

Lamont County



2021 Year in Review

For year end: December 31, 2021



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Message from Reeve David Diduck

Reflecting Back on 2021

What an interesting year 2021 has been...I could focus on the pandemic, funding changes or the weather challenges we have experienced this past year; however, I want to highlight the direction our County is headed into 2022.

On September 20, 2021, Council appointed Peter Tarnawsky as interim Chief Administrative Officer (CAO). Peter has an extensive background in municipal administration. Council appointed Mr. Tarnawsky as Lamont County's full time CAO effective January 1, 2022. Council looks forward to working together with our CAO to deliver on our Strategic Plan and our mandate.

Historically, Council has seen a lack of stability and organizational structure across the corporation. To address this instability and lack of organizational structure, Council decided a change in leadership was required, and commissioned the completion of an Organizational Audit to provide insight into Lamont County's internal, organizational and governance structures, as well as internal operations. The Organizational Audit report was presented to Council on November 18, 2021, and was the first step towards adopting best practices, be an organization of choice, and to operate as a sustainable and stable municipality.

In late 2021, our CAO commenced work on a Business Plan for 2022 to recommend to Council. This business plan, approved on February 8, 2022, directly aligns with Council's Strategic Plan and will allow Lamont County to achieve the six goals contained in the Strategic Plan. Council continues to put significant effort on the development of the 2022 budget to support the business plan and will ensure both human and financial resources are available to execute on this budget.

Moving forward, Lamont County Council's primary focus is the growth and prosperity of Lamont County in an open, transparent, accountable, and environmentally friendly manner. Development of Lamont County's Industrial Heartland is a key driver, as development of the Heartland area creates jobs (both short and long term), creates growth in Lamont County and our urban municipalities, and increases our County tax base. Without an increased tax base, Lamont County can only maintain its infrastructure, but has limited financial resources to build new infrastructure.

DAVID DIDUCK

[continued...]

Lamont County's Economic Development team continues to work with the Alberta Industrial Heartland Association and the Province to entice industry to develop in Lamont County's Industrial Heartland. Significant progress is being made on this priority and hopefully Lamont County will have a couple of key announcements to make in 2022.

We look forward into 2022 and the continued progress being made.

To our County residents, Lamont County Council thanks you for your continued support in our endeavours.

**David Diduck
Lamont County Reeve**

Message from the Chief Administrative Officer

2021 was a year of change. We have seen a significant changeover of staff across all departments. Most of the focus in late 2021 has been on establishing and executing policies and procedures across Lamont County administration.

We have established and re-established relationships with our key industrial stakeholders, and worked to address and update pandemic protocols so that County staff and residents are provided a safe environment to live, work and play. Improvements were made to the Service Request process—providing members of the public a direct way to make Public Works requests directly and immediately to County staff, as well as accessibility for Councillors and residents. County administration has worked on the emerging 2022 Capital Program and the 5-Year Capital Plan, with Council identifying critical priorities, with a focus on affordability.

Lamont County elected a new governing body this year. Reeve David Diduck was appointed as Reeve to the one year term at Council's annual organizational meeting. Deputy Reeve Roy Anaka was also chosen by councillors and councillors were appointed to represent the County on various boards and committees. A lot of hard work was put into a strategic plan in 2021, The Plan was supported by the newly elected Council that provided further strategic direction. Several key vacant positions were filled (Chief Financial Officer, Legislative Services Officer, Communications) to achieve focussed and effective administration and communication to residents and other stakeholders.

Lamont County has also fostered renewed relationships with stakeholders to support the *Cradle of Ukrainian Settlement in Canada*. We look forward to the 130th Anniversary of Ukrainian Settlement in Canada and Lamont County.

Peter Tarnawsky
Lamont County
Chief Administrative Officer (CAO)

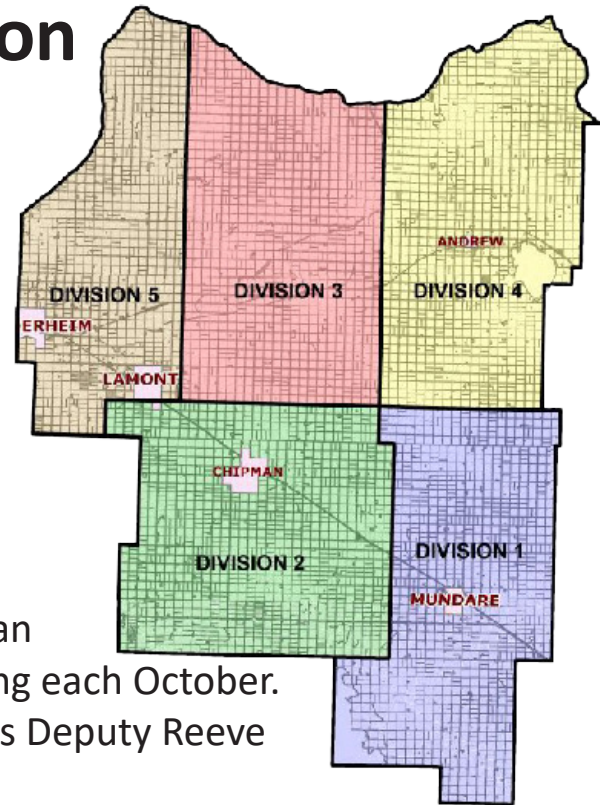
Governance and Administration

Municipal elections were completed in October 2021.

Daniel Warawa (Div. 1), Aaron Wick (Div. 2), David Diduck (Div. 3), Roy Anaka (Div. 4), and Neil Woitas (Div. 5 - acclamed) were elected.

Lamont County is divided into five divisions, represented by an elected councillor. While councillors are elected by Division, the *Municipal Government Act* designates that all councillors represent every resident and the municipality as a whole.

Council is represented by the Reeve, who is chosen on an annual basis by Council during its Organizational Meeting each October. Council elected David Diduck as Reeve and Roy Anaka as Deputy Reeve for a fourth term.

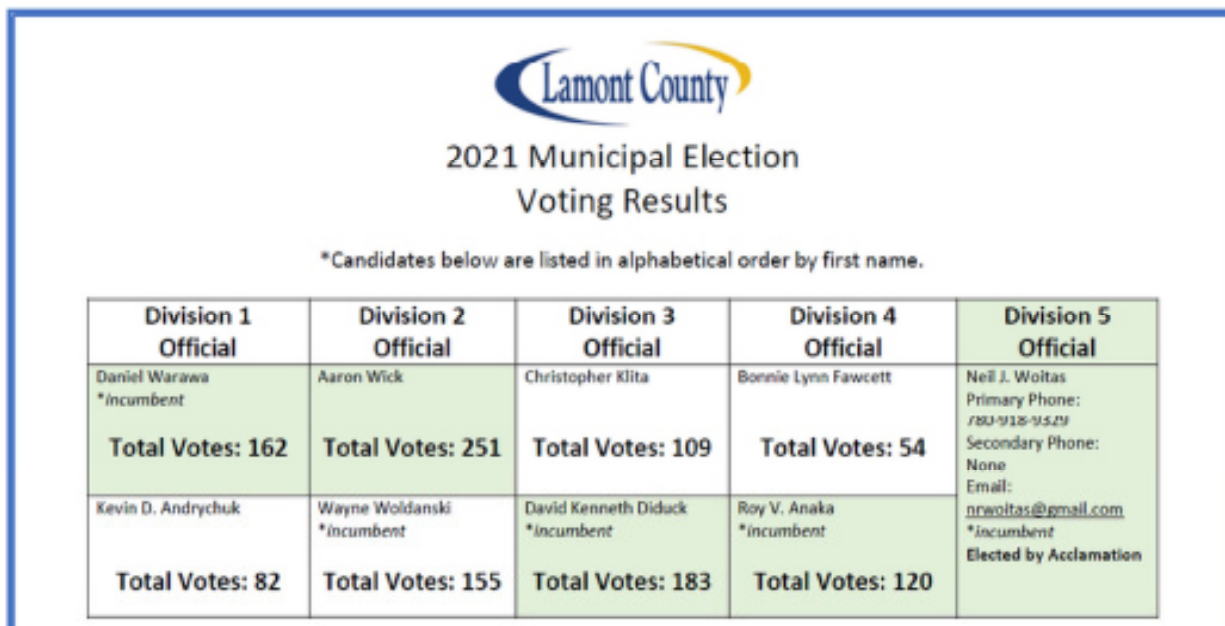


From Left to Right: Councillor Daniel Warawa, Deputy Reeve Roy Anaka, Reeve David Diduck, Chief Administrative Officer Peter Tarnawsky, Councillor Aaron Wick and Councillor Neil Woitas

2021 Elections

Lamont County held municipal elections in October, 2021. A Councillor was elected/acclaimed in each of the municipality's five divisions.

County residents also answered referendum questions as provided by the provincial government. They also put selected individual nominations for Alberta's federal senate representation.



Lamont County
2021 Municipal Election
Voting Results

*Candidates below are listed in alphabetical order by first name.

Division 1 Official	Division 2 Official	Division 3 Official	Division 4 Official	Division 5 Official
Daniel Warawa *incumbent Total Votes: 162	Aaron Wick Total Votes: 251	Christopher Klita Total Votes: 109	Bonnie Lynn Fawcett Total Votes: 54	Neil J. Woitas Primary Phone: 780-912-9529 Secondary Phone: None Email: nrwoitas@gmail.com *incumbent Elected by Acclamation
Kevin D. Andrychuk Total Votes: 82	Wayne Woldanski *incumbent Total Votes: 155	David Kenneth Diduck *incumbent Total Votes: 183	Roy V. Anaka *incumbent Total Votes: 120	

Referendum results

Should section 36(2) of the Constitution Act, 1982 – Parliament and the government of Canada's commitment to the principle of making equalization payments – be removed from the constitution?

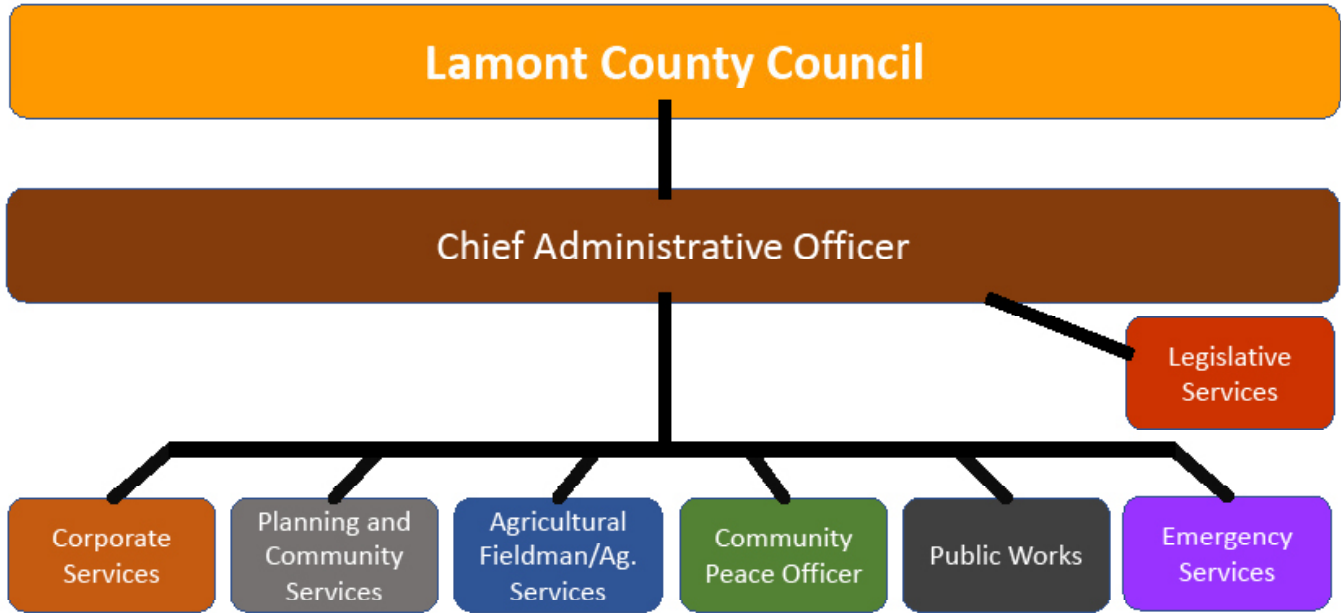
Municipality	Number of Electors Who Voted	Yes	No	Rejected Ballots (incl. blanks)	Blank Ballots (Declined)
Provincial Total Valid Vote Count Percentage	1,092,639	642,501 61.7%	399,169 38.3%	50,969	49,336
LAMONT COUNTY	1,144	601	470	73	68

Do you want Alberta to adopt year-round Daylight Saving Time, which is summer hours, eliminating the need to change our clocks twice a year?

Municipality	Number of Electors Who Voted	Yes	No	Rejected Ballots (incl. blanks)	Blank Ballots (Declined)
Provincial Total Valid Vote Count Percentage	1,092,960	531,782 49.8%	536,874 50.2%	24,304	22,907
LAMONT COUNTY	1,144	839	249	56	52

Organizational Structure and Legislation

Lamont County Organizational Chart



The *Municipal Government Act* designates the purpose of a municipality:

- to provide good government;
- to foster the well-being of the environment;
- to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality;
- to develop and maintain safe and viable communities; and
- to work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

A council may pass bylaws for municipal purposes respecting the following matters:

- (a) the safety, health and welfare of people and the protection of people and property;
- (b) people, activities and things in, on or near a public place or place that is open to the public;
- (c) nuisances, including unsightly property;
- (d) transport and transportation systems;
- (e) businesses, business activities and persons engaged in business;
- (f) services provided by or on behalf of the municipality;
- (g) public utilities;
- (h) wild and domestic animals and activities in relation to them; and
- (i) the enforcement of bylaws made under this or any other enactment.

Full information about the *Act*, including Municipal Organization and Administration, Public Participation, Administration and Taxation is available on the Government of Alberta website or from Alberta Queen's Printer.

Council And Committee Of The Whole Meetings

The public and media are invited to attend council and committee meetings in Council Chambers or virtually through Microsoft Teams (a link is available on the Lamont County website). Lamont County followed public health guidelines during the COVID-19 pandemic, updated based on Alberta Health Services and the Government of Alberta advisory. As of December 31, 2021, masks continued to be required at the County Administrative Building during meetings; though as guidelines change in 2022, it is recommended masks continue to be used for additional safety—it is also recommended participants attend virtually due to pandemic precautions. Please note: all meetings are recorded.

County Administration and Public Works/ Agricultural Services Buildings (Closed To Public Access)

As a COVID-19 precaution, all County buildings were closed to public access (except by appointment) in 2021.

Procedures continued to be in place to protect staff and the public, including personal protective equipment, social distancing, case monitoring and protective barriers in high-traffic locations. Note: The Pandemic Policy was updated in early 2022 to better align with the Government of Alberta and Alberta Health Services (AHS) updates; masks were previously required onsite and COVID-19 screening forms were required to be completed by staff and visitors upon entry (and continue to be used). Personal protective barriers remain in place.

As directed by Alberta Government as of March 1, 2022 (pending further pandemic updates), mask use is no longer mandated and becomes a matter of personal choice.

COVID-19 Pandemic Precautions and Health & Safety

Lamont County has taken necessary precautions to address the pandemic in 2021 (and going forward).

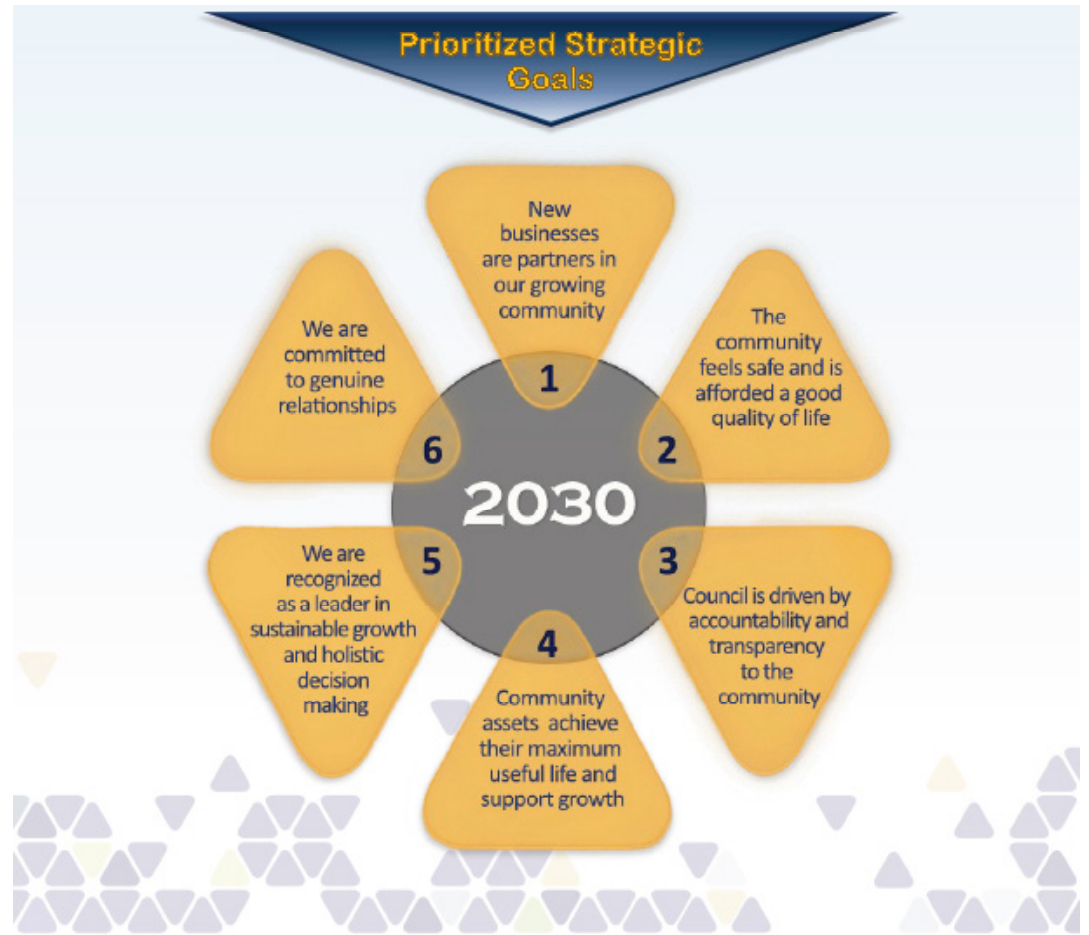
Additional health and safety precautions included:

- Access to N95 masks (and wearing masks when interacting with other staff, the public and across the organization);
- Staff working from home when practical;
- Remote access to Council and Committee of the Whole meetings;
- Access to hand sanitizers and increased cleaning practices, including protective barriers;
- Administration and Public Works/Agricultural Services buildings limited/closed to public access;
- Daily COVID-19 screenings for staff (eCompliance application); and
- Other precautionary measures aimed to limit potential exposure and illness.

2030 Strategic Plan

Lamont County is progressing on its 10 year strategic plan.

This is year two of the plan.



Our Promise for a Sustainable Future

Lamont County recognizes the responsibilities required to contribute to the reduction of local, regional and global environmental and social impacts. The County is committed to incorporating environmental awareness into the planning, budgeting and operations of municipal services in partnership with like-minded and motivated stakeholders. Conservation of the County’s natural resources will enrich quality of life and balance growth with stewardship of the region’s watershed, habitats and biodiversity to promote social and economic vitality.

Vision

We are a resilient community where citizens, agriculture and industry grow together for each others’ mutual benefit. The future of Lamont County will be shaped by the voices of its partners—its citizens, community groups, businesses and neighbours. The Strategic Plan illustrates the power of those relationships and the County’s intention to face challenges and celebrate our successes together.

We will be bold about this vision and move forward as open and active listeners. Remaining transparent about our actions and accountable for our results will be the clearest path to a strategic transformation—a new approach, a fresh start to yield big results for our community.

Shaping our Future

The prioritized strategic goals outlined in this plan will drive the work of Lamont County Council and Administration over the next ten years. It is our commitment to keep these goals at the forefront of everything we do.



Goal 1

New businesses are partners in growing our community.

- We have a large petrochemical business located in Lamont County.
- We have several tertiary (industry support) businesses located in Lamont County.
- We have seen growth and diversification in our agricultural business sector.
- Development in acreage and country residential supports new workers for new business.



Goal 2

The community feels safe and is afforded a good quality of life.

- Transportation master plans have safe/efficient/effective movement of people/goods as a priority.
- A strong partnership exists with law enforcement and emergency services agencies.
- The FCSS program in Lamont County is seen as a valuable resource for citizens and businesses alike.
- There are many sustainable festivals and societies in the community.
- There exists active and visible support for health and safety community-wide.



Goal 3

Council is driven by accountability and transparency to the community.

- Community is aware of the strategic plan.
- Community is aware of the prioritized goals.
- Community feels it is getting good value for their taxes.
- Community feels they are informed and have had an opportunity to express themselves.
- Community feels their Council has represented their best interests.



Goal 4

Community assets achieve their maximum useful life and support growth.

- We have an asset management master plan that informs infrastructure decisions.
- We invest in community assets that make our community more attractive to new citizens, businesses, and industry.
- Our budgets support the achievement of maximum useful life for our assets.
- Opportunities to use our community assets as a revenue generator have been explored.



Goal 5

We are recognized as a leader for sustainable growth & holistic decision making.

- We are influential members of many outside agencies in support of our community.
- Conversations with Towns and Villages include excellence in governance.
- We are active contributors to the success of Alberta's Industrial Heartland.
- We have an ongoing dialogue with strategic government agencies and ministries (Provincial or Federal).



Goal 6

We are committed to genuine relationships.

- We are influential members of many outside agencies in support of our community.
- Conversations with Towns and Villages include excellence in governance.
- We are active contributors to the success of Alberta's Industrial Heartland.
- We have an ongoing dialogue with strategic government agencies and ministries (Provincial or Federal).

Each department has completed significant achievements in 2021.

The following outlines how department activities have contributed to Lamont County’s goals and initiatives as directed by Council.

GOAL ONE: New Businesses are Partners in our Community

Introduction: we continue to attract new business to Lamont County, including industrial and economic partners.

Department	Achievements
Administration (Office of the Chief Administrative Officer)	<ul style="list-style-type: none"> · (Re)Established executive relationships with key industrial stakeholders including Alberta Industrial Heartland Association (AIHA), Canadian National (CN) Rail, Fortune Minerals, Inter Pipeline Limited (IPL), and TC Energy. · Achieved Council support for <i>Tax Incentive Bylaw</i> to improve competitiveness regionally and internationally.
Agricultural Services & Agricultural Service Board (ASB)	<ul style="list-style-type: none"> · Continued work promoting agricultural-based industry across Lamont County and the region, including new business opportunities and agricultural business partnerships.
Corporate Services (Finance, Human Resources, Communications)	<ul style="list-style-type: none"> · Implementation of Tax Incentive Policy to provide consistency with the Industrial Heartland.
Emergency Services (Fire, Health & Safety)	<ul style="list-style-type: none"> · Hosted inter-agency meetings with industry. · Active with Alberta mutual aid emergency response best practices in industrial fire protection.
Planning & Economic Development	<ul style="list-style-type: none"> · Planning and Development reviewed and collaborated with Alberta Environment to continue with obtaining our water withdrawal application’s approvals: <ul style="list-style-type: none"> - This water proposal approval will be a major attraction for new businesses in Lamont County. · Met with a number of heavy industrial and agricultural businesses to discuss permit needs. · Participated actively in the development of the Designated Industrial Zone concept through AIHA. · Anticipated development of industrial investments, including Fortune Minerals, Midland Rail Terminal expansion and other potential developments.
Public Works	<ul style="list-style-type: none"> · Forged relationships with local businesses to stay current with local issues and contribute to the local economy (e.g., Policy 5108 – Truckers Gravel Hauling). · Understanding the state of roadway and utilities infrastructure as it relates to potential industrial growth.
Family and Community Support Services (FCSS)	<ul style="list-style-type: none"> · Provided local social programs and increasing awareness and access to additional programming and supports, FCSS continues to play a role to enhance and encourage community capacity building which in turn will attract new families in the future.

Future initiatives: Lamont County has committed to maintain open dialogue with residents, industry and private companies; with a focus on providing a high level of service. Lamont County also looks forward to potential approval of the water license, as that will directly increase potential new business and investment in the region. This includes administrating applications to the tax incentive bylaw and coordination with economic development to facilitate new business applications.

GOAL TWO: The Community Feels Safe and is Afforded a Good Quality of Life

Introduction: we continue to provide resources and services for Lamont County residents, as well as maintain roads, activities/events, emergency and enforcement services, as well as programs for the community.

Department	Achievements
Administration (Office of the Chief Administrative Officer)	<ul style="list-style-type: none"> · Ensured Administration and Public Works/Agricultural Services buildings remain safe environments for staff and visitors through diligent implementation of broader health and safety, as well as, the Pandemic Policy and related protocols. · Initiated internal COVID-19 Committee to manage provincial pandemic protocols. · Reviewed and implemented improved Service Requests process and increased access options for Councillors and residents. · Established a Service Requests system with tracking and followup to provide residents a immediate access to Lamont County staff.
Agricultural Services & Agricultural Service Board (ASB)	<ul style="list-style-type: none"> · Ensuring a clean water strategy, keeping roads free of woody and weed infestations. · Continuation and promotion of the Livestock Emergency Trailer. · 6.5 miles of roadside brushing and 1 creek bed. Corner brushing (1 of 12 proposed); mowing over 4400 km and third pass on collector roads. Spraying over 606 km of municipal roads and brush sites to ensure roads are maintained and free of woody and weed infestations (and maintaining road durability and limiting wildlife concerns). · Watershed restoration and resiliency projects. - 54 entries in the annual photo contents, and education workshops moved to virtual presentation (with approximately 20 attendees on environmental farm plan and wetland restoration).
Emergency Services (Fire, Health & Safety)	<ul style="list-style-type: none"> · There was a 50% increase in the number of incidents and a 76% increase in the number of responses as compared with 2020. · A successful pilot of a full-time staffing model led to a decrease in response times, increased handle on incidents (resulting in \$355,000 of property damage being avoided), and “day-to-day” operational efficiencies. · Responses: 497 (282 in 2020); Response Time: 15:40 (20:59 in 2020); and Investigations: 42 (28 in 2020). · Health & Safety program successfully completed a <i>Certificate of Recognition Audit</i>. · Workers Compensation Board provided a rebate through the “Partners in Injury Reduction” (this is reinvested into health and safety initiatives).
Community Police Officer	<ul style="list-style-type: none"> · Conducted proactive patrols throughout Lamont County. · Engaged in discussions with residents on enforcement concerns and clarifications. · Supported the Provincial Safe Roads Program through targeted enforcement programs. · Maintained liaison with civilian law enforcement partners.



Planning & Economic Development	<ul style="list-style-type: none"> · Aiding development in a safe manner. The department assisted landowners, businesses, and residents with applications for developing their proposal.
Public Works	<ul style="list-style-type: none"> · Acquired a track hoe and motor grader. · Snow removal in accordance with policy 5104. · Culverts replaced in 2021: 37 (24 in 2020 and 34 in 2019).
Family and Community Support Services (FCSS)	<ul style="list-style-type: none"> · Increased online presence with new virtual programs, services and information campaigns focused on a large variety of preventative social programming and service delivery; including 43% of services adapted to online delivery, with more than 1000 participants in 29 different programs offered through the Kalyna Family Resource Network (Lamont County), and over 3,400 participants in 16 programs across FCSS. · 950 newsletters distributed to communities and schools. · Increased one-on-one appointments with the public to facilitate access to government benefits, as well as 108 tax packages prepared in income tax clinics. · Advocation for increased mental health awareness and support available in our community. · Worked closely with the Food Bank to connect with at-risk and isolated citizens, including 1,263 meals delivered to Lamont County seniors in 2021.
Community and Adult Learning Council (CALC)	<ul style="list-style-type: none"> · Adult learners have access to childcare for those attending programming and CALC also partners with multiple organizations across Lamont County.

Future initiatives: Continued commitment towards maintaining open dialogue with Lamont County residents, and providing a high level of service. Emergency Services “Peak Season Duty Crew” was approved for 2022. Collection of data on the crew’s use continues so it remains operationally relevant. With the adoption of a new fire bylaw inline with a refreshed level of service policy completed in 2021, this provides a clear and consistent direction towards continuing to maintain a high quality of service for our residents. The Emergency Services Regional Training Center is planned to open in 2022.

GOAL THREE: Council is Driven by Accountability and Transparency to the Community

Introduction: we invest in products and services to benefit Lamont County and its residents.

Department	Achievements
Administration (Office of the Chief Administrative Officer)	<ul style="list-style-type: none"> · Delivered a COVID-19 friendly, and unchallenged general municipal election. · Delivered orientation to elected officials, including integration of department and budget presentations. · Highlighted opportunities to adjust levels of service and user fees increases. · Established regular reporting of Service Requests, reflecting volumes and closure rates for Lamont County and by Division. · Launched a Council Meeting Follow-up Action List for resolutions. · Achieved Council support to implement recommendations from the Organizational Audit into 2022 Interim Budget and recommended 2022 Bridging Business Plan. · Improved Council meeting effectiveness and focus on understanding and governing (adherence to legislative processes and discipline): <ul style="list-style-type: none"> - Introduced bi-Weekly Council Meetings to reduce the need and frequency of Special Meetings. - Council Agendas delivered by 2:00 p.m. on Thursday afternoons 100% of the time. - Re-engaged Financial Reporting to Council. · Initiated a major rationalization and improvement of website content (creating one source for all governance documents (including County Bylaws, Policies, Minutes, Agendas, and later this year to include recordings of all Council and Committee of the Whole Meetings). · Delivered the 2020 Year in Review Reeve’s update.
Corporate Services (Finance, Human Resources, Communications)	<ul style="list-style-type: none"> · Introduced tri-annual financial reporting to Council. · Completed orientation presentations with details on department responsibilities (to new Council). · Presented initial budget forecasts based on Council priorities and past decisions. · Restored communications department staffing. · Review of all public-facing media, such as the website, releases and social media; ensuring content is accurate. · Review and update of current website content to increase efficiencies and an improved user experience. · Service Level review and reporting compared to Council’s strategic plans. · Developed and Report on Key Performance Indicators. · Timely press releases and media updates to ensure the public are aware of activities of Council and Administration. · Update of policies to match best practices and Council direction. · Developed and enhanced Lamont County’s Public Engagement strategy.

<p>Agricultural Services & Agricultural Service Board (ASB)</p>	<ul style="list-style-type: none"> · Rural Addressing program and geographic information system (GIS) mapping (developing defined gravel program and sign location/inventory, and using GIS to improve locating and geospatial program improvements). Assisted planning and development with the dispensing of 11 new signs for the rural addressing program.
<p>Emergency Services (Fire, Health & Safety)</p>	<ul style="list-style-type: none"> · Reporting to Council of key operations. · Implementation of an eCompliance tool for tracking and monitoring of safety and COVID-19 impacts for the organization. <p>New Mission: To protect and preserve life and property through fire prevention, community education and emergency response while supporting the needs of our communities.</p> <p>New Vision: A dynamic, innovative, and progressive organization that leads the community in public safety.</p> <p>New Core Values: Professionalism, Respect, Integrity, Dedication, and Excellence (PRIDE).</p>
<p>Planning & Economic Development</p>	<ul style="list-style-type: none"> · Undertook permitting and subdivision approvals in accordance with statutory documents and best management practices. · Confidentiality agreements are made with industry; however, all work is made public as soon as possible, and transparent to include community engagement and feedback from residents. · \$15 Million in total construction value, with 53 Development permits granted (including 13 new homes and 28 subdivision applications).
<p>Public Works</p>	<ul style="list-style-type: none"> · Maintained Service Request tracking from January 1 to December 31, addressing 556 calls for service (with 84% addressed and completed).
<p>Community and Adult Learning Council (CALC)</p>	<ul style="list-style-type: none"> · CALC served 36 families in 2021 (this was lower due to COVID-19 limitations).

Future initiatives: The fire bylaw will be reviewed and refreshed to ensure levels of service continue to be high-quality. The use of the eCompliance system will continue in 2022 to streamline health and safety processes and accountability. Administration will continue to increase the transparency of the activities, by providing:

- Service Level review and reporting compared to Council’s strategic plans;
- Development and Reporting on Key Performance Indicators;
- Timely press releases and media updates to ensure the public are aware of activities of Council and Administration;
- Updating Social Media and websites with accurate policies, bylaws and other documents for public use;
- Updating Policies to match best practices and Council direction; and
- Development the Public Engagement strategy.

GOAL FOUR: Community Assets Achieve their Maximum Useful Life and Support Growth

Introduction: Investment in Capital is based on the most effective use and appropriate useful life. We invest in products and services to benefit Lamont County and its residents.

Department	Achievements
Administration (Office of the Chief Administrative Officer)	<ul style="list-style-type: none"> Narrowed 2022 Capital Program and the emerging 5-Year Capital Plan to focus on critical priorities and affordability.
Agricultural Services & Agricultural Service Board (ASB)	<ul style="list-style-type: none"> Completion of mowing, brushing and spraying programs (protecting infrastructure). Water course management on licensed drainage (approximately 6-8 miles cleared, and creeks cleaned and maintained) Completion of annual beaver and predator control programs (including 340 beavers trapped and 50 dams removed).
Corporate Services (Finance, Human Resources, Communications)	<ul style="list-style-type: none"> Buildings and Information technology (IT) assets: <ul style="list-style-type: none"> Commenced service reporting from IT and Building Contractors to ensure budget used in alignment with organizational goals. Phone system upgrades to utilize remote work features. Upgrade of Questica software. Evergreening of IT equipment.
Economic Development	<ul style="list-style-type: none"> Lamont County is in the process of applying for a water license to draw processed water from the North Saskatchewan River (and return treated water). This will attract multiple projects to the region and Alberta's Industrial Heartland (AIH). Economic Development also explored a solution to allow Canadian National and Canadian Pacific rail lines full access to the AIH area.
Emergency Services (Fire, Health & Safety)	<ul style="list-style-type: none"> Implemented an electronic emergency-services specific asset management program. Regional Training Centre build. The first full year of the Alberta First Responders Radio Communications (AFRRC) radio system resulted in better inter-agency communications and a 0% downtime.
Community Police Officer	<ul style="list-style-type: none"> Compiled, issued and maintained Road Use Agreements with industry and private companies.
Public Works	<ul style="list-style-type: none"> Developed a new section "Asset Management" to help shape future activities, strategize, mission, and ultimately help home in on the vision. Initiated a program to evaluate culvert condition and identify any blockages (working to alleviate concerns with spring melt to address frozen culverts). Drafting of boilerplates to help facilitate acquisitions of equipment and services.

Future initiatives: The opening of our Emergency Services Regional Training Center will be a milestone reached and we look forward to the opportunities that will provide to enhance our quality of service provided. Continue to work with industry and private companies with implementing a maintenance schedule to complement the Counties current maintenance plan.

Administration will continue to ensure, dependent on budget, that assets that support the organization's operations will be maintained to a standard that meets best practices. Planned activities include review IT and building contracts to ensure compliance with organizational requirements, commence regular maintenance visits by building maintenance contractors, perform repairs to roof as identified in spring 2022.

GOAL FIVE: We are Recognized as a Leader for Sustainable Growth & Holistic Decision Making

Introduction: Excellence in governance and collaboration with community partners, surrounding communities, conversations and strategic dialogue with government and AIH.

Department	Achievements
Administration (Office of the Chief Administrative Officer)	<ul style="list-style-type: none"> Ensuring the new governing body understood and supported Lamont County's Strategic Plan. Focused staff recommendations on implementing Council's Strategic Direction. Delivered a Council-driven Interim 2022 Budget and process to ensure a final 2022 budget reflects Council's service and capital priorities.
Agricultural Services & Agricultural Service Board (ASB)	<ul style="list-style-type: none"> Working with the North Saskatchewan Watershed Alliance, and Cows and Fish to develop programming related to watershed restoration and resilience (including a pond leveler and work towards preservation of wetland areas).
Corporate Services (Finance, Human Resources, Communications)	<ul style="list-style-type: none"> Commenced a service level review of the entire organization as the foundation for a priority-based budget.
Emergency Services (Fire, Health & Safety)	<ul style="list-style-type: none"> Adjusted fire district response plans to better utilize resources and improve response times. Established a core mission, vision, and core values to guide all personnel.
Planning & Economic Development	<ul style="list-style-type: none"> Worked on updating the <i>Municipal Development Plan</i> and the <i>Land Use Bylaw</i>. These document reviews allow Lamont County to enhance policies and local regulations, assist any support new growth, and to make better decisions which meet the County's goals. Three major projects will provide environmental, renewable fuel and electric car components, as well as other benefits/programs.
Public Works	<ul style="list-style-type: none"> Started discussions with neighbouring counties and industry leaders on "green" dust abatement materials.
Family and Community Support Services (FCSS)	<ul style="list-style-type: none"> FCSS Programs are designed to align with Provincial Strategic goals and achieved a 97% rate of positive program outcomes in 2021.

Future initiatives: Administration will undertake reviews of plans and documents to ensure consistency between statutory and non statutory plans including service levels, strategic plans, budgets, master plan documents and council adhoc directions.

GOAL SIX: We are Committed to Genuine Relationships

Introduction: Establishing positive working relationships with staff, residents, the surrounding communities and government to achieve Lamont County goals and strategic direction.

Department	Achievements
Administration (Office of the Chief Administrative Officer)	<ul style="list-style-type: none"> · Fostered renewed relationship with stakeholders to support <i>Cradle of Ukrainian Settlement in Canada</i> and framework for collaboration surrounding the 130th Anniversary of Ukrainian Settlement in Lamont County. · Improved Lamont County’s visibility by facilitating holiday greetings with communities locally and regionally. · Transacted an extension of the Regional Recreation Cost Sharing Agreement with the five Towns and Villages within Lamont County. · Stabilized relationship with the J.S. Batiuk Water Commission surrounding an outstanding water line matter. · Staffed key vacant positions (Chief Financial Officer; Legislative Services Officer; Communications). · Established regular communications with Town/Village CAOs. · Established regular communications and engagement with staff, surrounding Council decisions and the Strategic Plan.
Agricultural Services & Agricultural Service Board (ASB)	<ul style="list-style-type: none"> · Networking and partnership with companies and organizations in order to continue meeting community and environmental needs (including working with urban municipalities and agribusinesses to improve services without sacrificing quality of life).
Corporate Services (Finance, Human Resources, Communications)	<ul style="list-style-type: none"> · Reviewed and updated the Employment policy for clarity around statutory holidays.
Planning & Economic Development	<ul style="list-style-type: none"> · The department visited businesses in the area and head offices to further develop working relationships. · Working closely with Alberta Industrial Heartland Association (AIHA) and provincial agencies to attract businesses. · Supported the Twinning Initiative with Ukraine.
Emergency Services (Fire, Health & Safety)	<ul style="list-style-type: none"> · Renegotiated the Regional Fire Agreement for an additional 10 years. · Finalized the framework for the Regional Emergency Management Partnership with the Town of Lamont, Town of Mundare, Village of Chipman, and Village of Andrew (as directed by Ministerial Order to perform emergency management functions regionally). This helps strengthen our capacity and relationships with our partners.
Public Works	<ul style="list-style-type: none"> · Hirings both in management and operations staff in line with its 2022 mission of change and accountability. · Contracted utilities management agreement (addressing services) with Strathcona County. · Pilot of contracted grader; contingency plans for fleet repair; equipment operations.

Community and Adult Learning Council (CALC)	· CALC has partnerships with the following organizations: FCSS Lamont County Region, Lamont County Library Boards, NorQuest, Bruderheim Community Church (in 2021), Lamont Alliance Church, Town of Lamont, and Elk Island Catering/Lamont Rec. Centre.
Family and Community Support Services (FCSS)	· FCSS continues to promote organize and facilitate the Lamont County Interagency Committee. In 2021, we also worked with this group to update and publish the Lamont County Interagency Directory, monthly newsletters and the Community Awareness annual newsletter which was distributed County-wide.

Future initiatives: Emergency services looks forward to the creation and adoption of a Regional Fire Bylaw that will streamline various fire department functions in Lamont County and our partner municipalities. Further to this, the new Regional Emergency Management Agency will be starting to function under the guidance of a regional committee. This will bring our emergency management practices in line with industry standards in 2022. Lamont County is progressing on its water license application, as well as studies and preliminary design work with industry and partners (financing solutions, development/building permits, rail access, etc.).

Administration will provide Council and Staff with an update the Employment Policy, firstly, with high priority items, then perform a full review to align with industry best practices and provide clarity for staff. Additionally, external reviews will provide feedback for management to build the relationships with staff in the form of:

- Salary survey;
- Staff engagement survey; and
- Leadership training.

Lamont County

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