

Flagged	Flagged Item Motion	Moved	Vote	Dept	Due	Sent
1	THAT Transportation and Agricultural Services provide more information on how maintenance of gravel roads (class 3 and 4) will be addressed in the coming year to ensure an adequate level of service and ensure that the issues with service experienced in 2018 are addressed.	PS	carried	TAZ	Nov-08	Nov-15
2	THAT Transportation and Agricultural Services provide information on the feasibility and impact of a 0% increase in 2019 and a 2% reduction over 4 years, without impacting Rural Road Rehabilitation program, on their overall budget and service delivery.	BT	defeated	NA	Nov-08	NA
3	THAT Family and Community Services provide more detail on what programs or services the Information and Volunteer Centre (IVC) funding provided by the County supports; and what checks and balances are in place to ensure that funding provided to IVC is furthering appropriate objectives.	BT	carried	FCS	Nov-08	Nov-15
4	THAT Corporate Planning provide more detail on what comprises the "Interprogram Expense" amount and provide rationale for treating interprogram expenses in aggregate.	DA	carried	CP	Nov-08	Nov-15
5	THAT Corporate Planning provide information on the financial impact of increasing the Legislative and Legal Services' operation budget in order to move the full-time permanent position for Legal Counsel - Bylaw Enforcement & General Legal Matters from 2021 to 2019.	BB	carried	CP	Nov-08	Nov-19
6	THAT Legislative and Legal Services prepare an amendment to the proposed Fees, Rates and Charges Bylaw 37-2018 in order to delete the charge for secondary approaches.	GL	carried	LLS	Nov-08	Nov-15
7	THAT Recreation Parks and Culture and Corporate Planning provide information on and implications for including the Lafarge Ball Diamonds project in the 5 Year Capital Plan.	DA	carried	RPC	Nov-14	
8	That Transportation and Planning Engineering provide information on the impact, including the impact to motorists, of prioritizing the Wye Road Widening from Estate Drive to Clover Bar Road for 2019 rather than 2020.	BT	carried	TPE	Nov-14	
9	THAT Administration provide information on the rationale ^{for not including the North of Yellow Head infrastructure work in the 5 Year Capital Plan.}	BT	withdrawn	NA	Nov-14	NA
10	THAT Administration explain the impact of reprioritizing the "Wye Rd Estate Drive" project so that it occurs in 2019 and moving the "Twp Rd 522 800 m east of hyway 21" project from 2019 to 2020.	LD	withdrawn	NA	Nov-14	NA
11	THAT Transportation and Agricultural Services provide an update on how the backlog of work associated with projects under the Annual Rural Roads Rehab Program will be addressed.	PS	carried	TAS	Nov-14	Nov-19
12	THAT Corporate Planning provide information on the financial impact of including funds for the planning phase of the Air Support Structure – Field Dome facility and the Lafarge Lands Regional Tournament Ball Site projects in the 2019-2022 Budget.	BB	carried	CP	Nov-14	Nov-22
13	THAT Corporate Planning provide the financial impact on moving the Air Quality Monitoring Station to the 5 Year Capital Plan.	RP	carried	CP	Nov-14	Nov-22
14	That Family and Community Services provide further information in support of the need for additional ongoing funding for Community and Social Framework Grants (Improvement Initiative 87), including the breakdown of the use of these funds in the previous year.	RF	carried	FCS	Nov-26	Dec-03
15	That Family and Community Services provide further information on the need for Initiative -114 Council Committee Support and in particular, why an additional position is required to provide Council Committee support, and additional information on the role of the requested position.	RF	carried	FCS	Nov-26	Dec-03
16	THAT Family and Community Services provide more information, including an overview of the proposed summit and description of summit objectives, on Init-95 (Strategic) Social Framework Annual Awareness Initiative and Summit	RF	defeated	NA	Nov-26	NA
17	That Family and Community Services provide further information on Initiative-117 Community Hub, including a breakdown of what the \$200,000 will be used for, and how it will benefit our community?	LD	carried	FCS	Nov-26	Dec-03
18	THAT Human Resources provide further information and an itemized list of the items that comprise the costs set out in Initiative 66 – New OHS Legislation implementation, as well as an outline of the approach taken by other Alberta municipalities.	RP	carried	HR	Nov-26	Dec-03
19	THAT Human Resources provide further information and an itemized list of the items that comprise the costs set out in Initiative 86 – Corporate inclusion and diversity training.	RP	carried	HR	Nov-26	Dec-03

20	That Corporate Communications provide further information on the rationale for using a consultant to conduct the review of enterprise wide communications (Initiative -26), an explanation of the expected benefit to the County, and a detailed breakdown of how the \$250,000 will be spent.	LD	carried	COM	Nov-26	Dec-03
21	THAT Human Resources provide additional information and a breakdown of the costs associated with Initiative 63- Succession planning, and why a consultant is required.	BT	carried	HR	Nov-26	Dec-03

Flagged item # and description	Flagged Item #14 – Social Framework Grants That Family and Community Services provide further information in support of the need for additional ongoing funding for Community and Social Framework Grants (Improvement Initiative 87), including the breakdown of the use of these funds in the previous year.
Date of request	November 26, 2018
Councillor	R. Frank
Department / Division	Family and Community Services
Staff lead	Bree Claude

Response:

Strathcona County Socioeconomic Trends – *A Rapidly Growing, Changing Community*

Strathcona County is in transition from a small community to a larger, more diverse one. As of the 2016 Federal Census, the population of Strathcona County was 98,044 with 70,700 residents living in urban Sherwood Park and the remaining 27,345 in the rural area. This represents a 6% increase over the past five years and places Strathcona County as the fourth largest municipality in Alberta after Calgary, Edmonton and Red Deer. This growth is projected to continue.

Growth comes with diversified requirements and expectations on the part of residents for services, supports and community connection. Such needs manifest as both opportunities and challenges. Opportunities come in the form of increased skills and capacity associated with a larger population. Challenges come in many forms such as an increase of 113% in cases of reported domestic violence to RCMP in Strathcona County over 8 years from 414 cases in 2010 to 883 cases in 2017. Further details are available in the attached Enclosure 1. Such changes are indicative of growing and diversifying social and community needs.

Strathcona County Social Framework – *A Shared, Strategic Approach to Expected Change*

In 2017, a wide range of community-minded partners, including Strathcona County, committed to the Strathcona County Social Framework. The Framework identifies the need to work together in new and different ways to create a supported, safe, and connected community. The document outlines a shared, proactive, strategic response to current and anticipated social and community change.

One of the principle ways that Strathcona County, and particularly Strathcona County Family and Community, can support the Social Framework is by acting as a ‘backbone’ – empowering partners to

take shared action on relevant issues, notably affordability, access to programs and services, safety and connection and inclusion in both rural and urban areas.

Social Framework Community Grants – *A Strategic Investment in Partner Capacity*

Grant funding is a key leverage point to address Strathcona County's 'backbone role' in the Social Framework. Grant funding is a strategic opportunity to leverage and grow the capacity of partner organizations in the community to deliver essential social services and address emerging social opportunities and challenges.

Understood in this way, Social Framework Grants are an investment with two types of return. In the short term, grants are an investment in distributed service delivery. Partner organizations use funds to meet the current, specific needs of Strathcona County residents. In the mid to long term, grant funding is an investment in the capacity of community-minded organizations to collaborate and respond to emerging community needs. The recent 'Opioids Don't Discriminate' interactive journey is one example of such a collaboration. Organizational capacity takes time to develop. For example, investments in 2019 should yield benefits by 2022.

In June of 2018, Council approved the Social Framework Community Grants Policy (SER-005-001). This new granting policy was designed and is being implemented to support the strategy, notably by explicitly empowering community-minded organizations to collaborate for community-wide collective impact. To support implementation a new, administrative Social Framework Community Grants Advisory Committee was appointed in October of 2018. The Committee of highly competent community members was selected using a competency-based approach. It will steward the process of providing advice to administration, and on to Council, for approval on how best to allocate these funds.

Previous Use of Funds – *Laying a Foundation for a Shared Response*

Funds in previous years were granted under the previous policy which predominantly addressed distributed service delivery. Over the past 2 years there has been an increase in the number of organizations requesting funding, as well as the total amount of funds allocated. In 2017, there were 10 applications for operating grants and 4 applications for partnership grants, for a total request of \$424,583. In 2018 there were 11 applications for operating grants for a total of \$662,855, while 4 partnership grants were ongoing, representing \$122,500. This increased demand reflects Strathcona County's growing population and the changing needs of residents. Results from the current (2018) annual investment will not be available until April, 2019. However, a brief description of the allocations is available in the attached Enclosure 2.

The Opportunity for Proactive Investment

A reactive, annual investment in distributed service delivery alone would warrant an annual increase as Strathcona County's population continues to grow and diversify. A proactive investment that aligns with current policy will position the County, and more critically, community-minded partner organizations, to respond to the rapidly growing and changing needs of the community.

Enclosures:

1. Strathcona County Community Social Profile January 2018
2. Social Services Grants Program - 2018 Grant Allocations

Strathcona County

Community Social Profile

Set in the centre of Alberta’s energy and agricultural heartland, Strathcona County is a vibrant specialized municipality - a perfect blend of urban and rural living. Strathcona County is made up of over 1,200 square kilometers that include hamlets, acreages, urban neighbourhoods and rural and industrial lands.

Our Community is Changing

As our world, country and province rapidly change, Strathcona County is changing too. Now, many more people in our community are facing the unknown, supported by systems that are designed to address one problem at a time. Research tells us that identifying and tracking social trends allows early, strategic interventions that are often more impactful than reactive responses.



Community

- **14 community halls & 4 seniors centres.**
- **7.4% of County residents identify themselves as visible minorities,** significantly fewer than the 23.5% in Alberta. Source: Federal Census, 2016
- **4.0% of County residents are of Aboriginal identity** compared to 6.5% in Alberta. Source: Federal Census, 2016
- **The County senior population has increased by 35%** over the previous census of 2011 as compared to a 23% increase in Alberta. Source: Federal Census, 2016
- From 2014 to 2016, the demand for **County Food Bank services increased by 90%.** Source: Food Bank, 2017



Income

- **Median household income in the County is \$140,039** compared to \$109,997 for Alberta. Source: Federal Census, 2016
- **Alberta with an average household debt of \$124,838,** remains the province with the highest household debt, **\$48,698 above the national average of \$76,140.** Source: Bank of Montreal, Annual Debt Report, 2014
- **3,922 Strathcona County households are living in poverty.** Source: Low Income Measure (LIM), Federal Census, 2016
- With a growing senior population, according to the most recent available data, **1 in 3 County seniors live on less than \$40,000/yr.** Source: Municipal Census, 2012

DID YOU KNOW?

Social isolation affects not only mental health but also life expectancy. The health impact of social isolation has been equated to smoking 15 cigarettes or consuming 6 alcoholic drinks a day. Source: Holt-Lunstad et al. (2010). Social Relationships and Mortality Risk: A Meta-analytic Review. PLoS Medicine 7:7 (1-20).

In a 2016 survey of approximately 8,000 Strathcona County residents, “affordability” was the top theme emerging from the survey. Source: Strathcona County 2016 Community Talk Survey



Housing

- The **average price of homes sold in Sherwood Park** for the month of October 2017 **was \$457,378 as compared to \$395,429 for Alberta.** Source: Alberta Real Estate Association and Lorenz Team
- **2,027 households in Strathcona County are living in Core Housing Need.** Source: Federal Census, 2016
- There was a **5.5% increase in the waitlist for all types of accommodation** at the Heartland Housing Foundation from January 2016 to January 2017. Source: Heartland Housing Foundation, 2017

DID YOU KNOW?

Core Housing Need is a measure generated by the Canada Mortgage and Housing Corporation. A household is in core housing need if housing is not of adequate size, not in adequate condition, or costs more than 30% of before-tax household income. It is a measure used to help identify groups in a community that are most in need of housing assistance. Source: Canada Mortgage and Housing Corporation, 2017



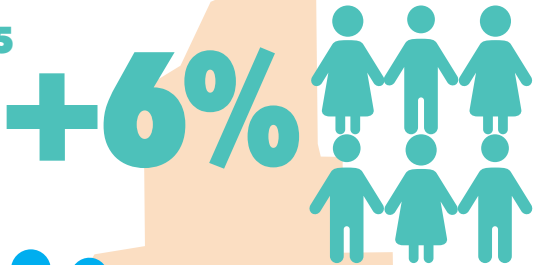
Addictions & Family Violence

- From 2013 to 2016 there was a **166% increase in the number of emergency department visits by Strathcona County residents for opioid use** as compared to 11% increase for other substance misuse. Source: Alberta Health, 2017
- Over the last 5 years, **3 out of 4 individuals visiting the emergency department for opioid usage were between the ages of 15 to 34.** Source: Alberta Health, 2017
- **Since 2010, incidence of domestic violence has increased by 113% in Strathcona County.** Source: RCMP

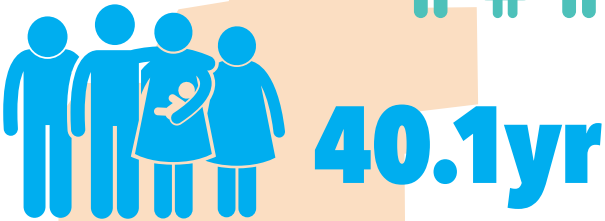
DID YOU KNOW?

Exposure to significant adversity and prolonged stress in early childhood can damage a child’s brain producing enduring impacts on: physical and emotional health, educational achievement, economic success, social relationships, susceptibility to stress and overall well-being. Source: Center for the Developing Child, Harvard University, 2017

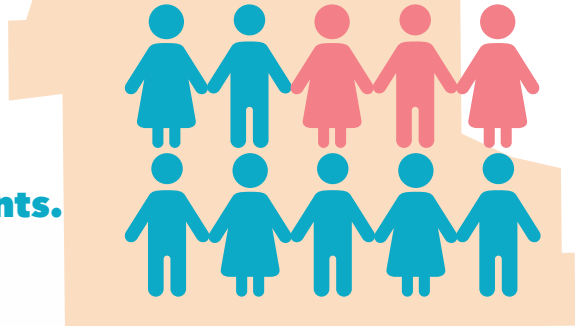
- **Population - 98,045 increase of 6.0% over the previous census of 2011.** Source: Federal Census, 2016



- **Median age 40.1 years.** Source: Federal Census, 2016



- **7 to 3 split between urban and rural residents.** Source: Federal Census, 2016



Employment

- **Employment rate is 67.4% compared to 65.4% for Alberta.** Source: Federal Census, 2016
- **Unemployment rate is 6.5% compared to 9.0% for Alberta.** Source: Federal Census, 2016
- **Nearly 4 in 10 food bank users (37%) are employed.** Source: Food Bank, 2017



Mental Health

- **Anxiety is one of the top reasons for doctor referrals to the Primary Care Network,** and over the past 3 years there has been an **increase of 57% in the number of cases reported.** Source: Primary Care Network, 2017
- **Since September 2017, Strathcona County Family and Community Services has been offering walk-in counselling sessions.**

DID YOU KNOW?

Research has shown that youth benefit more from walk-in counselling than from traditional counselling approaches. Source: Barwick et al. (2013). Profiles and Service Utilization for Children Accessing a Mental Health Walk-In Clinic versus Usual Care. Journal of Evidence-Based Social Work. 10:4 (338-352).

FAMILY AND COMMUNITY SERVICES

2018 Social Services Grants Recommended Allocations

Council Meeting
April 24, 2018

CONFIDENTIAL

Current Social Services Grants

Policy Statement

Strathcona County provides financial support to non-profit organizations that are meeting the **social service needs** of our residents and demonstrate the use of **collaboration** and principles of **sustainable practice**.

Operating Grants – one year term

Partnership Grants – three year term

Current Status of Grants

- Partnership grants allocated by Council in 2016 or 2017 are going into the second or third of three years of funding (\$122,500 to 4 agencies)
- 2018 Social Services Operating Grants are being allocated through the current policy – SER-005-001
- A **new** Community Social Framework Grants policy proposal will be brought to Council for consideration May 8, 2018

2018 Partnership Grant Allocations

Group	Year of Funding	Amount
BGC (Boys & Girls Club of Strathcona County)	2 of 3	\$68,000
PEP (Parents Empowering Parents)	2 of 3	\$25,000
SYJ (Strathcona Youth Justice Committee)	2 of 3	\$14,500
Meals on Wheels	3 of 3	\$15,000
Total:		\$122,500

Grant Application Process

Process:

- Application process from December 12, 2017 to February 16, 2018
- Former grant applicants notified
- Weekly advertisements in local newspaper inviting applications
- Key information and application forms on Strathcona County's website
- Applicants present to the Social Services Advisory Committee March 5, 2018
- The process includes a review by:
 - Family and Community Services (FCS) department to ensure all requirements were met
 - Individual review by committee members using a standard scoring process, and
 - Final review by all committee members and recommendations to Council.

2018 Grant Applications

- Eleven Operating Grant applications received
 - \$662,855 total funds requested

2017 Surplus Funding

- On December 4, 2017 Council Budget Meeting carried motion 2017/442:
“THAT \$300,000 be allocated from the anticipated 2017 surplus to Family and Community Services to fund prevention and early intervention programming to assist vulnerable populations with issues related to domestic violence, sexual and other abuse, and mental health; and THAT Administration provide a report to Council before the end of the first quarter of 2018 with proposed criteria for the allocation of funding.”

2017 Surplus Funding Recommendation

- THAT the criteria to utilize the additional 2018 allocation of \$300,000 to Family and Community Services align with the 2018 Social Services Operating Grant program; and
- Approving this recommendation would enable prompt disbursement of surplus to fund prevention and early intervention programming to assist vulnerable populations with issues related to domestic violence, sexual and other abuse, and mental health.

Proposal to Allocate Total Funding of \$577,500

Existing

\$277,500



2017 Surplus Funding

\$300,000



2018 Operating Grant Recommendations

Group	Amount Recommended Including Surplus Funds	Amount Recommended without Surplus Funds	Last Year
SAFFRON Centre Ltd.	\$150,000	\$45,000	\$45,000
A SAFE PLACE (Strathcona Shelter Society Ltd.)	\$139,155	\$40,000	\$40,000
the altView Foundation for Gender Variant and Sexual Minorities	\$85,000	\$47,500	\$47,500
Hope in Strathcona	\$75,000	\$56,000	N/A
Boys & Girls Clubs Big Brothers Big Sisters of Edmonton & Area	\$39,345	\$15,000	\$15,000
County Clothes-Line Foundation	\$30,000	\$15,000	N/A
Linking Generations Society of Alberta	\$25,000	\$25,000	\$20,000
Robin Hood Association	\$24,000	\$24,000	N/A
Angel Whispers (program of Fort Saskatchewan Families First Society)	\$10,000	\$10,000	\$10,000
Total:	\$577,500	\$277,500	\$177,500

THANK YOU

QUESTIONS

Flagged item # and description	Flagged Item #15 – Council Committee Support That Family and Community Services provide further information on the need for Initiative -114 Council Committee Support and in particular, why an additional position is required to provide Council Committee support, and additional information on the role of the requested position.
Date of request	November 26, 2018
Councillor	R. Frank
Department / Division	Family and Community Services
Staff lead	Bree Claude

Response:

In October, 2018 Strathcona County Council moved to create three new advisory committees for residents to have their say on matters of importance to seniors, youth, and those with accessibility issues. The Seniors Advisory Committee, Youth Advisory Committee and Accessibility Advisory Committee, along with the Community Living Advisory Committee (CLAC) provide opportunities to engage citizens in providing strategic advice to Council. Family and Community Services currently provides support to CLAC and is also charged with providing support to the three new Council Committees.

Support for these Committees is essential to their success and their contribution of relevant and timely strategic advice to Council. Citizens are volunteering their time and it is incumbent upon administration to honour and respect citizen engagement through dedicated support of these Committees. Council has signaled that it is important to them to hear voices from diverse citizen groups. Provision of quality strategic advice to Council requires high functioning committees with the capacity to provide this advice.

A dedicated resource will provide the level of coordinated and cohesive support required to help all four Committees effectively meet the needs of Council. The new Committee bylaws allow for the creation of sub-committees which would also require administrative support. It is anticipated that each committee will meet at least six times per year for a total of 24 meetings per year; the potential addition of sub-committees would add to the number of meetings.

The nature of support falls into two key areas: the first to provide administrative support to the Committees; the second to function as a bridge between Committees and County initiatives and priorities to provide the big picture Strathcona County

context to the Committees so they can develop meaningful advice and recommendations that are relevant to County strategic plans, policies and priorities, and the Social Framework. Issues impacting youth, seniors and those with accessibility challenges are often complex and as such, the development of advice and recommendations requires capacity building within the Committees to understand complexity, be aware of the socioeconomic landscape in Strathcona County, how policies and programs impact on residents and support to provide thoughtful, relevant strategic advice to Council.

A dedicated position would fulfil the following responsibilities in supporting the Committees and sub-committees as may be established:

- **Secretariat and procedural support:** which includes building working relationships with Chairs and co-chairs of each committee, secretariat functions as set out in the committee bylaws, support with development of reports and presentations to Council, and management of internal procedures and processes.
- **Committee orientation and capacity building:** which includes identifying relevant orientation material to support the Committees mandates including the Social Framework, relevant reports, etc., training as may be needed in areas such as engagement, systems thinking, policy basics, and working with Legislative and Legal Services on the formal committee orientation process.
- **Engagement support:** which includes guidance and support on methods, liaising with Strathcona County Public Engagement team, and supporting committees to create a sense of safety and openness for engagement activities
- **Access to external expertise:** this includes facilitating external presentations and access to expertise, linkages to experts and networks, access as appropriate to existing administrative tools including SCOOP, research reports, etc.
- **Coordination:** which includes facilitating effective exchange of information between Committees as relevant, and mobilizing and catalyzing community networks to contribute input and insights as may be required. For example, connections with groups who are working in the relevant areas such as Youth Council, Seniors United Now, other youth and seniors groups and groups working on accessibility issues.
- **Context:** this includes taking an active role to keep abreast of County policies and programs, and socioeconomic factors that may impact Strathcona County residents, Social Framework progress and considerations, Council priorities, etc. It involves bridging between Committees and County work to provide context in which Committees can develop relevant and meaningful advice and recommendations.
- **Connection:** this includes creating opportunities to identify issues that may be common across groups, surface insights and ideas across Committees for a deeper collective understanding of community views and perspectives, and facilitate big picture thinking across systems and from diverse perspectives.
- **Project management:** this includes planning for and managing multiple processes and ongoing flow of inputs and outputs to support the Committees.

Flagged item
Enclosure #15

2019-2022 Budget

The estimate cost for this full time position is \$122,605 in 2019, of which \$88,906 is salary, \$20,453 in benefits and \$13,246 in one time office set up costs for furniture, computer and phone equipment. Future ongoing costs for this dedicated full time position is estimated at \$118,442.

By supporting these Committees to bring forward diverse perspectives from seniors, youth and those with accessibility challenges, the Committees' advice contributes to Council decisions and priorities for building strong communities, opportunities for public engagement and for citizens to feel safe expressing themselves in ways that represent their values, beliefs and lifestyles.

Flagged item # and description	Flagged Item #17 – Community Hub That Family and Community Services provide further information on Initiative-117 Community Hub, including a breakdown of what the \$200,000 will be used for, and how it will benefit our community?
Date of request	November 26, 2018
Councillor	L. Delainey
Department / Division	Family and Community Services
Staff lead	Bree Claude

Response:

A Rapidly Growing, Changing Community

Strathcona County is in transition from a small community to a larger, more diverse one. The population of Strathcona County as of 2016 was 98,044 with 70,700 residents living in urban Sherwood Park and the remaining 27,345 in the rural area. This represents a 6% increase over the past five years and places Strathcona County as the fourth largest municipality in Alberta after Calgary, Edmonton and Red Deer. This growth is projected to continue. Such growth comes with diverse requirements and expectations of residents for services, supports and community connection. The Strathcona County Social Framework prioritizes outcomes of affordability, access to services, safety and connection and inclusion. These outcomes were derived from the 2016 Community Talk engagement with nearly 10% of Strathcona County's population providing input.

The Challenge of Seeking Support

Strathcona County residents have complicated lives filled with commitments such as family, work, health and recreation. When residents face adversity and are in need of support, these complications increase.

Space – Services at Different Locations Reduce Accessibility

For residents in need, seeking support at a variety of locations can make it very difficult, especially when affordability is a concern. Finding time or transport to different locations can be a prohibitive barrier and lead to residents not accessing needed social services.

Service – Services that Do Not Coordinate Reduce Effectiveness

In addition to different locations, services that are not coordinated require residents to, for example, explain their situation multiple times and complete a wide variety of forms or profiles. Services may overlap or leave gaps where a resident 'falls through the cracks'.

Simplify & Synergize – Investing Ahead

In face of a growing, diversifying population, how might Strathcona County invest wisely to increase the effectiveness and efficiency of service delivery while minimizing future reactive costs associated with growing service delivery demands?

Community Hubs are a Proven Option

As part of ongoing efforts to increase access to programs and services, Strathcona County Council approved an initial exploration of a community hub model in Strathcona County. A community hub would serve to implement new strategies to increase program delivery, promote community connections, reduce geographical challenges, and offer integrated service delivery where partners collaborate to offer support, social services and interventions.

Through 2018, Family and Community Services engaged a consultant to explore the viability of a community hub model through various levels of research and engagement for both rural and urban demographics. Since the Community Hub Study Report was presented to Priorities Committee in October, 2018, administration has explored Community Hubs in Ontario to seek expert advice and insights as the County continues to explore the development of a hub. Key advice included the importance of engaging the community and involving them in decisions; bringing the right architect on board from the outset; and aligning services with community need, which informs partner selection for the hub.

Benefits to Community

Pending Council approval of the requested funding, the proposed activities described below are important to the overall efficacy of planning and designing a potential community hub that ultimately would benefit residents of Strathcona County. The benefits to community of the proposed activities include:

- Bringing people together, both residents and agencies. It will encourage collaborative thinking, help identify gaps in services and other needs and spark thinking on how the community hub could best respond to community needs.
- Engaging residents in the process would contribute to a sense of community, social wellbeing, and connectedness and inclusion of residents.
- Potential partner engagement which would contribute to development of relationships and enhanced approaches to service delivery while contributing to future long term planning and integration of services.
- There are many aspects in the development of a community hub which require thoughtful and detailed planning in advance such as governance, capital investment, land/building acquisition, financial sustainability, operations, revenue generation, and capacity for expansion.
- Working with an architect from the outset which contributes to deeper understanding of the community and how the physical space will contribute to positive outcomes for residents.

- The potential to provide multiple benefits: improving and simplifying access to services for residents, changing lives and connections, and improving the effectiveness and efficiency of the funding, service delivery and outcomes.
- Where community hubs operate, some have demonstrated improved health and social outcomes for individuals, integrated service delivery, stronger communities, reduced stigmatization associated with some single-purpose facilities (e.g. mental health or addiction services), improved client experience, seamless and coordinated access to services and community space to support multi-purpose community needs¹.

Proposed Activities

The following is a high level overview of the proposed activities and a breakdown of the requested two-year funding for 2019 and 2020.

Community Engagement

\$70,000

Community members know their communities best and know the strengths and challenges first-hand. Involving residents in every stage of development and operation of a community hub reflects the Social Framework principle of “doing with” rather than “doing for”. Community members’ understanding and experiences provide valuable insights on what will contribute to a successful hub.

- An early priority during this phase of the community hub exploration would be community engagement. The focus of engagement thus far has been with community organizations and other levels of government. Going forward, broad public engagement would help determine whether a community hub is supported and how a community hub could meet community needs. If Council chooses to proceed with a community hub, community engagement would be a key component of ongoing planning and development.

Council Engagement

Pending approval to proceed, regular reports would be provided to Council to update on progress and seek advice and feedback.

Partner Engagement and Planning

\$140,000

Community partners can gauge what will work well in their communities and have the knowledge to understand local needs. Service providers are experts on the needs of their clients and communities and what initiatives will be achievable and successful. Integrating services in a community hub provides individuals with access to a broader range of services through increased connectivity leading to improved results. The requested funding is intended to undertake the work to explore and identify suitable partners, based on community needs and the diverse requirements and expectations associated with the growth being experienced in Strathcona County. If Council chooses to proceed with the exploration of a hub, a significant amount of effort will be needed to undertake the necessary business planning. This would include:

¹ <https://dr6j45jk9xcmk.cloudfront.net/documents/4815/community-hubs-a-strategic-framework-and-action.pdf>

- continued exploration to identify suitable partners, understand partner needs and expectations including space, operational costs, and timeline expectations;
- exploration of governance options, the potential to establish a not-for-profit organization, to seek charitable status for fund-raising opportunities, to identify optimal options for community hub governance;
- plans for start-up capital, sustainability of funding, revenue generation, property management, liability and insurance, capital and operating costs, risk analysis; and
- initial exploration of various forms of partner agreements and memoranda of understanding for key partners to be located in the community hub.

Architectural Planning and Hub Design

\$125,000

Architects can play a pivotal role in addressing the overarching social, economic and environmental challenges in communities. From a licensure standpoint, architects have a commitment to the health, safety, and welfare of the public. Their exposure to the public and a diverse skill set make them well-equipped to be a key player in community-engaged design². A key learning in conversations with Community Hubs in Ontario was the value of engaging an architect early on and involving them with community from the outset in the process of exploring locations, sites and design or retrofit of a community hub. Key components would include:

- exploration of site options for a hub including consideration of virtual and rural options, new build or retrofit.

Project Management

\$65,000

This is a significant project and would require strong project management and adequate staff resources. While a certain amount of capacity exists within the organization to manage a project of this magnitude, it is anticipated some additional support may be required. This may include:

- support to coordinate all aspects of the various components over the two year period, manage logistics of community engagement, partner sessions, and effective communication; and
- development of a communication strategy to keep the community, partners and stakeholders informed throughout the process.

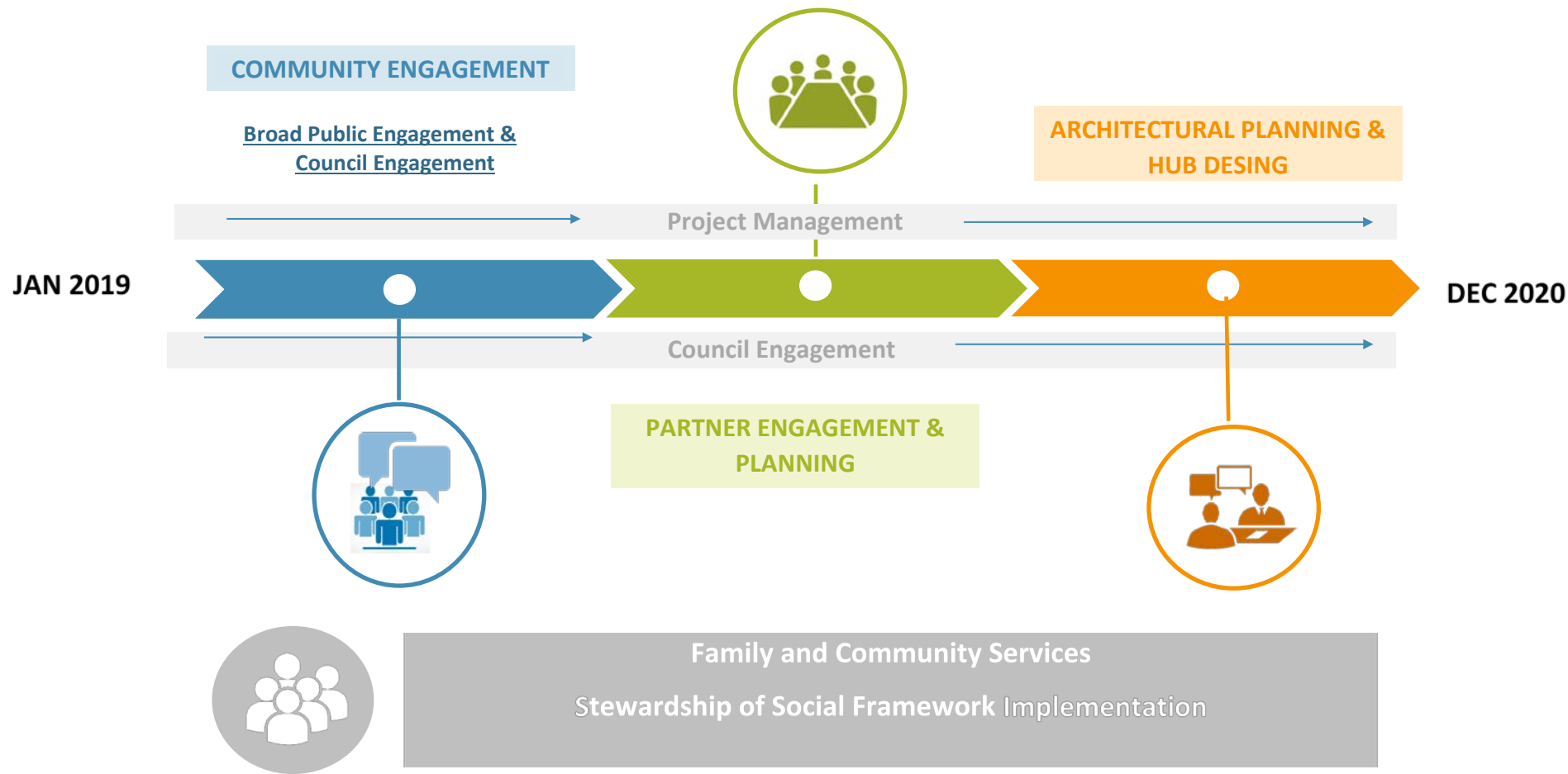
Total estimated budget 2019-2020:
(broken down as indicated above)

\$400,000

The visual on the following page depicts estimated timelines for key components of the work from Jan 2019 to Dec 2020.

² <https://www.archdaily.com/890691/architectures-evolving-role-how-community-engaged-design-can-encourage-social-change>

High Level Overview of Proposed Activities



Flagged item # and description	Flagged Item #18 – New OHS Legislation THAT Human Resources provide further information and an itemized list of the items that comprise the costs set out in Initiative 66 – New OHS Legislation implementation, as well as an outline of the approach taken by other Alberta municipalities.
Date of request	November 26, 2018
Councillor	R. Parks
Department / Division	Human Resources
Staff lead	Debra Smith

Response:

New Occupational Health and Safety legislation was effective June 1, 2018. The legislation has created new requirements that we must meet and increased the urgency of addressing gaps in our current program in order to ensure we are compliant with the legislation. The legislation is intended to transform Alberta work sites to be safer and to engage workers in their health and safety at work. There has also been changes in the audit protocol for our Certificate of Recognition (COR) under the Partners in Injury Reduction (PIR) program.

A summary of the legislative changes (prepared by the Government of Alberta) is attached to this briefing.

Currently, Strathcona County has dedicated health and safety resources in the following departments: Utilities, Transportation and Agriculture Services, Fleet Services, Strathcona County Emergency Services, Enforcement Services, Transit and Recreation, Parks and Culture. Two additional resources at the corporate level provide corporate leadership and oversight of the program and provide advice to the 12 remaining departments. We are taking action as we can to address the new legislative requirements with our current capacity, however, they are not sufficient to address the complexity and breadth of the changes in a timely manner.

Health and safety is the accountability of organizational leaders and workers. Although these individuals are supported to different levels through OHS resources, the presence or absence of an OHS resource does not change their accountability. Alberta's legislation includes the potential for administrative penalties to be personally levied on individuals for not meeting their responsibilities under the legislation.

Our health and safety results and our COR has resulted in an annual rebate of WCB premiums (ranging from \$60,000 per year to \$300,000 in 2016 and 2017). In 2021 we must conduct an external audit to sustain our COR. If we do not effectively address the changes we are at risk of losing our COR.

This initiative provides a wholistic and comprehensive approach to addressing the legislative changes over the next few years to ensure our health and safety program is compliant, efficient and effective for all departments.

This initiative will provide direct support to departments, management staff and employees in meeting the intent of the legislation and addressing the gaps. We will engage an external vendor to work closely with us in a systematic way to advance our health and safety management system to ensure we have healthy and safe work sites for all. At the end of this initiative we will obtain recommendations on a sustainment model and what internal/external resources (or mix) would most effectively support our program into the future.

Scope of Work

Scope A (see chart on page 3 for related costs)

The scope of work of this initiative includes program development, program implementation, training and occupational health. Some of the specific deliverables for the external vendor include:

- A plan to identify the gaps and steps required to address legislative compliance and advance our program
- Support to establishing the Joint Work Site Health and Safety committees we need, support to the committees as they get established and as they operate, as well as ongoing required training for committee members
- Development of a robust contractor safety management system (including establishing the roles, responsibilities and processes regarding Prime Contractor requirements)
- Ensuring a consistent approach across departments where separate standards might exist for issues such as confined space entry.
- Expert advice and support to departments without a dedicated OHS resource and supplemental support to departments with dedicated OHS resources to address specific operational needs
- Development of OHS leadership competencies for all management employees and supervisors
- Support to ensure ongoing worker and supervisor competency in health and safety
- Review of Occupational Health service delivery and establishment of external partners to deliver services (outsourcing audiometric testing, respirator medicals and fit testing)
- A robust transition plan to move us from reliance on the consultant resources to establishing the new level of ongoing resources required to sustain a fully operational and sustainable OHS program

Scope B (see chart on page 3 for related costs)

In addition, the legislation puts a greater focus on psychological health and safety. This initiative includes internal resources to focus on implementing the Canadian standard for psychological health and safety in the workplace including fully developing our Corporate Peer Support program. The current team has only 3 members and which supports all departments (2000 employees) except Emergency Services. Peer support is effective in supporting managers, supervisors and employees in dealing with difficult and traumatic situations (such as the death of a colleague or the Parkade incident)

Other municipalities

We are in regular contact with other municipalities in our area and those that are part of the Alberta Municipal Health and Safety Association (our certifying partner for our COR). We have informally consulted with Red Deer, Edmonton, Lethbridge, Fort Saskatchewan, Hinton, Calgary, Edmonton Police Service and Grand Prairie on how they are addressing the new legislation. Municipalities are starting

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from different levels of sophistication in their OHS programs and are taking a variety of approaches in addressing these changes. Most are considering the need to obtain some additional resources (either as staff or contracted resources) to assist them. Those that have an OHS data management and reporting systems tend to be further ahead in addressing some of the requirements (Strathcona County does not have a system at this time, it is planned for the next 4 years as well). All municipalities are wrestling with what these changes mean. Some are starting by implementing the Joint Health and Safety Committees then have downloaded the change/implementation work to them to try to stay within current resources. Others are procuring contractors, project managers or hiring new resources to build the new legislation into their current practices.

The budget request for this initiative is broken down as follows:

	2019	2020	2021	2022
<i>Scope A (as referenced on page 2)</i>				
External vendor (estimate based on the costs an additional 4-5 expert resources by 2020) – these costs relates to the scope of work outlined on page 2 of this briefing	\$90,000	\$390,000	\$390,000	\$390,000
Temporary OHS supervisor for Facility Services	\$110,000	\$110,000	\$110,000	\$110,000
Review of Occupational Health Services requirements		\$ 30,000		
<i>Scope B (as referenced on page 2)</i>				
Funds to meet CSA standard for psychological safety and Corporate Peer Support program	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
2.0 FTEs and one Temp resource	\$185,551	\$268,745	\$269,168	\$269,168
Total	\$405,551	\$818,745	\$789,168	\$789,168

Alberta Occupational Health and Safety Act

Highlights of changes effective June 1, 2018

The Alberta *Occupational Health and Safety (OHS) Act* establishes minimum standards for healthy and safe practices in Alberta workplaces. These laws are enforced through inspections, investigations, orders, administrative penalties, fines and prosecutions.

OHS Act changes take effect on **June 1, 2018**, except role changes for the OHS Council, which took effect on Dec. 15, 2017. Additional administrative amendments will align the language between the OHS regulation and code and the *OHS Act*.

Changes to the *OHS Act* improve the OHS system to better protect workers and ensure they have the same rights and protections as other Canadian workers.

Occupational health and safety review

Alberta had not reviewed its OHS system since 1976 and the changes take effect June 1.

Alberta Labour received more than 1,300 survey responses and nearly 90 written submissions from Albertans and more than 200 stakeholders participated in eight roundtable discussions across the province. Feedback informed changes to the act. Public consultation on harassment and violence as well as health and safety committees and representatives influenced drafting of updates to the OHS regulation and code.

Changes from the current *OHS Act*

Enshrining workers' rights:

Right to know

- All employers must inform workers about potential hazards and have access to basic health and safety information on site.



Right to participate in workplace health and safety

- Ensures workers are involved in health and safety discussions, including participation in health and safety committees.

Right to refuse dangerous work

- Workers may refuse to perform dangerous work and are protected from any form of reprisal for exercising this right.
- A worker must continue to be paid while a work refusal is being investigated.
- Other workers may be assigned to the work if they are advised of the refusal, reason for it, and made aware of their own right to refuse the work after the employer determines there is not a risk.

Roles and responsibilities:

Obligations of work site parties

All work site parties must cooperate with anyone exercising a duty under the legislation. Work site parties must provide one another health and safety information, including what information to provide and how to do so.

- Employers are responsible for:
 - Ensuring the health, safety and welfare of workers.
 - Ensuring workers are aware of their rights and duties under the law and are aware of any health and safety issues.
 - Providing competent supervisors, training workers, and preventing violence and harassment.
 - Ensuring public safety at or in the vicinity of work sites.

- Working with the joint work site health and safety committee or health and safety representative.
- **Supervisors** must be competent, protect the health and safety of workers, advise workers of all health and safety hazards, report all health and safety concerns to the employer, and prevent violence and harassment.
- **Workers** are responsible for ensuring the health and safety of themselves and others, cooperating with their employer/supervisor for purposes of health and safety, using all devices and wear all PPE, report unsafe or unhealthy conditions, and refrain from causing or participating in violence and harassment.
- **Contractors** are responsible for ensuring that work being performed by employers under their control does not endanger the health and safety of persons at the work site.
- **Owners** of work sites are responsible for ensuring the land, infrastructure and any building or premise under its control is provided and maintained in a manner that does not endanger anyone.
- **Prime contractors** are only required at construction sites, oil and gas sites and any other work site designated by a Director. Their obligations otherwise remain the same.
- **Suppliers** must ensure their products are safe to use and comply with the legislation; and any equipment and harmful substances provided include manufacturer's specifications or other instructions for safe use (if they exist). Suppliers must provide notice when their product or equipment doesn't comply with the law.
- **Service providers** must ensure the services provided comply with the law, are provided by a competent person, and do not create a hazard.
- **Self-employed persons** are responsible for complying with all the OHS rules that apply to employers and to workers, and ensuring that they don't create hazards for themselves and others.
- **Temporary staffing agencies** must ensure workers are suitable for the work, have or will receive the PPE they need, and that the host employer is capable of looking after the worker's health and safety.

The act defines harassment and violence to address workplace bullying and physical and psychological harm, including sexual and domestic violence. Amendments to the OHS Code provide further guidance on implementing the expectations set in the new *OHS Act*. These include the requirement to establish and implement harassment and violence prevention plans.

Expanded rules prohibit any person from taking or threatening discriminatory action against workers for exercising their rights and duties under the law that protects workers from reprisal.

Program and practice:

Joint work site health and safety committees (HSC) and representatives



- Employers with 20 or more workers at a work site and work lasting 90 days or more are required to have a HSC.
- A Director can order any other work site to establish a HSC.
- Employers with 5-19 workers at a work site and work lasting 90 days or more are required to have a health and safety representative.
- The Minister can designate organizations to deliver training for HSC and representatives.
- Guidance on the duties, establishment and functions of HSC and representatives are added in the OHS code.

Health and safety program

- Employers with 20 or more workers must have a written health and safety program.
 - The program must have 10 elements and be reviewed at least every three years.
 - Where no program is required, the employer must involve workers in hazard assessment and control.

New OHS Advisory Council

- The OHS Council is replaced by the OHS Advisory Council. Its function is to provide specialized advice to government.

Acceptances and approvals

- Acceptances and approvals can be issued to a broad range of parties including employers, self-employed persons, suppliers, owners and prime contractors, and groups of these parties.
- Acceptances and approvals remain in effect for a maximum of five years. They will be published to the Alberta.ca website.

Duties of government

- The legislation clarifies the roles, responsibilities and authorities of government for OHS.
- The act and its administration must be reviewed every five years. The Minister is also required to annually publish a three-year plan for the review of the OHS regulations and the OHS code.

Medical examinations

- Medical examinations ordered under the *OHS Act* can only happen with the worker's consent. The worker's wages, benefits, and cost of the examination are the employer's responsibility.
- Physicians, along with other health care professionals, are required to report a person affected with, or suffering from, a notifiable disease.
- The Director of Medical Services has expanded access to medical information for preventing occupational illness and injury.

Improved review and appeals process

- The appeals process applies to refusals to do dangerous work, orders to remedy unhealthy or unsafe work conditions, orders involving improper storage and handling of substances or materials, stop work/stop use orders, director's orders, administrative penalties, and discriminatory action decisions.
- The act recognizes a two-level appeal process. The first level involves internal review and a decision by a Director of Inspection. These may then go to a second review by the Alberta Labour Relations Board.
- The process for hearing appeals aligns with practices currently used by the Alberta Labour Relations Board.

- Transitional appeal requirements are in place to deal with appeals in progress.

Compliance and enforcement:

Inspections and investigations

- OHS officers have the authority to enter a private dwelling that is a work site, but require the owner's or occupant's consent or a court warrant.
- OHS officers have the authority to interview any person who has information relevant to an inspection or investigation, regardless of their location, and access electronic records.
- Technical experts may accompany an officer at a work site.
- OHS officers have the authority to issue a stop work order, which applies to multiple work sites of a single employer.
- When a stop work or stop use order is issued, affected workers must continue to be paid their normal wages and benefits. Employers have the option of reassigning affected workers to alternate work.
- The sale, rental, lease or transferring equipment subject to a stop use order is prohibited.



- Suppliers may be ordered to stop supplying any substance or material that does not comply with the OHS legislation.
- The person who receives a compliance order is required to report back to OHS on measures taken to remedy the contravention(s), provide a copy of the report to their health and safety committee or representative, and post the report at the work site.

- The Court has additional options for directing how creative sentencing penalties can be used. This includes training and education programs, research, and scholarships.

Reporting incidents

- Injuries resulting in a worker being admitted to hospital must be reported to Alberta Labour. This replaces the previous threshold of having to be in hospital for two days.
- Employers must report “potentially serious” incidents to Alberta Labour. These are incidents that had potential to cause serious injury to a person, but did not.

Information sharing:

Agreements for research and educational programs

- Government can enter into agreements for any such programs with a wider range of parties, including any government, person, agency and organization.
- The Minister may establish research and education programs for the purposes of preventing work site illness and injuries.

Exchange of information

- Alberta Labour can share data with other government bodies, agencies, and external organizations beyond the WCB-Alberta.

Publishing information

- Publication of information about work site parties has been expanded to make more and better information available to Albertans at regular intervals.
- Additional information that will be shared includes orders issued, administrative penalties, tickets issued to employers (but not workers), investigation reports completed by an officer, acceptances issued, and approvals issued.

OVERVIEW OF CHANGES TO THE OHS ACT (2018)

Current requirement	Requirement on June 1, 2018	Explanation
Responsibilities of work site parties		
<p>Roles and responsibilities of existing work site parties are not aligned with the rest of Canada.</p> <p>Supervisors, owners, service providers, self-employed persons, and temporary staffing agencies do not have specific roles or responsibilities in the <i>OHS Act</i>.</p>	<p>Roles and responsibilities for existing work site parties (employers, workers, prime contractors and suppliers), and new roles and responsibilities for supervisors, owners, service providers, self-employed persons, and temporary staffing agencies.</p> <p>Supervisors and self-employed persons will be held accountable for safety of workers.</p> <p>Employers and supervisors have new responsibilities to prevent workplace harassment and violence and make sure that workers refrain from these activities.</p>	<p>The roles and responsibilities of all work site parties for OHS need to be clarified to enhance accountability and align with the rest of Canada.</p> <p>This change will allow summary offence tickets to continue to be issued to supervisors and self-employed persons who do not ensure the workers use or wear required equipment (e.g. fall protection).</p>
Duty of work site parties to provide health and safety information		
<p>Current requirements to provide health and safety information are fragmented throughout the OHS regulation and OHS code.</p>	<p>Clarify the requirements for work site parties to provide health and safety information to each other, and clarify which documents must be made available in the workplace and how.</p>	<p>The right to know is a fundamental principle of the internal responsibility system. All work site parties must have basic hazard information to ensure a healthy and safe workplace and this information is in the act. The intent is to ensure information on health and safety is available and flows between work site parties.</p>
Harassment and violence		
<p>Physical violence is defined and addressed in the OHS code. There are no definitions or explicit provisions around the responsibility to prevent workplace harassment.</p>	<p>Include definitions for harassment and violence that explicitly describe what they mean.</p> <p>Introduce requirements for employers to develop violence and harassment prevention plans that include policies and procedures, in consultation with their HSC or HS representative if they are in place or affected workers if there are no HSC or HS representative. If a worker receives</p>	<p>The new definitions address psychosocial hazards and clarify that all forms of violence (including sexual and domestic violence) are included.</p>

Current requirement	Requirement on June 1, 2018	Explanation
	treatment for work related violence or harassment, the employer must ensure the worker does not lose pay or benefits when receiving treatment.	
Joint work site health and safety committees (HSC) and representatives		
<p>HSC are only required under a Ministerial Order for specific work sites. Requirements describing how a mandated committee operates are provided in the OHS code.</p> <p>There is no requirement for health and safety representatives.</p>	<p>Require the establishment of HSC for work sites with 20 or more workers and work lasting 90 days or more, and the designation of a health and safety representative to represent workers for employers/work sites with 5 to 19 workers.</p> <p>Details the duties of HSC and representatives, as well as how issues are addressed, training of committee members and representatives, and the operation of committees.</p> <p>The Minister will designate organizations to provide HSC and health and safety representative training.</p> <p>Additional criteria specified for statutory directors to grant approvals for variation from requirements set in legislation.</p>	<p>Provides a forum in the workplace to participate in OHS and increase worker engagement in OHS issues. This aligns with requirements in the rest of Canada.</p>
Right to refuse dangerous work		
<p>Workers have a duty to refuse work if it presents an “imminent danger” to themselves or other workers at the work site. “Imminent danger” is a danger that is not normal for an occupation.</p>	<p>Introduce a right to refuse dangerous work. Once the refusal is reported, the employer must investigate and involve the HSC or representative, as appropriate, in the investigation.</p> <p>The worker must continue to be paid normal wages and benefits during the investigation. Another worker may be assigned to the work if advised of the refusal, reason for the refusal and reminded that he or she has a right to refuse the work.</p>	<p>A right to refuse commits employers to ensuring workers know the hazards, know what to report, and have the support to exercise their right. This change aligns with workers’ rights in most of Canada.</p>

Current requirement	Requirement on June 1, 2018	Explanation
Workers protected from discriminatory action		
<p>No person can dismiss or take other disciplinary action against workers because they have exercised their duties under the law.</p> <p>Complaints may be referred to an OHS officer who will investigate.</p>	<p>Expand rules prohibiting any person from taking or threatening discriminatory action against workers for exercising their rights and duties under the law. “Discriminatory action” is defined.</p> <p>Complaints may be referred to an OHS officer who will investigate.</p> <p>The onus is on the employer to show that action was taken against the worker for a reason other than fulfilling an OHS duty or responsibility.</p>	<p>A legislative gap existed that allowed an employer to threaten a worker. This empowers workers to refuse dangerous work or comply with OHS legislation without fear of discriminatory action and reprisal.</p> <p>The legislation is now explicit around what constitutes “disciplinary action” and aligns with provisions in the rest of Canada.</p>
Health and safety program		
<p>No requirement for health and safety programs.</p>	<p>Require employers with 20 or more workers to establish and implement a health and safety program. The program has 10 mandated elements and must be reviewed and updated at least every 3 years.</p> <p>Employers with fewer than 20 workers must involve workers in hazard assessment and control.</p>	<p>A health and safety program is a way of integrating OHS into work site practices. OHS programs are required by most OHS legislation in Canada.</p>
OHS Council		
<p>OHS Council reviews potential changes to the OHS code, presents the code to the Minister for adoption, hears OHS appeals, and advises the Minister on OHS matters.</p>	<p>The new OHS Advisory Council will provide specialized OHS advice to government. This may include reviewing the <i>OHS Act</i> and its administration at the request of the Minister.</p>	<p>OHS Council’s role has remained virtually unchanged since the inception of the <i>OHS Act</i>. A renewal of its role refocuses its efforts and allows government to streamline processes for all labour related appeals and OHS regulatory updates.</p>
Reporting serious injuries, incidents and fatalities		
<p>Serious injuries which result in two-day hospitalization must be reported to Alberta Labour.</p>	<p>Change the threshold for reporting serious injuries to hospital admission, require incidents with the potential to cause serious injury (potentially serious incidents)</p>	<p>The two-day hospitalization threshold can create delays in reporting which impact incident investigation.</p>

Current requirement	Requirement on June 1, 2018	Explanation
Employers are required to investigate near miss incidents but not to report them to Alberta Labour. Reportable mining incidents are in the OHS code.	to be reported, and consolidate reportable mining incidents into the <i>OHS Act</i> .	Accurate reporting of serious injuries, incidents and occupational disease is necessary to ensure adequate compliance, enforcement and prevention efforts. Moving reportable mining incidents out of the OHS code groups all reporting requirements together in the act.
Medical examinations		
The Director of Medical Services may require a worker to have a medical examination and may require medical reports to be submitted by a physician, nurse or first aid attendant.	Provide the Director of Medical Services with enhanced ability to access information for the purposes of enforcement and prevention of occupational injury and disease.	Changes to the access of medical information reflect modern delivery of medical services and will improve the surveillance of occupational illnesses and diseases to enhance prevention efforts.
The <i>OHS Act</i> does not state that workers may refuse a medical examination.	Ensure workers have the option to refuse medical examinations.	Workers have the right to refuse medical examinations as guaranteed by the <i>Charter of Rights and Freedoms</i> .
Compliance and enforcement tools		
OHS officers can write a compliance order and impose measures, can write stop work or stop use orders.	Modernize orders, stop work orders, stop use orders. Ensure that affected workers at a work site subject to a stop work or stop use order are protected; they may be reassigned to other work but receive their regular wages and benefits. Require the party to whom the order was issued to report back to the officer and HSC (or representative) on how the work site party complied with the order.	The updates address changes in workplaces and technology; enhance the powers of officers to ensure that officers have the appropriate tools to conduct responsive and effective compliance and enforcement. Workers should not be penalized for their employer's or other work site parties' non-compliance with the OHS legislation. Changes to legislation provide a feedback loop to allow the OHS officer to evaluate compliance and ensure the HSC or representative are informed.
Acceptances and approvals		
Directors can recognize an alternate standard or equipment if it provides equal or better protection to workers. Parties to whom an acceptance can be issued are	Clarify requirements for acceptances to ensure that work site parties have the ability to provide input and streamline processes.	Provides consistent processes for evaluating acceptance and approval applications and allows for coordination across provinces.

Current requirement	Requirement on June 1, 2018	Explanation
<p>limited and there are no details regarding the application and review process.</p> <p>Directors can issue approvals under the OHS regulation and OHS code; the <i>OHS Act</i> makes no reference to approvals.</p> <p>The <i>OHS Act</i> does not address recognition of standards in other jurisdictions.</p>	<p>Add statutory authority for directors to issue approvals.</p> <p>Add authority for directors to recognize standards in OHS legislation in other Canadian jurisdictions.</p>	
Offences and penalties		
The Court may impose a creative sentence that furthers OHS education programs.	Expand the ability of the Court to impose creative sentences and provide oversight.	Creative sentencing allows for connection between the infraction and the remedy.
OHS Directors and officers		
<p>Director and OHS officer authorities are fragmented throughout the <i>OHS Act</i>.</p> <p>OHS officer powers have mainly remained unchanged since the inception of the <i>OHS Act</i>.</p> <p>An OHS officer may enter and inspect any work site, including a private dwelling.</p>	<p>Include new sections on the powers of statutory Directors and OHS officers to clarify their responsibilities and powers.</p> <p>Update OHS officer powers to allow interviews of persons who are not present at the work site during an inspection, access to electronic records, and technical experts to accompany the OHS officer at a work site.</p> <p>Restrict OHS officer entry to work sites that are also private dwellings unless they have consent or a warrant.</p>	<p>Stating the roles and duties of Directors and officers improves clarity and enhances accountability.</p> <p>There should be limits on conducting inspections and investigations in private dwellings, consistent with those in other Canadian jurisdictions.</p>
Appeals process		
<p>There is no allowance for a Director review.</p> <p>Appeals are heard by the OHS Council.</p>	<p>Modify the appeal process. Allow certain types of officer orders and decisions to be reviewed by a Director of Inspection.</p> <p>Shift responsibility for OHS appeals to the Alberta Labour Relations Board.</p>	<p>The review of orders such as officer orders can be addressed more efficiently by a statutory Director. Adding this step should streamline the appeals process.</p> <p>Sending appeals to the Alberta Labour Relations Board allows more efficient use of resources and expertise for labour-related appeals.</p>

Current requirement	Requirement on June 1, 2018	Explanation
Duties of the Minister and government		
<p>The <i>OHS Act</i> does not describe the Minister's responsibilities.</p> <p>There is no requirement for regular reviews of OHS laws.</p>	<p>Include new provisions that describe the duties of the Minister to keep OHS legislation up to date, conduct consultations, and ensure OHS information and statistics are maintained.</p> <p>The <i>OHS Act</i> has to be reviewed every five years. A three-year plan for the review of any OHS regulations and the OHS code will be published every year. The Minister must consult with workers and employers, and can recommend changes to OHS legislation.</p> <p>Ensure OHS statistics are maintained and published.</p>	<p>Stating the roles and duties of government in the <i>OHS Act</i> improves clarity and enhances accountability.</p> <p>Regular reviews of OHS legislation help ensure that it stays up to date.</p>
Information collection and exchange		
<p>The <i>OHS Act</i> limits which parties may enter into information-sharing agreements with government for research and education.</p> <p>Only the Workers' Compensation Board shares injury information with Alberta Labour.</p> <p>While the <i>OHS Act</i> allows for the publication of a "register" with employer data, it is not specific as to the type of information and there are no parameters on when information is made available.</p>	<p>Expand abilities to enter into information-sharing agreements for research and educational programs.</p> <p>Allow for exchange of data with additional agencies and organizations.</p> <p>Require regular publication of OHS information on items such as WCB data, fatalities, orders issued, investigation reports, tickets issued to employers, and acceptances and approvals issued.</p>	<p>Sharing information supports research efforts and decision-making.</p> <p>Additional data will support prevention efforts.</p>

Contact Us

OHS Contact Centre

Throughout Alberta (toll free)

- 1-866-415-8690

Edmonton & Surrounding area

- 780-415-8690

Deaf or hearing impaired:

- 1-800-232-7215 (Alberta)
- 780-427-9999 (Edmonton)

Website

[work.alberta.ca/ohs-contact us](http://work.alberta.ca/ohs-contact-us)

Get Copies of the *OHS Act*, regulation and code

Alberta Queen's Printer

qp.gov.ab.ca

Occupational Health and Safety

work.alberta.ca/ohs-legislation

FOR MORE INFORMATION:

Joint work site health and safety committees (LI036)

www.alberta.ca/assets/documents/ohs-joint-worksite-health-safety-committees.pdf

Do I need a joint work site health and safety committee or a health and safety representative? (LI037)

www.alberta.ca/assets/documents/ohs-when-i-need-a-committee.pdf

Health and safety representatives (LI040)

www.alberta.ca/assets/documents/ohs-health-safety-representatives.pdf

Worker participation in health and safety (LI041)

www.alberta.ca/assets/documents/ohs-worker%20participation.pdf

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Flagged item # and description	Flagged Item #19 – Corporate Inclusion and Diversity Training THAT Human Resources provide further information and an itemized list of the items that comprise the costs set out in Initiative 86 – Corporate inclusion and diversity training.
Date of request	November 26, 2018
Councillor	R. Parks
Department / Division	Human Resources
Staff lead	Debra Smith

Response:

In April 2018, Council passed a motion as follows:

“THAT Administration:

- a. Develop, for Council’s consideration by the end of 2019, a broad policy on Diversity and Inclusion in the County, including an outline of the priority initiatives that would be needed to achieve the outcomes under the policy;
- b. Undertake internal and external consultation on the proposed Diversity and Inclusion policy;
- c. Develop, for Council’s consideration by the end of 2018, a broad inclusive hiring policy that will address any gaps in the County’s current hiring practices;
- d. Undertake internal and external consultation on the proposed inclusive hiring policy; and
- e. Include estimated resources in the 2019 budget that would be needed to undertake initiatives to begin implementation of the inclusive hiring policy.”

On November 27, 2018, Council supported a request from Administration to extend the deadline for the inclusive hiring policy (items “c” and “d” above) to the end of 2019.

Diversity and inclusion are broad concepts gaining more prevalence due to increased societal awareness and commitments through groups such as the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), of which Strathcona County is a member. Inclusive hiring is one area of programming within this broader context.

1. Diversity refers to the variety of similarities and differences among people, including but not limited to: gender, ethnicity, race, age, sexual orientation, religion, socio-economic difference, appearance, disability, mental health, education, etc.
2. Inclusion is a dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization. An inclusive environment ensures equitable access to resources and opportunities for all and enables individuals and groups to feel safe, respected, engaged, motivated, and valued, for who they are and for their contributions toward organizational goals.

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2019-2022 Budget

During 2019, as the external (public) engagement occurs on the overall diversity and inclusion policy (including the inclusive hiring policy), work will continue on the internal engagement activities that began in 2018. In addition, training for leaders on bias (including bias in hiring) will be conducted. Establishing effective programs includes ensuring organizational readiness and commitment through education, training and support. Funds are included to enable related initiatives to be developed and implemented quickly once the policies are approved.

The breakdown of the funding requested for this initiative is as follows:

	2019	2020	2021	2022
Public engagement and research (led by Intergovernmental Affairs)	\$ 60,000			
Temporary HR Advisor to develop and coordinate inclusive hiring policy and staff training (HR)	\$110,000			
Corporate Training (HR)	\$ 20,000			
Ongoing implementation activities*, through internal or external resources (HR)	\$ 50,000	\$130,000	\$130,000	\$130,000
Total	\$240,000	\$130,000	\$130,000	\$130,000

Note: it is anticipated that specific programs or initiatives will require Executive Team and Council approval prior to implementation

**Flagged item
Enclosure #21**

2019-2022 Budget

Flagged item # and description	Flagged Item #21 – Succession Planning THAT Human Resources provide additional information and a breakdown of the costs associated with Initiative 63- Succession planning, and why a consultant is required.
Date of request	November 26, 2018
Councillor	B. Tonita
Department / Division	Human Resources
Staff lead	Debra Smith

Response:

Succession planning is a process by which an organization creates confidence that the needed leaders and leadership capacity is available internally to meet its business needs now and in the future. Feedback through the employee engagement survey identified leadership development (at all levels) as a gap within Strathcona County, and leadership is a key area of focus in the People Plan.

Key deliverables under this initiative:

- Confirm underlying philosophy in terms of targeted/position based succession planning or broad/organization based succession planning
- Identify key business drivers
- Identify critical roles and functions
- Identify leadership and other competencies needed for successful performance
- Determine strategies to ensure that the leadership and other competencies exist within the organization (training, developmental opportunities, external recruitment)
- Implement strategies
- Ensure ongoing evaluation and adjust strategies as required

This work will be led by a Senior Workforce Planning Advisor who is also responsible to develop, lead and coordinate organization-wide programs and strategies related to the People Plan and Employee Engagement Survey, as well as provide organizational development consultation and expertise. An external resource will be used to supplement this position to take on research and development functions including workshop facilitation as needed in 2019. This will allow the initiative to proceed in a more timely way. Funding in 2020-2022 will be used to provide targeted leadership training/development opportunities as the succession planning framework is implemented.

	2019	2020	2021	2022
HR Contract Services	30,000	20,000	20,000	20,000

Flagged item # and description	Flagged Item #20 – Enterprise Communications Review That Corporate Communications provide further information on the rationale for using a consultant to conduct the review of enterprise wide communications (Initiative -26), an explanation of the expected benefit to the County, and a detailed breakdown of how the \$250,000 will be spent.
Date of request	November 26, 2018
Councillor	L. Delainey
Department / Division	Communications
Staff lead	Carmen Herbers

Response:

INIT-COMC-26 proposes to review the delivery of communications services across Strathcona County – current and future state – through an enterprise-wide lens. A one-organization approach will promote a longer-term strategic focus for this work, and has the potential to reduce costs, through shared resources, or by redirecting funds to under-served areas. This approach will support a more even distribution of resources across the County, and reduce siloes, duplication and message clutter.

The review will almost certainly lead to some change in roles for all communications staff (through role definition and/or clarification). It also seems likely that the organization may choose to centralize some aspects of the work being done, so as to achieve greater efficiency and/or equity in service provided. It is also possible that some form of reorganization may be necessary for the communications department and/or departmental communications (in-house) staff. For that reason, use of an external consultant is recommended to reduce bias –both real and perceived – among interview subjects, who are potentially impacted by the results of a review.

Communications does not have the capacity to conduct a review of this magnitude, nor does the department have the required expertise related to organizational design or change management.

Breakdown of costs/deliverables:

\$200,000

External consultant with expertise/experience related to organizational design and communications audits to:

- conduct an enterprise-wide review of communications (corporate and department)
- assess existing capacity, placement, focus and level of current services
- identify program gaps and future opportunities or needs
- recommend a preferred delivery model, based on best practice and efficient use of existing resources (e.g., potential to reallocate or share excess capacity)
- develop an overarching communications strategy for Strathcona County, including a recommended approach for dealing with any program and resource gaps identified

Specific deliverables:

- Series of interviews conducted with clients and stakeholders, both within and external to Strathcona County, and report of key findings
- Report, recommending the optimal structure for the most efficient delivery of communications services at Strathcona County (improved efficiencies across organization)
- Report, outlining well defined roles for department and corporate level communications services and points of collaboration, leading to enhanced collaboration and more effective use of resources
- Identify gaps in programming and/or skill sets that can be addressed in subsequent years (long-range resource planning)
- Assessment of team effectiveness and recommended improvements to improve service
- Organization-wide communications plan and strategies

\$50,000

Change management consultant to support successful implementation of recommendations.

Background/need for review

In 2010, Strathcona County accepted a “comprehensive review of the communications function to determine if the current structure of communications services supported the County’s strategic direction and best serves both the internal and external communications needs of the County.”

The review provided focus and direction for communications efforts at Strathcona County, and the majority of recommendations arising from that report have since been implemented. Examples include a new county brand, focused messaging, website enhancements, social media presence and a change in the department’s strategic focus and reporting structure.

The face of communications and the job to be done have changed a great deal since that report was released in 2010.

When that report was submitted, corporate Communications consisted of three communications and two website professionals, and one assistant – serving 19 departments. With the exception of RPC, which had a small marketing team, a

small number of departments (seven) were meeting their day-to-day information requirements largely through the part-time effort of administrative professionals with little to no formal communications training.

Current state

The delivery of communications services at Strathcona County has changed a great deal since the original review:

- Corporate Communications is now comprised of six communicators and three website professionals and two assistants. The department is now also home to a public engagement team (currently two professionals). Social media occupies a new and growing focus of the team's work, as do large, corporate-wide initiatives and council requirements.
- Departments have replaced the part-time support of their administrative staff with full-time and contract professionals, who now address their information, communications, and marketing requirements.
 - At last count, there were approximately seven communications, three marketing and eight design professionals, working within departments, with more being requested each year.
- A range of issues have occurred under this model:
 - Department hires are led by department directors who may/may not involve corporate Communications in the hiring process.
 - Department alignment to corporate communications standards can vary
 - Pockets of growth, leading to excess capacity in some areas and a shortage of capacity in others
 - Range of disciplines being tasked with developing communications strategy
 - Siloed resources, without coordination, contribute to message clutter

Factors driving this increased demand include:

- Community growth
- Explosion of social media tools and residents using them
- Higher expectations of residents to be informed and consulted and/or involved
- Increasing appreciation of the value and role of communications
- Higher expectations and increased demand for service at all levels
- Council direction for priority on providing opportunities for public engagement and communication (Strategic Plan Goal 7)

Given the above, it is timely to revisit our approach through an organization-wide lens.