled for the remainder of the term. In exceptional circumstances, an extended absence may be authorized.
5. Four meetings will be held annually. Standing Committees will meet as needed in relation to project-driven tasks or decisions. It is anticipated that members will serve on two community-based committees.
6. As a transition measure during 2021, public members of the former FCSS Board, who express interest, may be appointed to the Roundtable to serve the remainder of their terms.

Committee Structure

1. Committees

Formal work of the Roundtable will be organized through the development of, and/or participation in community-based committees which will perform project-based tasks in conjunction with the Roundtable. Committees will be convened as work is identified. Participants may be residents or non-residents and members or non-members of the Roundtable. Committee areas of focus include the following:

- a. Poverty Reduction
- b. Mental Wellness
- c. Healthy Relationships
- d. Equity, Inclusion and Diversity

2. Task Driven Working Groups

As necessary, Task Driven Working Groups may be created. Task Driven Working Groups will be project-based and time-limited. Members of the working group will be identified by the Roundtable and invited by Administration. Working group members may be residents or non-residents and may be invited based on specific expertise and experience.

Municipal Support

Administrative and secretarial support to the Roundtable shall be provided by the Town of Stony Plain.

Administrative support includes:

- a. Meeting facilitation, scheduling, and logistics
- b. Orientation, training, and appreciation for members
- c. Serving as a contact point for referrals and networking
- d. Research and communications support

Planning and Reporting

An annual work plan will be developed in conjunction with the Town's Corporate Planning Process and presented to the Roundtable for information. The work of the Roundtable will be reported to Town Council through quarterly updates.

Annual Review

The Terms of Reference will be reviewed on an annual basis at the first meeting of the calendar year. Proposed changes will be reviewed by Administration for recommendation to Council and will require approval by Council.

END OF ITEM





**TOWN OF STONY PLAIN
COUNCIL AGENDA
REQUEST FOR DECISION**

PUBLIC SESSION

COUNCIL MEETING DATE: *June 14, 2021*

ITEM DESCRIPTION OR TITLE

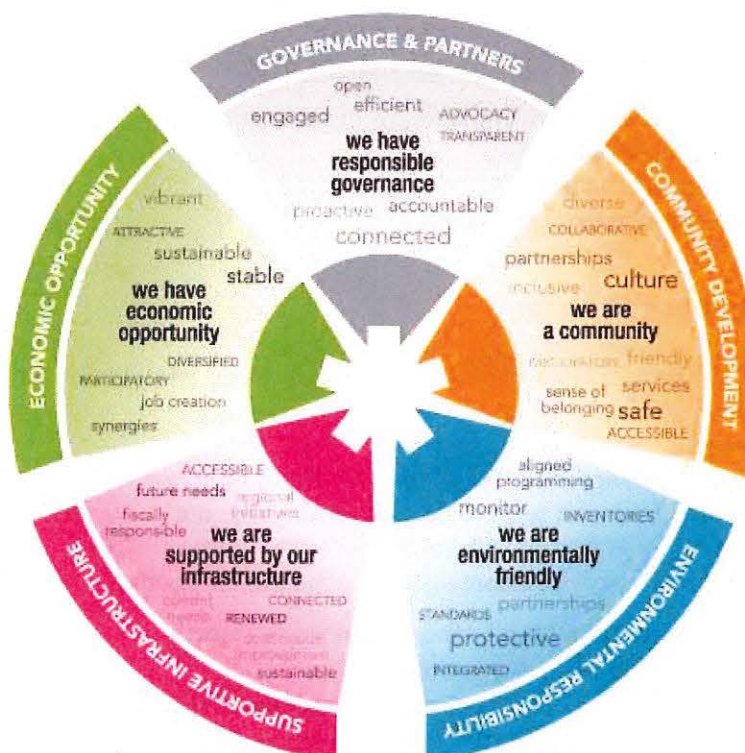
Golf Course Operational Update

RECOMMENDATION

That Town Council accept the golf course operational report for information.

STRATEGIC PLAN

A connected community...embracing the future
Champion of progress and community values in a metropolitan region.



BACKGROUND

In 2020 the Stony Plain Golf Course had a tremendous operational season. Golf as an activity in 2020 experienced higher levels of play due to COVID-19 and restrictions placed on out of province travel. The Stony Plain Golf Course finished the year in a positive financial position. A summary of statistics for the 2020 season is captured below.

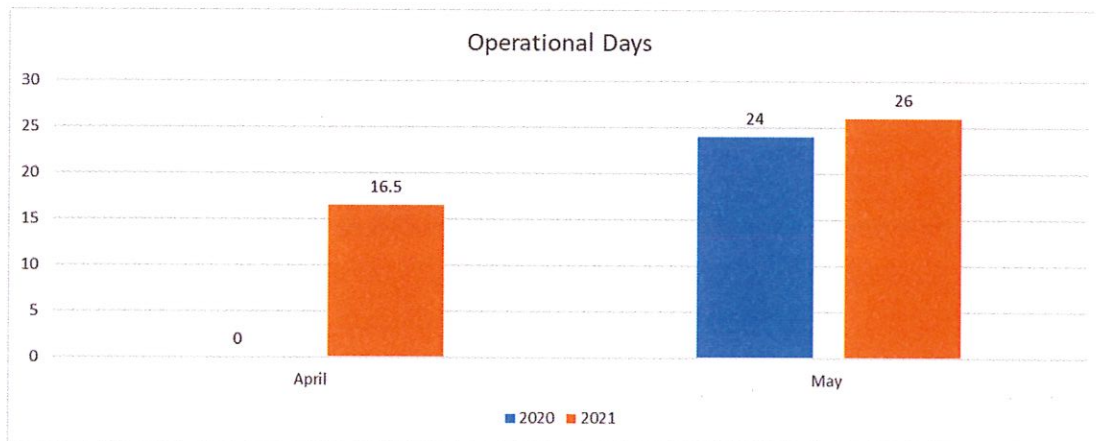
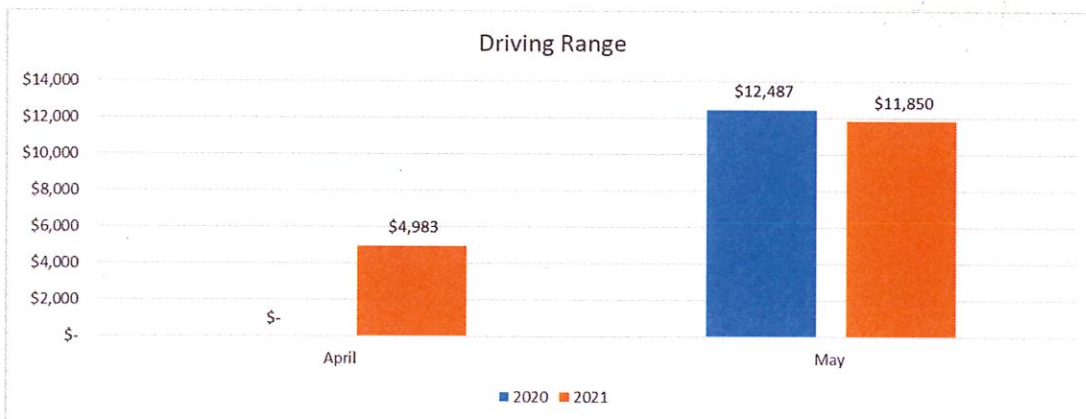
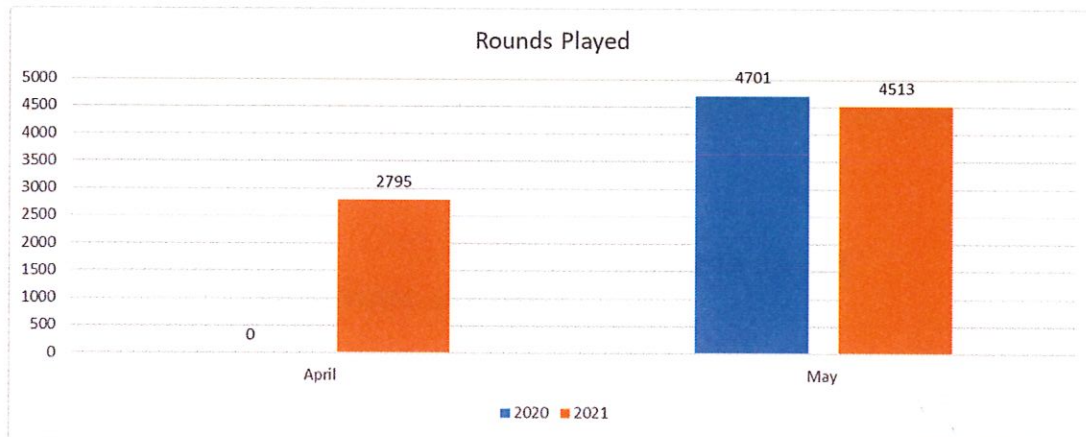


The 2021 operational season started on April 9th. An earlier start to the season was welcomed by many with a longer than normal winter due to COVID-19 travel restrictions in place. COVID-19 continues as an operational impact with distancing, face coverings and food service restrictions in place. Additional measures were placed on the province on May 10th which reduced player numbers at the course by 30-35% for a period of about 3 weeks. The following provides an operational highlight for the months of April and May.

- Pro shop is permitted to be open with the following restrictions:
 - Limited to 4 people in the shop
 - Distancing measures in place
 - Masks must be worn indoors
- Driving range open
 - Distancing measures in place
- Putting green and chipping facility is open
 - Distancing measures in place
- Dining Services is open
 - "The Crossing" opened May (snack shack at 10th tee)
 - Restaurant has continued to provide pick up and take out service since April 9th
 - Patio was closed on May 10th and re-opened with Stage I (June 1)
 - Daily beverage cart service open; distancing measures in place
- Power carts are permitted to be used by more than single riders
- Pins remain in place and bunkers remain without rakes
- Sanitization control in place for all high touch areas and public spaces
 - sanitization units remain at all doorways and are required to be used before entering public access areas

- 3-hole junior course will re-open when the Province moves to Stage 3
- Ladies, Men's, and Senior leagues started in June.

The following illustrates user comparisons to 2020:



It is anticipated the Province will be entering Stage 2 of the "Open for Summer" COVID-19 planning on June 10th. Administration will verbally share any impacts on operations once Stage 2 announcements as the projected June 10th announcement will happen after the writing of this report. We anticipate the greatest impact on the course as we move to Stage 2 and 3 will be related to food services as the majority of the current course operations are close to typical annual operations.



COMMUNICATIONS

The golf course continues to update their web page and manual sign boards along golf course road with critical messages. The content of this report will be included in the Council highlights distribution.

REVIEWED AND APPROVED FOR SUBMISSION TO COUNCIL

FINAL REVIEW:

GENERAL MANAGER

TOWN MANAGER

END OF ITEM



Information Items

Council Discussion

Closed Meeting

CLOSED SESSION

Closed Session Chair Guide:

1. Section 197 of the *Municipal Government Act* states, councils must conduct their meetings in public unless the matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act (FOIP)* (s. 16 to 29).
2. Before closing all or any part of a meeting to the public, council must by resolution approve the part of the meeting that is to be closed, and the basis on which, under an exception to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*, the part of the meeting is to be closed.
3. Members of Council, the Chief Administrative Officer and General Managers may attend closed session discussions. Only invited guests may attend the closed session discussion.
4. All discussion of Closed Session will remain confidential, there will be no notes taken, and no recording during this time.
5. After the closed meeting discussions are completed, any members of the public who are present outside the meeting room must be notified that the rest of the meeting is now open to the public, and a reasonable amount of time must be given for those members of the public to return to the meeting before it continues.

Chair Script

- *The Closed Session of the Council meeting will not be recorded or live streamed for public viewing.*
- *If members of the public wish to be notified when Council is moving back into open session, please email legislative@stonyplain.com.*
- *The motion to revert to the public meeting, which will be recorded in the minutes, is the only motion taken during closed session.*
- *Once the motion to revert to the public meeting is made, the Council meeting will continue to be recorded and live streamed.*

This outlines the process of the Closed Session.

The Chair will now call for the motion to go into Closed Session