



## 2020 Annual Report



# CHIEF ADMINISTRATIVE OFFICER REPORT

## Highlights of the Past Year

- Work pertaining to the Intermunicipal Collaboration Framework requirements of the municipal government act were the focus of legislative and governance activities in 2020 including:
  - Completed rural intermunicipal development plans with neighboring counties.
  - Implemented Fire Services Agreement.
  - Completed Intermunicipal Collaboration Framework Agreement.
  - Draft Town of Claresholm and Town of Stavely IDP under review for adoption in early 2021.
  - Intermunicipal Recreation Agreement negotiations ongoing and were expected to conclude prior to April 1, 2021.
- COVID emergency required modifications to municipal governance, administration and operations processes.
- Asset Management work began in earnest with municipal team leading.
- Dissolution of the Town of Granum and implementation of a plan to amalgamate operations including tax, utility, field operations, policy and bylaw and engagement with community members and groups. Major capital projects were undertaken including key infrastructure related to water and waste water systems including remote monitoring, water metering and lift stations.
- New municipal website was introduced including features that included 'service tracker' to enable citizen feedback on infrastructure issues enabling increased accountability and validation of level of service criteria.
- By agreement the Claresholm Airport the facility was transferred from the Town of Claresholm to the M.D. A capital works plan was developed for implementation in 2021.
- To enable economic development the fire suppression system at the industrial airport development was reactivated.

## Strategic Plan Action Items

### Performance Related to the M.D. of Willow Creek Strategic Plan

The municipal strategic plan adopted by Council in 2020 and previous strategic planning documents by previous councils have served as a guide for municipal operations.

The following is an outline of the activities as related to the Municipal District of Willow Creek Strategic Plan from the period January 1, 2020 to December 31, 2020.

### ***Goal 1 – Community***

#### Work related to Goal 1 – Community:

- Intermunicipal Emergency Services Agreement completed.
- Fire Service Agreement with M.D. of Ranchland.
- MD of Willow Creek Library Board Bylaw
- Rescind 11 Town of Granum Bylaws
- Rescind Town of Granum SDAB Bylaw
- Rescind Town of Granum Bylaws
- Chinook Intermunicipal SDAB Bylaw
- ICF Bylaw – Foothills Council
- MD of Willow Creek – MD of Pincher Creek IDP Bylaw
- ICF Bylaw – MDWC and Vulcan County
- Road Allowance Lease
- ICF Bylaw – MDWC and MD of Pincher Creek
- ICF Bylaw – MDWC and Ranchland
- ICF Bylaw – MDWC and Cardston County
- Numerous LUB Bylaw amendments

# CHIEF ADMINISTRATIVE OFFICER REPORT

- Procedural Bylaw
- Granum District Community Board
- Fees Bylaw
- Animal Control Bylaw
- Nuisance and Unsightly Property Bylaw
- Utility Bylaw
- Special Tax Bylaw
- Recreation Tax Bylaw
- Property Tax Bylaw
- 2 land use bylaw amendments for rezoning on October 14 agenda

## **Policies – New / Amended**

The following policies have been adopted / amended since September 2019;

- Purchasing and Tender Policy
- Heavy Haul Policy
- Safety Policy
- Fire Permit / Fire Ban Policy
- Waste Water Disposal Policy
- Hiring Policy
- Dust Control Policy
- Granum District Community Board Terms of Reference

- Town of Granum dissolution including infrastructure review and special tax plan to address immediate challenges, staffing, bylaw matters, dispute resolution pertaining to citizen complaints, a number of ongoing lawsuits, infrastructure failures, water meter project to ensure accurate utility billing and other issues including drainage, service failures, bylaw issues, open houses, consultation with Municipal Affairs, consultation with lawyers, mediation of complaints and other issues arising from prior Town business.

-Addressed organizational needs to meet service demand requirements.

## **Goal 2 – Accountability**

Work Related to Goal 2 – Accountability that was completed by the CAO over the past year includes:

- Implemented Allnet meeting software and in process of updating municipal website to improve functionality.
- Initiated Council Request for Decision, For Information and For Discussion templates for Council meetings.
- Initiated improvements to the fire permitting and fire ban policy which will be implemented as part of the website update
- Initiated development of new website which will provide increased functionality for information and online business

## **Goal 3 – Economic Growth and Diversity**

Work related to Goal 3 – Economic Growth and Diversity:

- Initiation of the Claresholm Industrial Area Fire Suppression project which will enable commercial and industrial projects to proceed and will enable further economic development in the CIA.
- Marketing of the MD property in the Town of Claresholm ongoing.
- Participated in regional economic development initiatives with both local and regional partners.
- Transfer of Claresholm airport lands from the Town to the M.D. completed September 3, 2020.
- Identification of airport servicing for new development at airport as the primary project for the Alberta Stimulus project.

# CHIEF ADMINISTRATIVE OFFICER REPORT

## ***Goal 4 – Municipal Infrastructure***

### Work related to Goal 4 – Municipal Infrastructure:

- Director of Infrastructure to lead municipal asset management efforts and project management.
- Developed an infrastructure plan for 2020 that aligns with the Special tax provisions of the MGA.
- Initiated 2020 capital plan including: CIA fire suppression, main lift station in Granum, SCADA project in Granum, stormwater project in Granum, STIP applications (2 accepted), road projects as recommended by staff, administration building HVAC controls.
- Adoption of new Municipal Strategic Plan.
- Asset management project initiated in July 2020 through establishment of the asset management committee.
- Granum special tax projects proceeding on schedule including extensive rehabilitation of water isolation valves, hydrants and leak repairs.
- 2020 capital projects underway and on schedule.

## ***Goal 5 – Collaboration***

### Work related to Goal 5 – Collaboration:

- 5 Rural ICF's were completed.
- 1 Regional ICF agreement was completed with 4 urban communities.
- Intermunicipal Emergency Services Agreement completed.
- Fire Service Agreement with MD of Ranchland.
- Municipal response to COVID over a 90-day period that included the development of a business continuity plan, a health and safety plan for municipal staff and a communication plan for council, staff and residents.
- Increased communication between Council and administration with RCMP detachments and Alberta Health Services.
- Developing positive working relationships with neighboring communities and community organizations.
- Intermunicipal Development Plans with Fort Macleod and Claresholm ongoing.
- ICF – October 14 meeting agenda distributed.
- ICF Recreation subcommittee work ongoing: RFP for facilitation and mediation services for recreation agreement distributed. Planned October 19 date for review and recommendations.



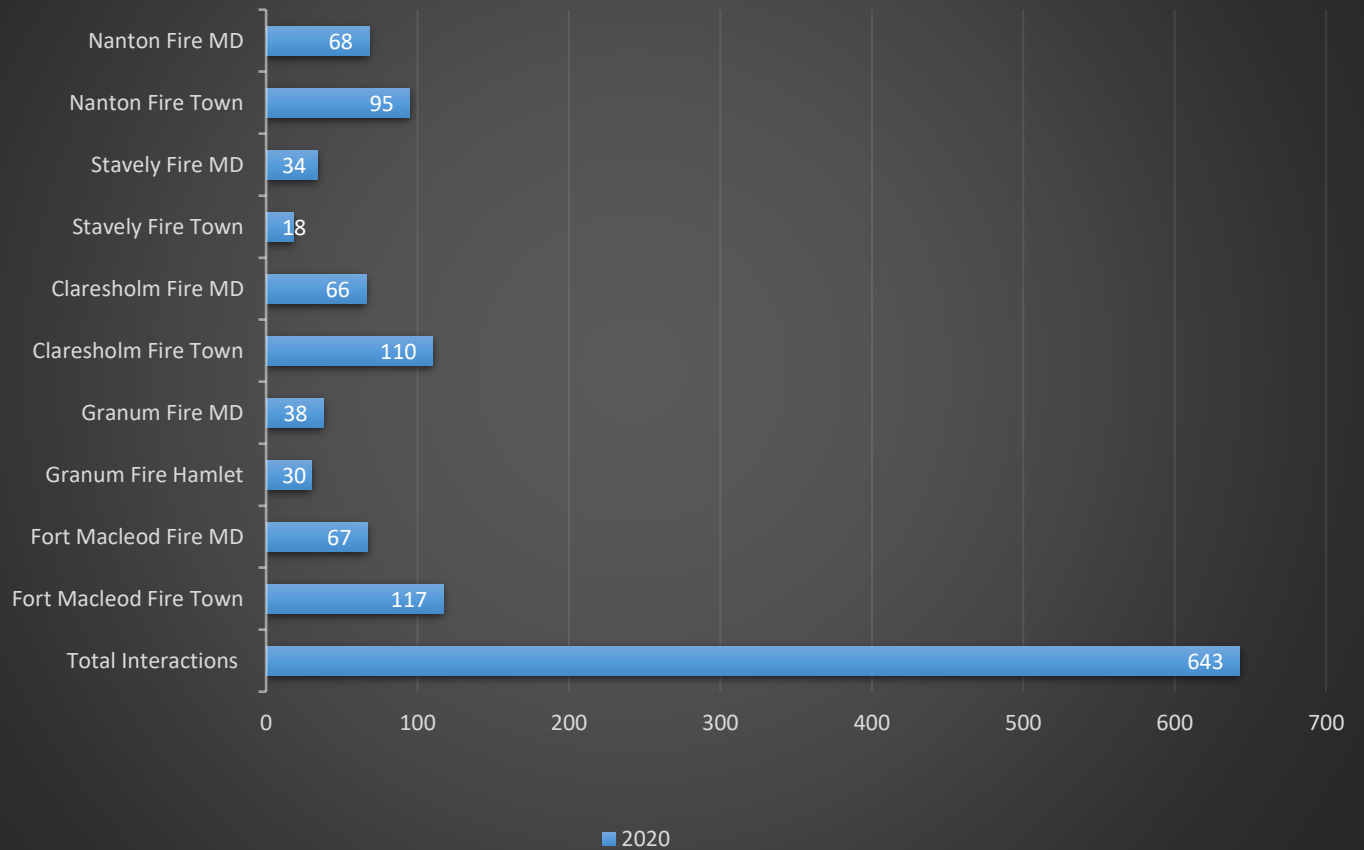
# PUBLIC WORKS

## Key Accomplishments:

- Gravelled a total of approximately 320 miles of roadway throughout the municipality.
- Graded near 12,000 miles of road throughout the municipality.
- Initiated Town of Granum infrastructure repairs and maintenance based upon dissolution study including lift stations, hydrants, shut off valves, repair of water lines, and evaluation of all buildings, equipment and signage.
- Completed numerous water service maintenance repairs and installations in Hamlet of Granum.
- Initiated Claresholm airport transfer and evaluation of surface works and infrastructure.
- Completed annual local road bridge inspections and bridge maintenance.
- Reviewed and amended numerous policies including: purchasing and tender policy, heavy haul policy, waste water disposal policy and dust control policy.
- Participated in Asset Management program.
- Re-oiled 13 km of Municipal roads.
- Patched roadways - 3 cycles annually.
- Graded approximately 10,500 miles of roadway throughout the municipality.
- Gravelled approximately 250 miles of roadway throughout the municipality.
- Cleared Snow and Ice from roadways as required.
- Cleaned numerous cattle guards.
- Replaced numerous culverts.
- Hamlet Cleanup – grass, wood, dirt.
- Potable water delivery.
- Sanitary sewer collection and treatment.
- Water system exercising and flushing.
- Sanitary sewer flushing.
- Garbage collection.
- Recycling.
- Vegetation management – Tree and grass cutting throughout the municipality.
- Active gravel pit management through stripping and reclamation.
- Responded to numerous public inquires and concerns.

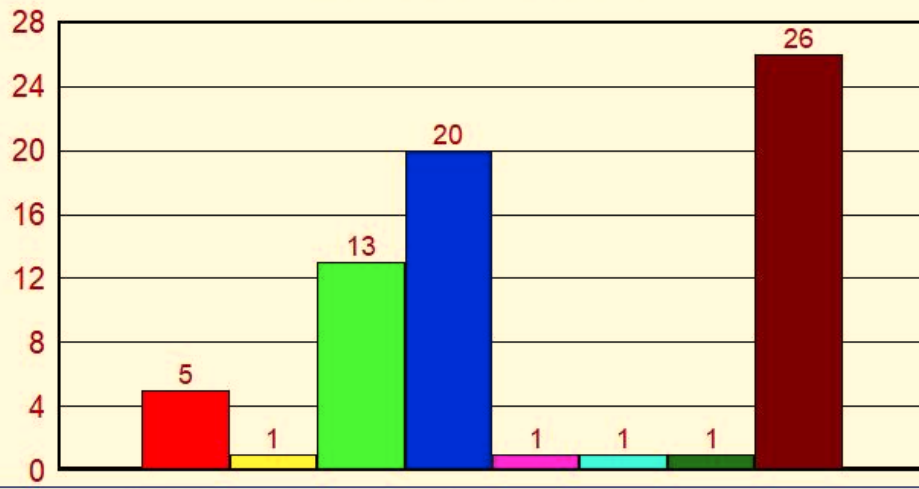
## EMERGENCY SERVICES REPORT

### Emergency Events By Station



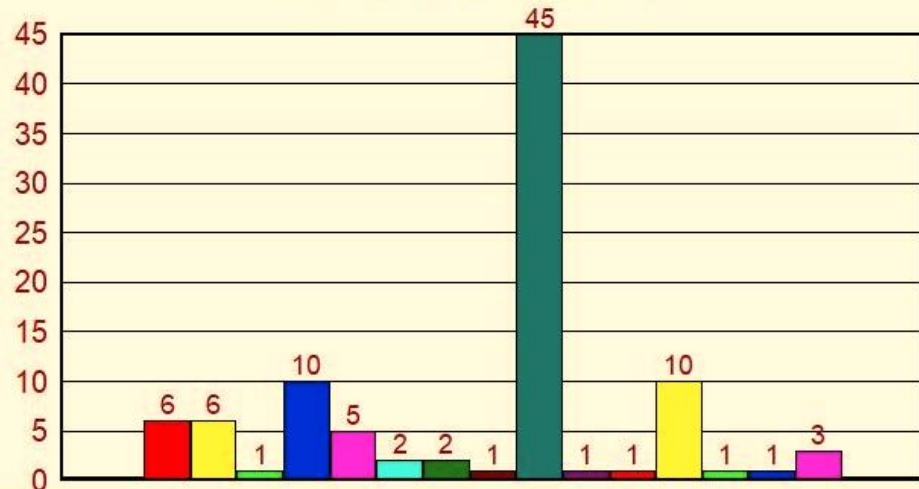
# EMERGENCY SERVICES REPORT

## Nanton fire (MD) From Jan 1 20 to Dec 31 20



Alarm No Fire - accidental miscellaneous - 5	Alarm No Fire - smoke or steam mistaken - 1
Fire Outside - 13	Medical - EMS - 20
Public Service - assist police or other agency - 1	Public Service - citizens locked in or out - 1
Public Service - miscellaneous - 1	Vehicle Accident - 26

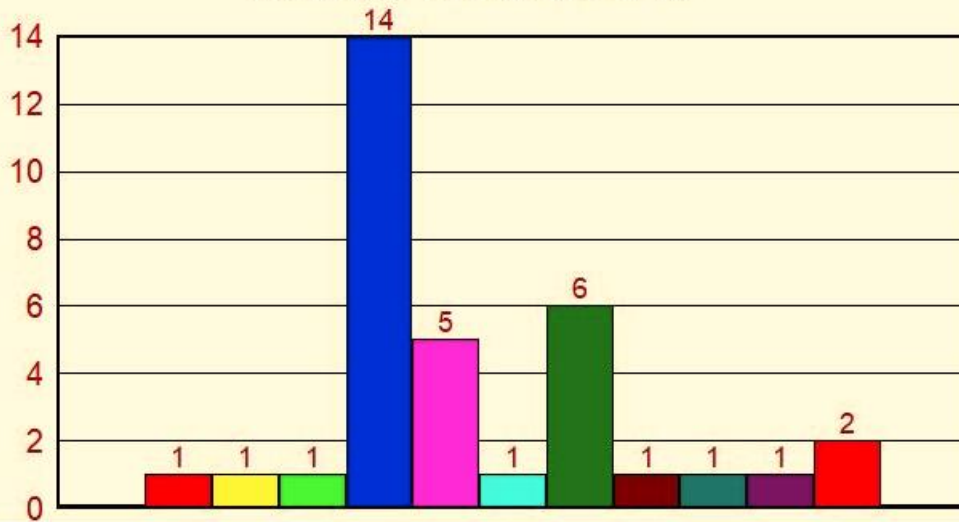
## Nanton fire (town) From Jan 1 20 to Dec 31 20



Alarm No Fire - accidental miscellaneous - 6	Alarm No Fire - detector activated - 6
Alarm No Fire - miscellaneous - 1	Alarm No Fire - smoke or steam mistaken - 1
Fire Outside - 5	Fire Structure - 2
Gas Leak - natural gas - 2	Gas leak - response to carbon monoxide detector - 1
Medical - EMS - 45	Public Hazard - gasoline or fuel wash down - 1
Public Hazard - hazardous object removed - 1	Public Service - assist police or other agency - 3
Public Service - miscellaneous - 1	Rupture - water pipes - 1

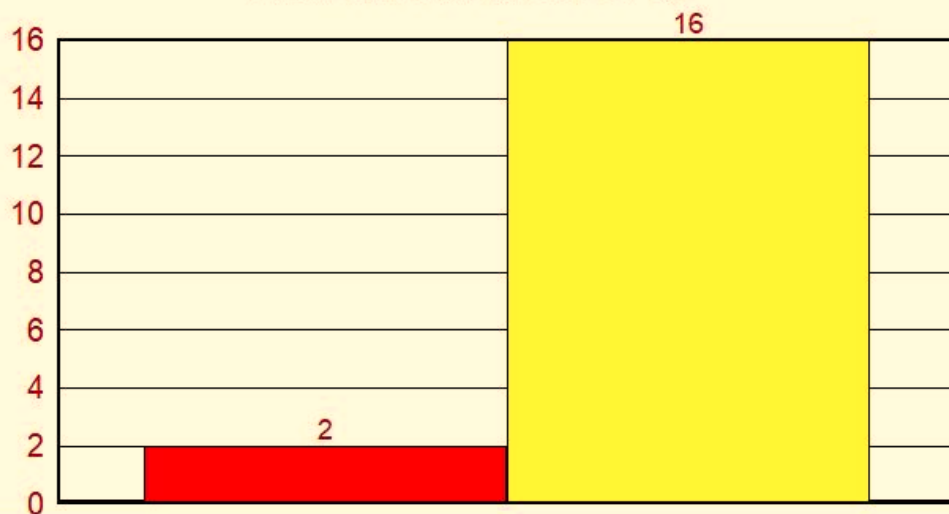
# EMERGENCY SERVICES REPORT

## Stavely fire(MD) From Jan 1 20 to Dec 31 20



Alarm No Fire - accidental miscellaneous - 1	Alarm No Fire - detector activated - 1
Alarm No Fire - smoke or steam mistaken - 1	Fire Outside - 14
Fire Structure - 5	Gas Leak - propane - 1
Medical - EMS - 6	Public Service - assist police or other agency - 1
Rescue - miscellaneous - 1	Rubbish or grass fire (no dollar loss) - 1
Vehicle Accident - 2	

## Stavely (town) From Jan 1 20 to Dec 31 20



Alarm No Fire - accidental miscellaneous - 2



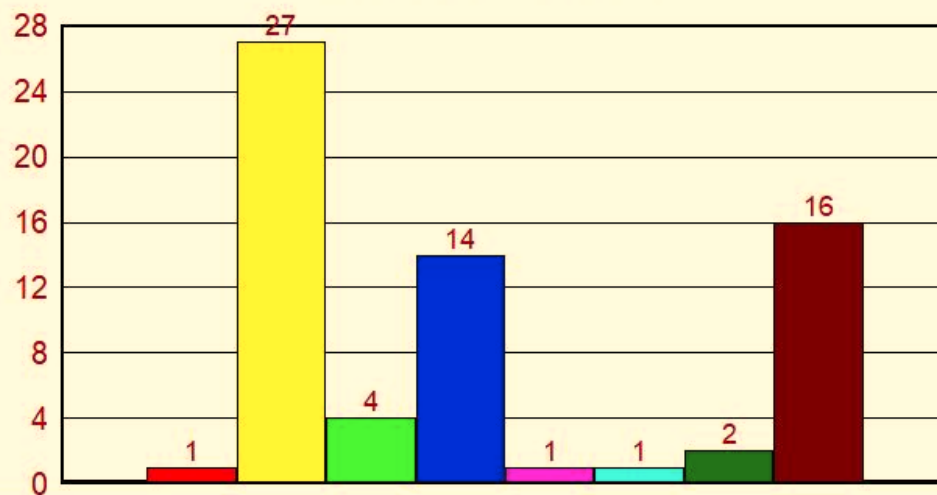
Medical - EMS - 16



# EMERGENCY SERVICES REPORT

## Claresholm fire (MD)

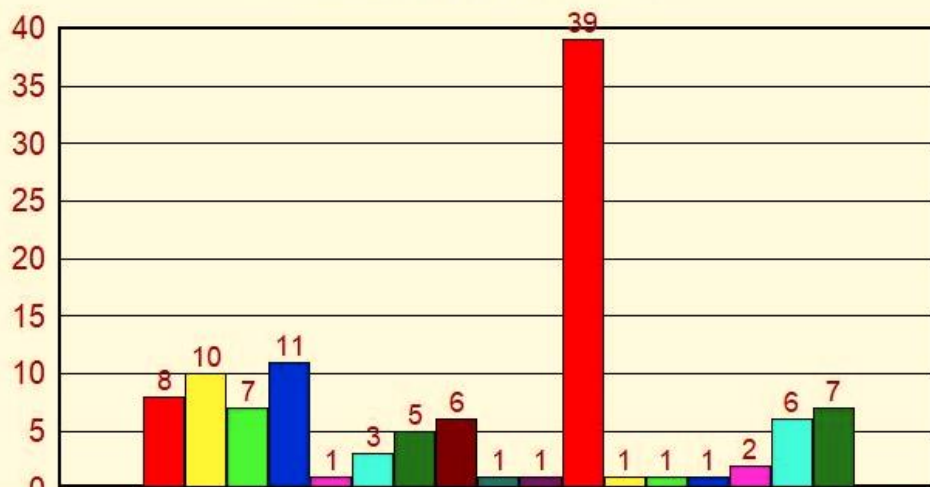
From Jan 1 20 to Dec 31 20



Alarm No Fire - accidental miscellaneous - 1	Fire Outside - 27
Fire Structure - 4	Medical - EMS - 14
Public Hazard - power line down - 1	Public Service - assist police or other agency - 1
Public Service - miscellaneous - 2	Vehicle Accident - 16

## Claresholm fire (town)

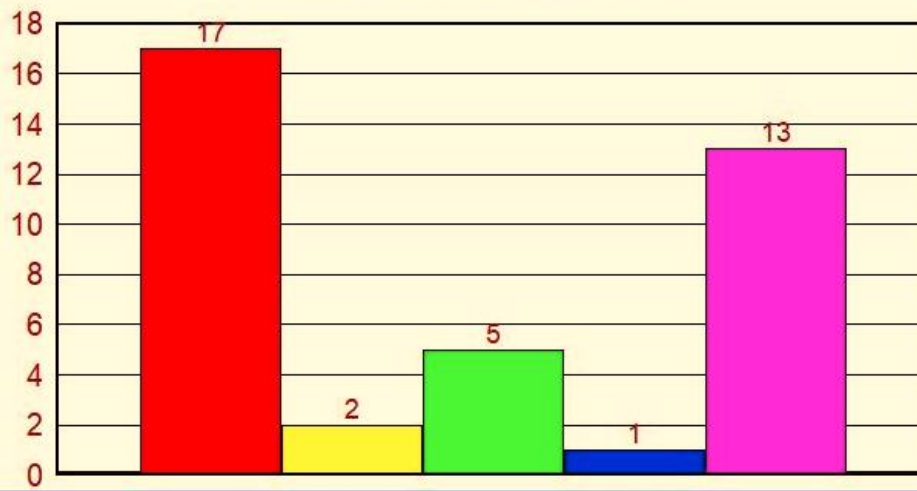
From Jan 1 20 to Dec 31 20



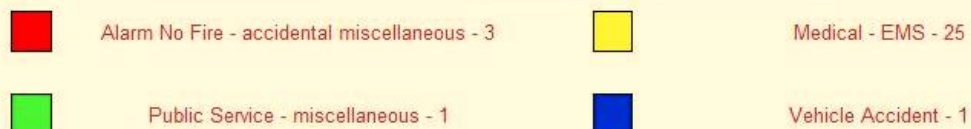
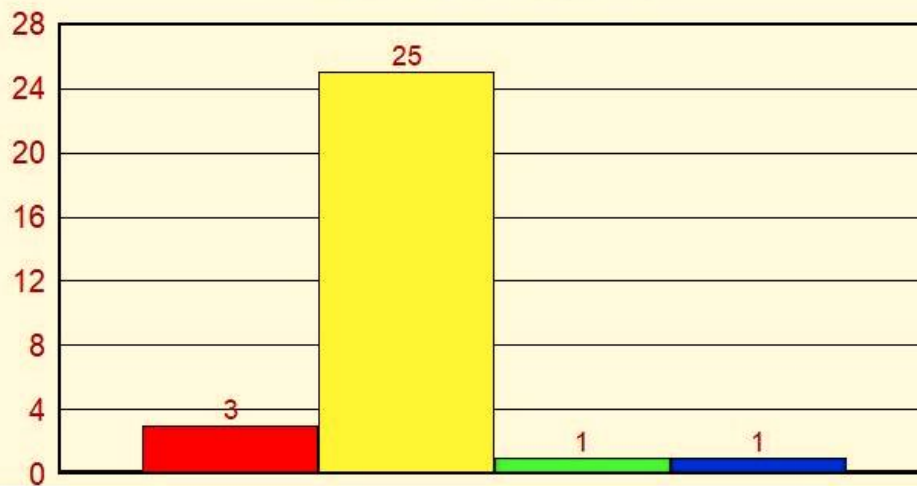
Alarm No Fire - accidental miscellaneous - 8	Alarm No Fire - detector activated - 10
Alarm No Fire - miscellaneous - 7	Alarm No Fire - smoke or steam mistaken - 1
False Alarm - internal or local alarm system - 1	False Alarm - miscellaneous - 3
Fire Outside - 5	Fire Structure - 6
Gas Leak - miscellaneous - 1	Gas Leak - refrigeration - 1
Medical - EMS - 39	Public Hazard - hazardous object removed - 1
Public Hazard - miscellaneous - 1	Public Hazard - toxic chemical spill - 1
Public Service - assist police or other agency - 2	Public Service - miscellaneous - 6
Vehicle Accident - 7	

# EMERGENCY SERVICES REPORT

**Granum fire (MD)**  
*From Jan 1 20 to Dec 31 20*



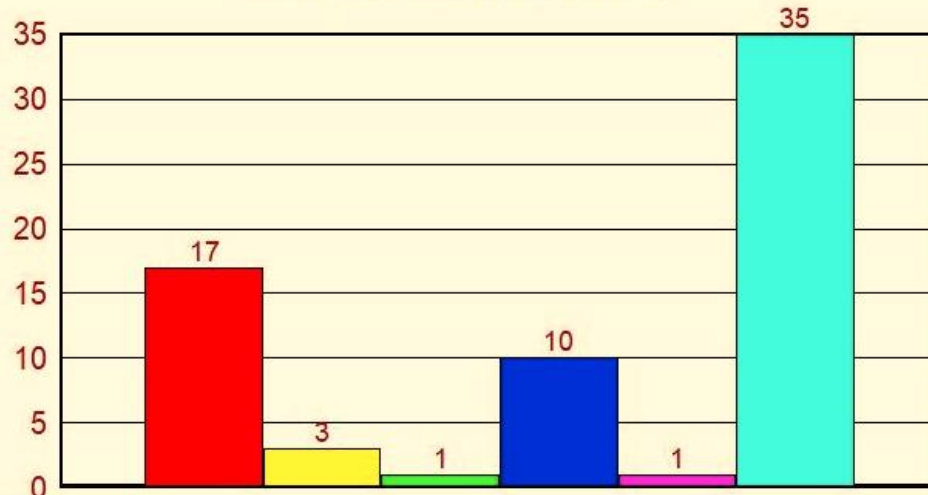
**Granum fire (Hamlet)**  
*From Jan 1 20 to Dec 31 20*



# EMERGENCY SERVICES REPORT

## Fort Macleod fire (MD)

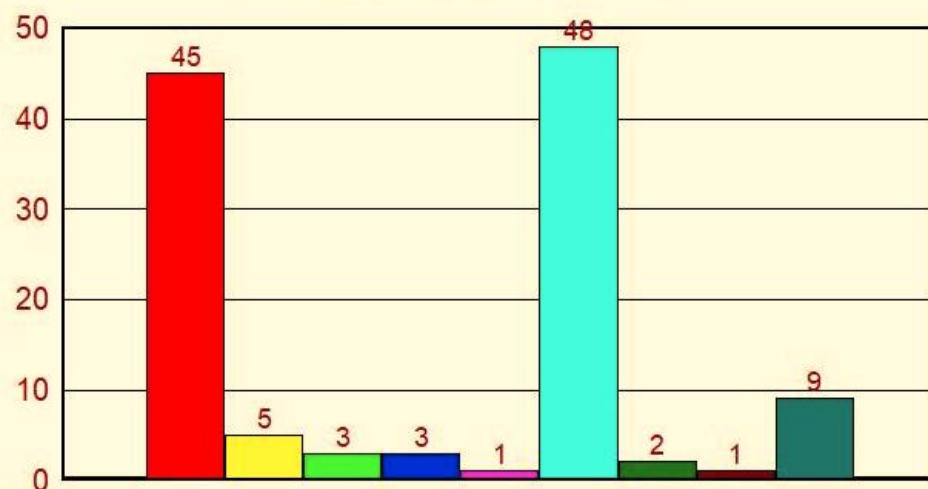
From Jan 1 20 to Dec 31 20



<span style="color: red;">■</span>	Fire Outside - 17	<span style="color: yellow;">■</span>	Fire Structure - 3
<span style="color: green;">■</span>	Incident Situation Unclassified - 1	<span style="color: blue;">■</span>	Medical - EMS - 10
<span style="color: magenta;">■</span>	Public Hazard - miscellaneous - 1	<span style="color: cyan;">■</span>	Vehicle Accident - 35

## Fort Macleod fire (town)

From Jan 1 20 to Dec 31 20



<span style="color: red;">■</span>	Alarm No Fire - accidental miscellaneous - 45	<span style="color: yellow;">■</span>	Fire Outside - 5
<span style="color: green;">■</span>	Fire Structure - 3	<span style="color: blue;">■</span>	Gas Leak - miscellaneous - 3
<span style="color: magenta;">■</span>	Gas Leak - refrigeration - 1	<span style="color: cyan;">■</span>	Medical - EMS - 48
<span style="color: darkgreen;">■</span>	Public Hazard - miscellaneous - 2	<span style="color: brown;">■</span>	Public Service - assist police or other agency - 1
<span style="color: darkblue;">■</span>	Vehicle Accident - 9		

# AGRICULTURAL SERVICE BOARD REPORT

## Agricultural Service Board Members – 2020

Chair – Councillor Ian Sundquist

Vice Chair – Councillor Evan Berger

Member – Deputy Reeve Glen Alm

Member – John Van Driesten

Member at Large – Josh Fankhauser

Member at Large – Janet Walker

Member at Large – Cory Hawk

Agricultural Fieldman – Carla Preachuk

**Performance Measure Reporting: January – December 31, 2020**

### Resource Management Goal 1:

- Assist producers in completing Environmental Farm Plans (EFP) and Verified Beef Plus (VBP+) to ensure environmental sustainability and market access for farmers/ranchers in the M.D. of Willow Creek.
- Promote and Deliver the EFP and VBP+ Programs.

Activity	Date	Comments
<b>Environmental Farm Plan</b>	<i>No workshop scheduled – due to COVID-19</i>	- <i>Have directed interested producers to Foothills Forage and Grazing Association for one-on-one assistance.</i>
<b>Verified Beef Plus</b>	<i>No workshop planned for 2020</i>	- <i>Pending COVID-19 status, will consider workshop in 2021.</i>
<b>Promote Self Assessment</b>	<i>August 27, 2020 October 8, 2020</i>	- <i>Shared EFP website update on M.D. Facebook Page.</i> - <i>Information on self-assessment tools will be included on new M.D. webpage.</i>
<b>Shared Information on Canadian Livestock Tracking System (CLTS)</b>	<i>October 29, 2020</i>	- <i>Shared on Facebook and M.D. website link to Canadian Cattle Identification Agency Information, regarding changes to (CLTS).</i>

### Resource Management Goal 2:

- Ensure producers within the M.D. of Willow Creek have success in obtaining Canadian Agricultural Partnership (CAP) Funding.
- Promote and Assist with Applications for CAP Funding.

## AGRICULTURAL SERVICE BOARD REPORT

Activity	Date	Comments
<b>Host CAP information workshop</b>	<i>No workshop scheduled</i>	<ul style="list-style-type: none"> <li>- <i>A significant number of Alberta Agriculture and Forestry positions were eliminated in 2019/2020 resulting in a lack of resources to host information sessions. COVID-19 disrupted ability to host workshops.</i></li> </ul>
<b>Information sharing</b>	<i>June 30, 2020</i>	<ul style="list-style-type: none"> <li>- <i>Shared new CAP program announcement on M.D. Facebook Page.</i></li> </ul>
<b>One-on-one meetings</b>	<i>May/June 2020 November 2020 December 2020</i>	<ul style="list-style-type: none"> <li>- <i>Provided technical advice/recommendations to producers regarding stewardship projects.</i></li> <li>- <i>Provided information regarding Grain Bag roller funding as well helped a producer receive materials regarding CAP Funding</i></li> <li>- <i>Talked to a producer 2 times about potential CAP funding for a solar water system. Producer had not completed EFP yet so is looking into that.</i></li> </ul>

### **Resource Management Goal 3:**

- Provide timely and relevant Educational Opportunities and Extension Events for producers in the M.D. of Willow Creek.
- Information Sharing, Workshops and Events.



## AGRICULTURAL SERVICE BOARD REPORT

Activity	Date	Comments
<b>Southern Alberta Grazing School for Women*</b>	<i>July 16, 21, 23, 28, 30, 2020</i>	<ul style="list-style-type: none"> <li>- Virtual online sessions due to COVID-19, various levels of registration/attendance per topic.</li> <li>- Joint effort between SAGSW and the Alberta Range Stewardship Course.</li> </ul>
<b>Tree and Shelterbelt Workshop</b>	<i>August 25, 2020</i>	<ul style="list-style-type: none"> <li>- Outdoor workshop/demonstration for social distancing. 15 attendees.</li> </ul>
<b>FFGA Co-hosted Events: Grazing and Livestock Guardian Dogs</b>	<i>January 9, 2020</i>	<ul style="list-style-type: none"> <li>- Co-hosted with M.D. of Pincher Creek, Cardston County, M.D. of Ranchland, FFGA and Waterton Biosphere Reserve Association. 80+ attendees.</li> </ul>
<b>Grazing for Soil Health – Waldron Ranch</b>	<i>August 19, 2020</i>	<ul style="list-style-type: none"> <li>- Waldron Ranch field tour – 30 attendees.</li> </ul>
<b>Perennial Pasture Rejuvenation</b>	<i>September 29, 2020</i>	<ul style="list-style-type: none"> <li>- Hosted at the Claresholm Community Centre – 32 attendees.</li> </ul>
<b>Rural Roots Canada – Ag Days</b>	<i>February 11, 2020</i>	<ul style="list-style-type: none"> <li>- Sponsored/co-hosted event with Rural Roots Canada, M.D. of Pincher Creek and Lethbridge County. 35+ attendees.</li> </ul>
<b>Moon River Sheep Grazing – Pilot Demonstration Day</b>	<i>Not scheduled for 2020</i>	<ul style="list-style-type: none"> <li>- Project was met with challenges: fencing/public access to active grazing areas; human interaction with livestock guardian dogs.</li> <li>- COVID-19 restricted ability to host events this year.</li> </ul>
<b>Legacy of our Land Banquet</b>	<i>CANCELLED</i>	<ul style="list-style-type: none"> <li>- COVID-19 restrictions prompted cancellation.</li> </ul>
<b>Online – Working Well Workshop</b>	<i>December 3, 2020</i>	<ul style="list-style-type: none"> <li>- Live, virtual online Working Well Workshop -10 Participants.</li> </ul>

# AGRICULTURAL SERVICE BOARD REPORT

## **\*Southern Alberta Grazing School for Women Webinar Attendance:**

Date	Topic	# Registered	# Attended	% Attendance	Questions Asked
July 16, 2020	<i>Grazing Principles and Practices</i>	276	123	45	24
July 21, 2020	<i>Riparian 101 and Riparian Health Assessments</i>	294	110	37	32
July 23, 2020	<i>Range Health Assessments</i>	303	94	31	27
July 28, 2020	<i>Ranching Women</i>	321	62	19	5
July 30, 2020	<i>Mental Health in Agriculture</i>	328	60	18	9

All webinars were offered free of charge and because the event collaborated with the Alberta Range Stewardship Course, webinars were not limited to only women.

### **Resource Management Goal 4:**

- Assist with Preserving Agriculture's Social License to Operate.
- Promote Agricultural Best Management Practices and ensure producers understand "Social License"
- Collaborative workshops and extension efforts have not been scheduled in 2020 due to COVID-19. Should restrictions relax, this goal will be pursued in 2021.

### **Resource Management Goal 5:**

- Support Carnivores and Communities Program (CACP)
- Activities that support and promote the CACP

Activity	Contributors/Partners	Description/Comments	Date
<b>Livestock Guardian Dogs Workshop</b>	<i>M.D. of Willow Creek; M.D. of Pincher Creek; Cardston County; M.D. of Ranchland; Waterton Biosphere Reserve</i>	<i>A two-part workshop which covered grazing as an invasive plant management strategy and utilizing guardian dogs to protect livestock. Over 80 attendees.</i>	<i>January 9, 2020</i>
<b>Information Sharing</b>	<i>MD of Willow Creek; Waterton Biosphere Reserve; Alberta Environment and Parks</i>	<i>Facebook share – article authored by Jason Nixon, Minister of Environment and Parks (AEP) describing the collaboration between AEP and the Waterton Biosphere Reserve</i>	<i>August 31, 2020</i>

## AGRICULTURAL SERVICE BOARD REPORT

Date	Cost (no gst)	Remaining \$	Weight (lbs)	# Head
-	-	<b>\$3895.40</b>	-	-
December 21, 2019	\$175.00	\$3720.40	1250	1
December 18, 2019	\$196.00	\$3524.40	1400	1
January 14, 2020	\$133.00	\$3391.40	950	1
January 6, 2020	\$120.00	\$3271.4	400	1
February 6, 2020	\$154.00	\$3117.40	1100	1
March 8, 2020	\$154.00	\$2963.40	1100	1
February 18, 2020	\$120.00	\$2843.40	500	1
February 23, 2020	\$168.00	\$2675.40	1200	1
April 8, 2020	\$120.00	\$2555.40	500	1
April 20, 2020	\$120.00	\$2435.40	400	1
May 6, 2020	\$120.00	\$2315.40	100	1
May 3, 2020	\$120.00	\$2195.40	350	1
May 14, 2020	\$120.00	\$2075.40	150	1
May 24, 2020	\$120.00	\$1955.40	250	1
April 28, 2020	\$140.00	\$1815.40	1000	1
June 7, 2020	\$120.00	\$1695.40	100	1
May 26, 2020	\$182.00	\$1513.40	1300	1
June 30, 2020	\$120.00	\$1393.40	150	1
May 24, 2020	\$120.00	\$1273.40	850	1
June 15, 2020	\$120.00	\$1153.40	200	1
August 21, 2020	\$196.00	\$957.40	1400	1
November 13, 2020	\$120.00	\$837.40	450	1
November 3, 2020	\$120.00	717.40	350	1
<b>TOTAL 2020</b>	<b>\$3178.00</b>		<b>15,450</b>	<b>23</b>

### ***Deadstock Pickup and Removal Program\****

*\*Based on most up-to-date information available*

### ***Legislative Responsibilities***

#### **Goal Area 1: Delivery/Support of the Agricultural Pests Act:**

##### *Field/Pest Inspections on behalf of Alberta Agriculture and Forestry:*

Mandatory Surveys	Percentage Completed
Grasshopper	100%
Fusarium Head Blight (Wheat)	100%
Fusarium Head Blight (Corn)	100%
Clubroot (Canola)	140%
Blackleg (Canola)	140%
Sclerotinia (Canola)	140%
Optional Surveys	
Bertha Army Worm Traps	150%
Pea Survey	0%

# AGRICULTURAL SERVICE BOARD REPORT

## Strychnine Sales:

The sale of 2% Liquid Strychnine Concentrate in 2020 yielded 112% of the anticipated sales.

## Goal Area 2: Delivery/Support of the *Soil Conservation Act*:

### Soil Conservation Inspections:

Date	Field Location	Action Taken	Corrective Actions
May 20, 2020		Spoke with producer about best management practices to control soil movement.	Field is seeded to corn with operational irrigation. Soil movement no longer of concern this season.
June 01, 2020		Spoke with producer about best management practices to control soil movement. Sent information from Soil Conservation Act regarding Duty of a Landholder.	Land holder attempted to use water to prevent soil movement. Land holder was advised that consideration of future crops and prevention measures to inhibit soil movement will be next steps. Shared information on wind erosion of soil in field crops with land holder.
October 19, 2020	Mud Lake	Have been gathering information on the history of Mud Lake, photos, and talking with ratepayers. Have spoken with Paul Elser from Alberta Environment and Parks.	To keep enough water in Mud Lake, so when windy conditions soil does not move. At this time AB Environment and Parks has stated the above action is not feasible. They are looking into reclamation

### Reseeding Municipal Roadsides:

Date Completed	Project	Location	Seed Variety
June 03, 2020	Meadow Creek Road – Ray Lane	NW9-11-29-W4	Pickseed Upper Foothills Blend
May 19, 2020	RR 255	RR 255 South of Highway 3 to TR 90 (intermittent patches)	Proven: Salinemaster
Weeds were mowed in August – monitoring vegetation and will reseed in spring if necessary	Longbottom Road	RR 243 South of TR 92	Proven: Dualmaster
October 1, 2020	Basin Road	North end of Basin Road, West of Nanton	Proven: Dualmaster
October 29, 2020	CIA water improvement	Claresholm Industrial Area	Playground lawn mixture



# 2020 Annual Report







## **MUNICIPAL DISTRICT OF WILLOW CREEK NO. 26**

### **2020-2024 STRATEGIC PLAN**

#### ***VISION***

We are a community that preserves, enhances and enriches our evolving rural way of life for all generations to live, work and prosper as members of this farming and ranching community.

#### ***MISSION***

The municipality provides leadership that will ensure that all citizens can continue to enjoy a safe and sustainable rural community that recognizes agriculture as a cornerstone.

#### ***VALUES***

**We value people.**

**We value our history.**

**We value our environment.**

**We value the principles of honesty, integrity and respect.**

#### ***Strategic Plan***

This Strategic Plan identifies our key strategic priorities over a 5-year period from 2020-2024. The Strategic Plan, and the Business Plan of each Municipal Department is updated annually as part of our budget process.

#### ***Business Plans***

Each Municipal department will undertake an annual business plan that will highlight their mid and long-term goals which align with the municipality's strategic plan. These plans identify operational objectives, key strategies to achieve those objectives and performance measurements or indicators that will demonstrate the success in meeting municipal objectives.

# **THE GUIDING PRINCIPLES AND FOUNDATIONS FOR OUR FUTURE SUCCESS**

## ***Community***

We will honor our history and traditions while we plan and prepare our community for the future.

## ***Accountability***

The principles of transparency, respect and honesty will guide the daily operations and conduct of municipal council and staff. We will make fair decisions. We will honor agreements and hold others to the same standard.

## ***Economic Growth & Diversity***

We will seek to generate a business-friendly climate which aid in regional economic activity and prosperity. We will actively seek opportunities to attract new industry. We will seek to retain existing industry.

## ***Municipal Infrastructure***

We will construct, operate and maintain municipal infrastructure which is safe and effective. We will seek opportunities to collaborate on essential public services with other organizations both private and public.

## ***Collaboration***

Within our fiscal means we will seek opportunity for collaboration with other municipalities and organizations that will provide benefit to the citizens of the Municipal District of Willow Creek.

### **STRATEGIC PRIORITY: Review municipal bylaws and policies**

**Key Initiative:** Review the municipal bylaws and policies to ensure continued relevance.

**Success:** In 2020 update the municipal land use bylaw to ensure integration of the Hamlet of Granum.

**Success:** By 2022 complete a review of common bylaws and policies to ensure relevance including in particular Town of Granum Bylaws.

### **STRATEGIC PRIORITY: Increase public safety**

**Key Initiative:** Intermunicipal Emergency Services Agreement.

**Success:** Complete the Willow Creek Intermunicipal Emergency Services Agreement bylaw and execute the agreement.

**Metric for Success:** Delivery of Fire Service is consistent across the municipality, fire operating budget stabilizes, disputes and complaints pertaining to operating and capital budgets and emergency services response decrease year over year.

**Success:** Implement the fire services training program to meet the established level of service consistently on an ongoing basis.

**Metric for Success:** All new firefighters complete NFPA 1001 level 1 training within 2 years of entry in to the fire service.

**Key Initiative:** Support Rural Crime Watch within the municipality

**Success:** Support the development of a rural crime watch associations across the entire MD in partnership with local rural crime watch associations, the provincial crime watch association, the Fort Macleod Crime Prevention Action Committee, local citizens, the MD of Willow Creek Peace Officer Program and the RCMP

**Metric for Success:** Reduction in rural crime.

### **STRATEGIC PRIORITY: Identify opportunities to assist community groups**

**Key Initiative:** Provide administrative guidance to community groups

**Success:** Assist community groups in accessing grant funding.

**Metric for Success:** Community groups report increased access to community facility enhancement grants, Community Foundation of Lethbridge and Southwestern Alberta funding and other grants that aid in the sustainability of non-profit and charitable groups within the municipality.

### **STRATEGIC PRIORITY: Support Agriculture**

**Key Initiative:** Identify and deliver agricultural services that will benefit to both primary agricultural producers and the environment

**Success:** Assist community groups in accessing grant funding.

---

## ACCOUNTABILITY

---

### **STRATEGIC PRIORITY: Accessible, timely and understandable information about Council decisions, actions and priorities.**

**Key Initiative:** In 2020 update the municipal website and ensure the accessibility to public information and services.

**Success:** Individuals and businesses are able to access information on governance, economic development and municipal services 24/7.

**Metric for Success:** Website analytics demonstrate an increased use of municipal website and online services

---

## ECONOMIC GROWTH & DIVERSITY

---

### **STRATEGIC PRIORITY: Economic growth within the municipality.**

**Key Initiative:** Attract new citizens, commerce and industry to the MD.

**Metric for Success:** One new business or industry in the Claresholm Industrial Area each year during for the next 5 years. Population growth during the strategic planning period 2020 – 2024 demonstrates growth of population in excess of 1% and assessment growth of 2% year over year.

**Key Initiative:** The MD to participate in regional economic initiatives.

**Success:** The MD will actively participate in regional economic committees and initiatives which will promote local and regional growth.

**Metric for Success:** regional initiatives lead to demonstrable growth of commercial and industrial development within the region on an annual basis.

**Metric for Success:** Annual growth of assessment base of the municipality.

---

## MUNICIPAL INFRASTRUCTURE

---

### **STRATEGIC PRIORITY: Asset Management**

**Key Initiative:** Implement an Asset Management Program within the M.D.

**Success:** By the end of 2021 an Asset Management Policy has been adopted.

**Success:** By the end of 2025 Asset Management is fully implemented with a Council approved Level of Service established for municipal services and full accountability to the public implemented including a public facing dashboard and feedback mechanisms established.

### **STRATEGIC PRIORITY: Hamlet of Granum Local Improvement Plan**

**Key Initiative:** Implement a local improvement plan for the Hamlet of Granum based upon the engineering portion of the viability report.

**Success:** Council approved long term local improvement plan established prior to the end of 2021.

### **STRATEGIC PRIORITY: Municipal Infrastructure Plan**

**Key Initiative:** Implement an infrastructure plan for municipal infrastructure.

**Success:** Council approves a 5-year capital plan in 2020 and reviews annually.

**STRATEGIC PRIORITY: Successfully Negotiate Intermunicipal Agreements.**

**Key Initiative:** Complete the Intermunicipal Collaboration Framework Agreement.

**Success:** Council approval of all required Intermunicipal Collaboration Framework Agreements.

**Metric for Success:** completion of the Intermunicipal Collaboration Framework Agreements before March 31, 2020.

**Success:** Council approval of the Intermunicipal Emergency Services Agreement.

**Metric for Success:** Adoption of the Intermunicipal Emergency Services Agreement by June 30, 2020.

**Success:** Establishment of the Intermunicipal Collaboration Framework Agreement Recreation Services Agreement Sub Committee before June 30, 2020.

**Metric for Success:** Agreement in principle for Recreation Services before Council for consideration before June 30, 2021.

**STRATEGIC PRIORITY: Internet and Cell Service for Municipal Citizens.**

**Key Initiative:** Pursue internet connectivity for all municipal citizens.

**Success:** 90% of ratepayers have quality & affordable internet access by 2025 and 100% by 2030.

**Key Initiative:** Identify collaboration opportunities with the private and public sector.

**Metric for Success:** Within 18 months identify a cell phone carrier indicates that they will partner with the municipality to provide cell phone repeaters on municipal towers for the purpose of providing cellular service in the porcupine hills.

**Success:** Partner with other municipalities to access fiber optic and make the fiber optic connection available for municipal and commercial use.

**STRATEGIC PRIORITY: Relationship with Alberta Health Services**

**Key Initiative:** Meet regularly with Alberta Health Services to discuss emergency medical services.

**Success:** The relationship between the M.D. and AHS shows marked improvement as demonstrated by improved communication, responsiveness and action.

**Metric for Success:** A final decision is arrived at pertaining to the use of municipally owned ambulances within the M.D. before the end of 2020.



# Granum Special Tax





# INFRASTRUCTURE REPORT

## Granum

In 2019 Municipal Affairs hired ISL Engineering to undertake an Infrastructure Assessment as part of the Dissolution Study for the Town of Granum. The Assessment included an evaluation of the sanitary system, water distribution system, roads and sidewalks, public buildings, open spaces and vehicles. The report revealed \$14,700,000 in required capital expenditures to restore the infrastructure to an acceptable municipal standard.

The M.D. of Willow Creek Council determined that the required work would be undertaken over an extended period of time in a manner which would ensure that priority projects are addressed first but in such a way as the expenditures would not be financially burdensome to either local or provincial taxpayers, and as such a 'special tax' was implemented in 2020.

The "Special Tax" rate is based upon the difference between the M.D. of Willow Creek mill rate and the 2019 mill rate for the Town of Granum. Total property tax revenues levied by the M.D. of Willow Creek were planned to be no higher than they were previously under the Town of Granum.

The Special Tax raised \$235,000 and was used to fund the following projects in the 2020 calendar year:

1. Water Plant – Throughout the season
  - Reservoir inspection/cleaning
  - Meter vault and control building repairs
2. Minto Street west of 1<sup>st</sup> Avenue – Leak repair – April 6<sup>th</sup>
3. 2<sup>nd</sup> Avenue Lift Station – Electrical repairs – June 1<sup>st</sup>
4. Lansdowne Street west of 1<sup>st</sup> Avenue – Curb stop replacement – July 17<sup>th</sup>
5. Dufferin Street east of 1<sup>st</sup> Avenue – Curb stop replacement – August 18<sup>th</sup>
6. Grey Street and 2<sup>nd</sup> Avenue – August 31<sup>st</sup>
  - Leak repair
  - Valve repair
7. Aberdeen Street and 1<sup>st</sup> Ave – September 1<sup>st</sup> and October 6<sup>th</sup>
  - Leak repair
  - Curb stop replacement
8. 3<sup>rd</sup> Avenue and Minto Street – Valve installation – September 2<sup>nd</sup>
9. 3<sup>rd</sup> Avenue and Grey Street – Valve replacement – September 2<sup>nd</sup>
10. Minto Street west of 2<sup>nd</sup> Avenue – Leak repair – September 3<sup>rd</sup>
11. Argyle Street west of 1<sup>st</sup> Avenue – Hydrant repair – September 4<sup>th</sup>
12. Bright Street east of 1<sup>st</sup> Avenue East – September 4<sup>th</sup>
  - Hydrant replacement
  - Valve installation
13. Railway Avenue south of Grey Street – September 30<sup>th</sup>
  - Leak repair
  - Valve replacement
14. Bright Street – Curb stop replacement – October 1<sup>st</sup>
15. Aberdeen Street west of Railway Avenue – Valve installation – October 1<sup>st</sup>
16. Minto Street east of 2<sup>nd</sup> Avenue – Valve installation – October 6<sup>th</sup>
17. 1<sup>st</sup> Avenue north of Grey Street – Leak repair – October 1<sup>st</sup>
18. Raw water intake – October 2<sup>nd</sup> and 7<sup>th</sup>
  - Valve replacement
  - Multiple valve rod, handle, and support replacements
19. 2<sup>nd</sup> Avenue south of Aberdeen – Curb stop replacement – October 5<sup>th</sup>
20. Aberdeen Street and 2<sup>nd</sup> Avenue – October 5<sup>th</sup>
  - Valve replacement
  - Valve repair

# INFRASTRUCTURE REPORT

21. Throughout Hamlet – Valve cleaning – October 7<sup>th</sup> and 8<sup>th</sup>
22. Lansdowne Street east of 2<sup>nd</sup> Avenue – Curb stop replacement – November 6<sup>th</sup>
23. Boulevard Tree Maintenance – Year 1 of 3 – November 19<sup>th</sup>
24. Dufferin Street east of 3<sup>rd</sup> Avenue – Curb stop replacement – November 28<sup>th</sup>
25. 2<sup>nd</sup> Avenue south – December 9<sup>th</sup>
  - Valve installation (2)
  - Hydrant installation

The majority of the above noted projects are considered maintenance and operational in nature.

The above noted project locations are shown on the attached map by the corresponding number. Construction photos are also attached to this document.

Grant funds were used to fund the following projects within the Hamlet:

- Granum Main Lift Station upgrades to increase efficiency and reduce the risk of service outages \$442,000.00
- Granum Supervisory Control and Data Acquisition (SCADA) installation to increase operation efficiency and reduce the risk of service outages and associated damages \$97,500

Transition Grant funds were not used in the 2020 year. 2021 will see these funds used for improvements to roads and sidewalks as well as sanitary sewer replacements.

Work to complete the Granum stormwater management project is ongoing and is expected to be constructed in 2022. A total of \$1,452,240 in funding has been provided by Alberta Environment and Parks grants, and as such will require significantly less local taxpayer financial support.

Additionally, the water meter project was largely completed by December 2020. COVID 19 and the availability of meters delayed the project. Use of the data collected as a result of having accurate meter reads include the detection of water leaks as well as ensuring that water rates that provide for cost recovery are established.

## Municipality Wide Projects

- Range Road 29-0A Rebuild (Basin Road)
  - Rebuild the existing roadway to better serve the public from Township Road 16-0 to Township Road 16-1 - \$160,000 – Funded through the BMTG
- Administration Building HVAC
  - This project began in 2020 and was completed in 2021. Scope includes installation of heating coils, boiler replacement, controller replacement, programming, and ongoing maintenance - \$200,000 – Funded from Reserves
- Pine Coulee Reservoir Campground and Boat Launch Access Road and Staging Area
  - Rebuild and enhance existing roadway and staging area to better serve the users - \$700,000 – Funded through STIP and FGTF
- Township Road 11-4 Rebuild (Meadow Creek Road)
  - Rebuild the existing roadway to better serve the public from Highway 2 west 3 miles – \$750,000 funded through MSI Capital
- Range Road 25-2 Highway 519 Access Rehabilitation
  - Raise the approach grade of the roadway to better accommodate truck traffic in the winter – Internal forces completed this work
- Bridge File 7326 – West of Nanton (SE 13-16-30-W4)
  - Replace end of life infrastructure - \$250,000 – Funded through STIP and Gas Tax
- Bridge File 2463 – West of Granum (SE 27-10-28-W4)

# INFRASTRUCTURE REPORT

- Replace end of life Infrastructure – \$360,000 – Funded through STIP and Gas Tax
- Bridge File 7358 – West of Nanton (SW 6-16-28-W4)
  - Replace end of life Infrastructure - \$350,000 – Funded through STIP and Gas Tax
- Claresholm Airport Runway and Taxiway Maintenance
  - Crack Seal and Fog Coat the runway. Fog Coat the Taxiway. Preventative maintenance - \$65,000 – Town of Claresholm and M.D. of Willow Creek
- Claresholm Industrial Area Fire Water Distribution System
  - Provide adequate fire flows to existing and future industrial development to aid in economic growth - \$670,000 – Funded through MSI Capital
- Launch of Asset Management - Ongoing
  - a broad strategic framework that encompasses many disciplines and involves the entire organization. The term asset management is defined as “the application of sound technical, social and economic principles that considers present and future needs of users, and the service from the asset”.

We thank you for your patience and understanding while we work to improve our infrastructure, service delivery and reliability.

# PLANNING & DEVELOPMENT REPORT

Approved Developments: **100**

- Includes (2) 2019 applications approved in January 2020

Refused Applications: **(5)** DA 034-20; 005-20; 006-20; 037-20; 100-20

SDAB Appeals: **(4)** development permit appeals

- 010-20 Langston (decision the appeal be denied and the decision of the MPC be 'Upheld')
- 005-20; 006-20; 037-20 Acestes Power (Appeal upheld and the decision of the MPC be 'overturned')

Withdrawn applications: **3** (DA 003-20; 022-20; 024-20; 029-20; 051-20)

Incomplete applications: **5** incomplete applications returned to applicants

Land Use Bylaw Amendments: **8** (7 approved, 1 refused)

Approved Subdivisions: **22**

- 3 Referrals from (Town of Claresholm; Town of Ft. Macleod; Vulcan County)

Business Licenses (active): **298** (188 MD Residents; 41 Non-resident; 69 Regional)

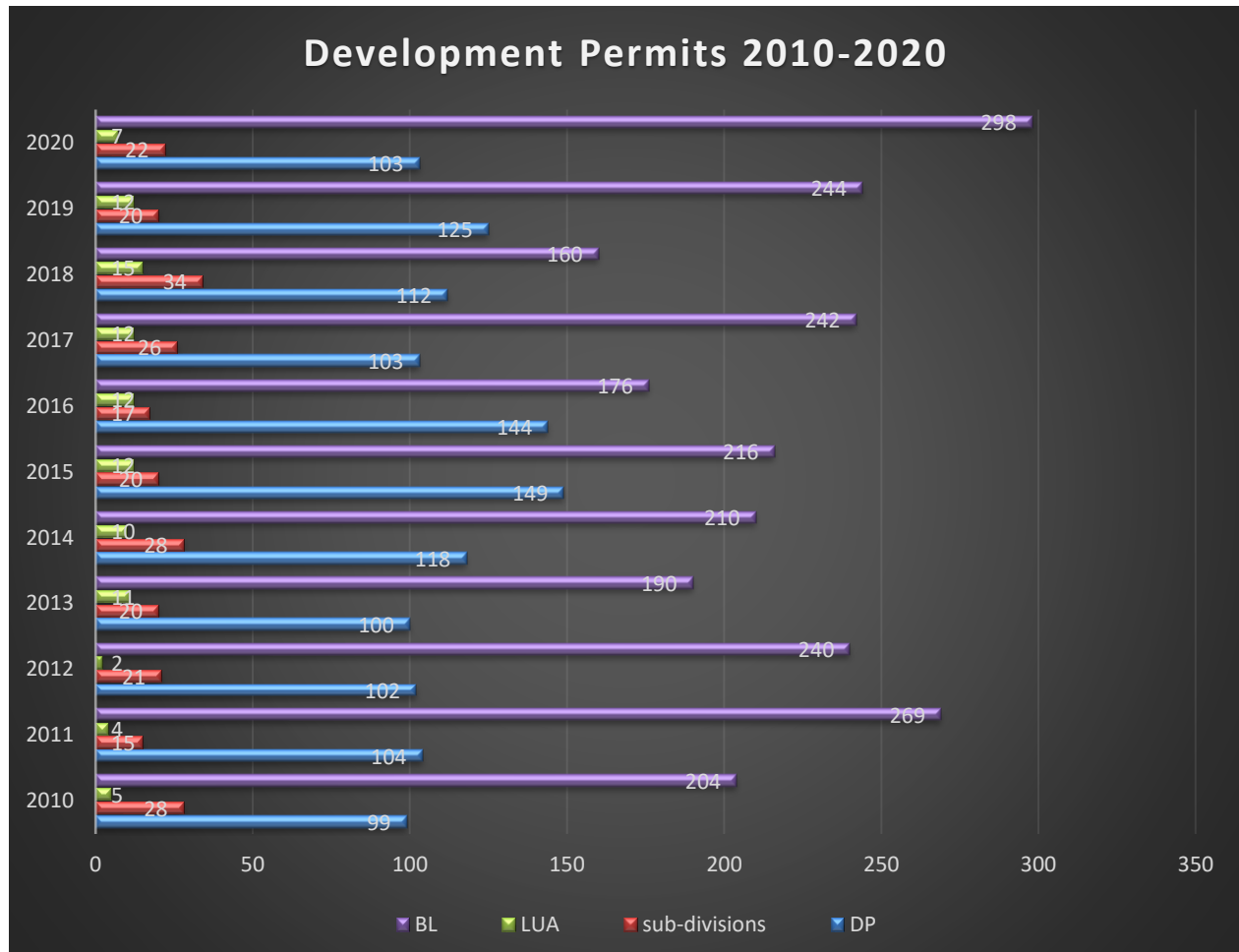
Complaints (Non-Compliance): **24**

2020 Certificate of Compliance requests: **78** (33 Compliance; 45 Respecting Compliance)

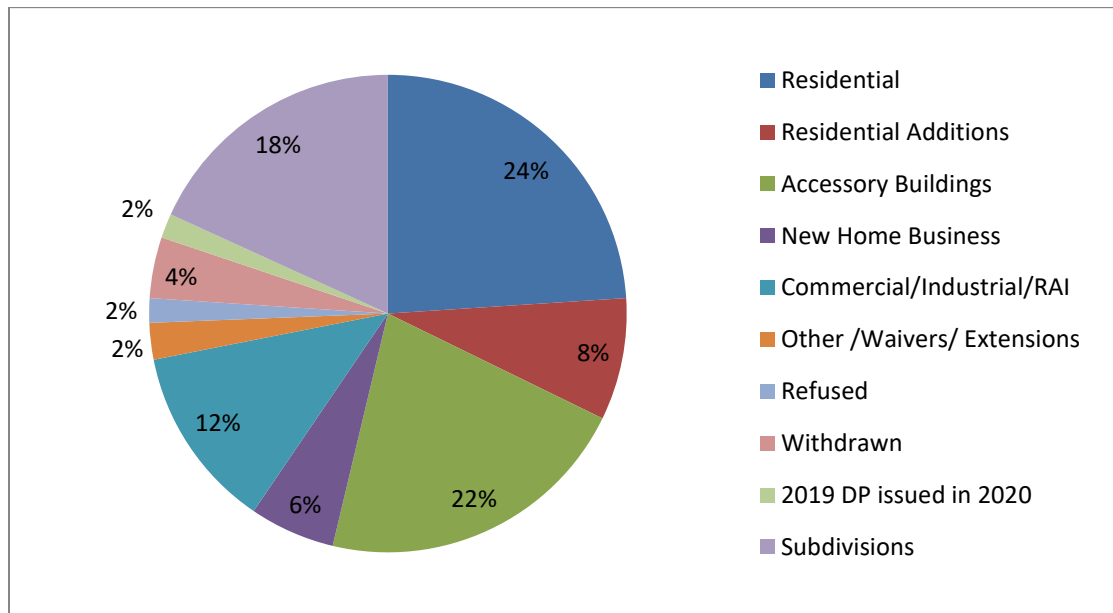
	DEVELOPMENT PERMITS	SUB-DIVISIONS	LAND USE AMENDMENT	BUSINESS LICENSES
2010	99	28	5	204
2011	104	15	4	269
2012	102	21	2	240
2013	100	20	11	190
2014	118	28	10	210
2015	149	20	12	216
2016	144	17	12	176
2017	103	26	12	242
2018	112	34	15	160
2019	125	20	12	244
<b>2020</b>	<b>103</b>	<b>22</b>	<b>7</b>	<b>298</b>



# PLANNING & DEVELOPMENT REPORT



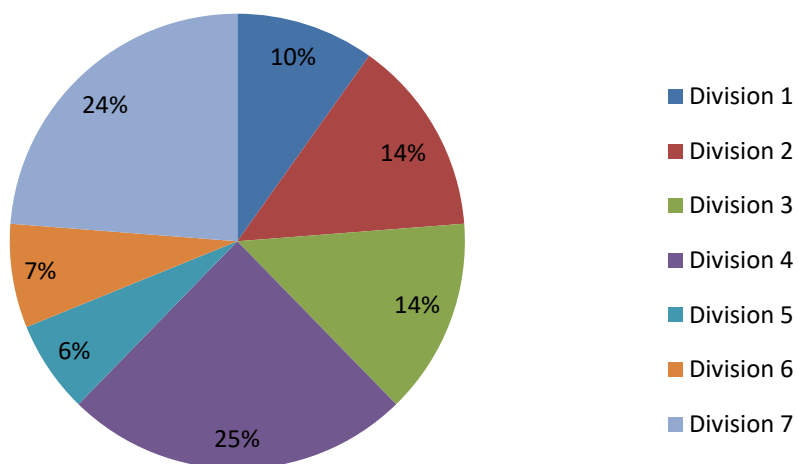
**Development Permit by Type of Use (2020)**



# PLANNING & DEVELOPMENT REPORT

## Developments / Subdivision by Division (2020)

Van Driesten	Division 1	12
Kroetsch	Division 2	17
Sandberg	Division 3	17
Alm	Division 4	30
Markle	Division 5	8
Berger	Division 6	9
Sundquist	Division 7	29



# PLANNING & DEVELOPMENT REPORT

## Granum Cemetery

INTERNMENTS: 1

LAST POST: 1 - Private Robert John Emmit

PLOTS SOLD/RESERVED: 2 Pre-need plots; 1 Urn plot

MARKERS (made for unmarked graves): 111 made; 23 to be made



Many Thank you's to Cooper Fleming the M.D. staff with Agricultural Services and Public Works for doing an incredible job on weed control, removing over grown brush, grooming and maintain the grounds and all other maintenance required. The cemetery looks amazing and folks wishing to stop by to pay their respects to their loved ones and friends, will feel a sense of pride and gratitude.

## Highlights

The M.D. of Willow Creek currently has nine (9) Intermunicipal Development Plans completed with:

- Town of Stavely – March 2021
- Town of Claresholm – May 2021
- MD of Pincher Creek – November 2019
- Lethbridge County – May 2019
- MD of Ranchland No. 66 – December 2015
- Foothills County – November 2015
- Cardston County – November 2015
- Vulcan County – April 2015
- Town of Nanton – September 2010

Currently the M.D. of Willow Creek, the Town of Fort Macleod and Land and Property Rights Tribunal (LPRT) are in continued discussions regarding an IDP.