



Town of High Level

Monthly report to Council

November 2020

Administration and Finance

CAO

General Administration

Worked with Boreal Housing on the opening of Mackenzie House. Residents have begun moving in. Boreal Housing is working to renovate south wing for higher levels of care.

Assisted with planning and review of the Land Use Bylaw rewrite and modernization

General development inquiries and permit applications.

Met with GSA regarding the submission for Social Housing's rezoning on 103 Street

Reviewed operating and capital budgets with senior administration

Attended Remembrance Day Ceremonies

Assisted Council during Regional Service Sharing Agreement negotiations with Mackenzie County

COVID-19

Kept abreast of developments with COVID.

Assisted with planning related to the Province's Public Health Order and communications to the public.

Reviewed updated COVID Protocols based on the new Public Health Order

Finance

The 2021 Interim Operating Budget is being presented with no mill rate change and no increases in assessment.

The 2021 Capital Project Budget has been presented fully funded by Grants and Reserves no transfers from operating.

The 2020 Interim Audit was done virtually with all walkthroughs completed with staff and will be reporting on that next month. Year-End Audit is still scheduled for the first week of March 2021.

Planning and Development

Asset Management Strategy project kick-off commenced in early November – established as TOHL project lead; working directly with PSD project lead, delivering relevant existing datasets, and prepping

for the FCM Municipal Asset Management Program (MAMP) 2021 grant funding application (pending Council approval).

Public engagement for Land Use Bylaw review project ended on November 13th. We released 12 videos, 12 one-pagers and 12 webpages during the 4 weeks – Administration has recorded all verbal and social media comment feedback for Council review during December 2020.

During the review of the Land Use Bylaw, we identified that some lots had either, incorrect zoning or no zoning at all:

- Five landowners were contacted via letter/email regarding eight lots in town for their input on proposed rezoning.

To increase the Mobile Home lot availability in Town:

- Three landowners were contacted via letter regarding 15 lots on Dogwood Avenue for their input on proposed rezoning (R-1 to R-4).
- Twenty adjacent landowners were contacted via letter regarding the proposed rezoning for 15 lots on Dogwood Avenue (R-1 to R-4).
- 104 landowners were contacted via letter regarding the proposed discretionary use of Mobile Homes within a selection of the R-2 Land Use District (102, 103, 104, 105 & 106 Street and 98 & 99 Avenue) for their input on the proposed new use.

Completed all final edits and uploaded new addressing and roadway datasets to AMDSP and Munisight.

Continued compiling and analyzing geo-spatial, statistical, and contextual datasets for the NWSAR State of the Region Report project – received final draft of the socio-economic report from CMR Consulting.

Completed multiple miscellaneous maps for various purposes at the request of the CO and/or staff.

IT

The Town Hall internet connection upgrade was completed and there have been minor disruptions that have affected email delivery and remote connectivity. We also experienced an unstable internet connection during the live streaming of a Council meeting that resulted in the loss of the stream. We have been unable to determine the cause of the instability but based on our logs are of the opinion that the cause was external to our systems.

HR

Three new vacancies has been created by the resignation of two of the Sport Complex Operators and one of the Lifeguards and we wish Alyssa Lamberton, Corey Ellsworth and Marlon Dejarlais-Fiddler every success in their future endeavours. The vacancies have been advertised and several applications have been received. We will be conducting interviews in the near future.

There is currently 1 protected positions being covered by acting staff and we are very pleased to welcome Kylie Hoskins back.

Communication

Nearly 50 individual communications went across the Comms desk in November. This included a large number of daily snow removal updates. There was a very positive public response to the Town's Remembrance Day ceremony. The event was also an opportunity for further growth of Town of High Level communications as we learn more with each event. Following Remembrance Day, comms went to work on Christmas messaging and has been busy with it for several weeks.

Online, the Town's social media again saw large numbers with the return of the Face Coverings Bylaw and provincial restrictions; area residents who had gone quiet returned for further negative interaction with both the Town and other residents. We are currently developing messaging to help the community understand the changes as well as encourage them to normalize COVID-19 safety actions.

Health and Safety

In November there were 8 reported incidents. Of these 2 were damage (one in which was a reportable incident to Alberta Occupational Health and Safety), 1 injury (first aid only, no WCB), 4 close calls, and 1 hazard. Corrective actions have been assigned to prevent reoccurrence and have either been completed, or are in the process of completion.

Training is beginning to be completed across all levels of employees, with several Departments requesting additional training – which is GREAT! The 2020 Internal COR Audit was conducted between November 9th and 13th and submitted for approval to AMHSA November 16th. The Audit was processed and released to the Town on November 27th. The Town was once again successful in maintaining COR Certification with a passing mark of 96%! The next steps will be to develop an Audit Action Plan to address noted suggestions for improvement. The Audit Action Plan should be completed the second week in December.

The Joint Workplace Health and Safety Committee is looking into developing several programs focusing on employee safety recognition and mental health. The organizational health and safety meeting was conducted VIA Zoom on November 25th with 87% of employees in attendance.

COVID – 19

Assisted with revisions to the Administrative Directive 44-20 COVID-19 Protocol, participated in the Enhanced Public Health measures teleconference, and worked on the Face Coverings Bylaw exemption cards.

Municipal Secretary

Day-to-day administration

Meeting preparation: Council meetings/follow up items, Community Economic Development Initiative (CEDI), HL Airport Beautification Task Force.

Policy review – specifically policies related to public members appointed to Council committees.

Columbarium – Alberta registry and internal documentation.

Relevant 2021 HL Airport lease agreement renewals (parking, terminal, land).

Community Services

Administration

Administration continues to work through legislation and health orders on COVID restrictions, and communicate guidelines and facility restrictions to user groups. Work on the multi purpose schematic design continues, and Administration will be bringing recommendations to Council for the December 14th meeting.

Arena /Parks

For the month of November, arena staff have been working on the outdoor rink as well as regular operations inside the arena. Staff continue assisting FCSS with COVID deliveries.

Pool

The Facility was open 6 days a week – Tuesday to Sunday for November, with private lessons are being offered on Tuesdays. Public, Family, Aquafit, Gentle Aquafit, Lane Swim, and Rentals are offered. There are COVID-19 restrictions on capacity in place. School rentals continue (joint use hours and a couple of paid rentals), but have discontinued with the Public Health Order.

FCSS

Family Community Support Services continue with our COVID-19 Assistance Line where we assisted nine clients with grocery, mail, and food bank pick-ups. Our Snow Angel program has been very successful; we are currently assisting 14 seniors or people with mobility issues by clearing their driveways and walkways.

We hosted a Teen Night cake-decorating contest and had 17 youth attend. Independent Grocers donated all the cakes. We also held a PD Day Camp on Nov. 20 and had 18 youth registered.

We held a babysitting course on Nov. 21 and 28 and had 18 youth attend. This course was subsidized by FCSS and ran out of Stecyk Safety.

All staff are working on completing their Basic Emergency Management, ICS 100 and ICS 200.

Tourism/Museum

Our Museum and Tourism staff has been busy getting the Museum ready for Merry Madness, we opened up to the public for shopping the week of Nov. 23 to 27. We had 41 visitors and made \$1,382.99 in sales. We are now open for “shopping appointments” until Christmas. We hosted an Art Attack where five people attended and we gave out eight “at home” craft kits.

Due to COVID, we are unable to host our annual “Christmas Open House”. Instead, we are planning a Light up the Night Contest on Dec. 17; we currently have 14 homes registered. On Dec. 18, we are hosting a community Christmas Cruise night; we will create a map that highlights the winning homes as well as there will be stop around town where you can pick up Christmas treats.

Protective Services

Community Policing

High Level Peace Officers conducted 36 investigations and received 21 calls for service to the dispatch service in November.

There were nine arrests and two illegal alcohol and cannabis seizures.

Peace Officers conducted 22 traffic safety investigations with charges being laid in seven occurrences and arrests being made in two of them.

Peace Officers participated in two community-based Remembrance Day events.

Emergency Response

No deployments or activations locally.

Worked on Regional EM Hazard Assessment with DTFN to finalize report. Accepted by committee and sent to Working Group. Started plan for phase 3

Fire Department

23 calls in November

Calls of note:

- Structure Fire in Chateh
- Four Motor Vehicle Collisions

Training began on vehicle rescue techniques. This is a six-week program.

The WUI Team worked on FireSmart Activities during November. Sixty piles have been burnt so far in the Community Park area.

Assisted with Remembrance Day Ceremony organization.

Executive Summary

Alberta Municipal Health and Safety Association

Standard: Partnerships 2018 - DOCUMENTATION ONLY Version
Tool Version: 1.01.06

Audit Type: COR Maintenance - DOCUMENTATION ONLY

Organization: Town of High Level

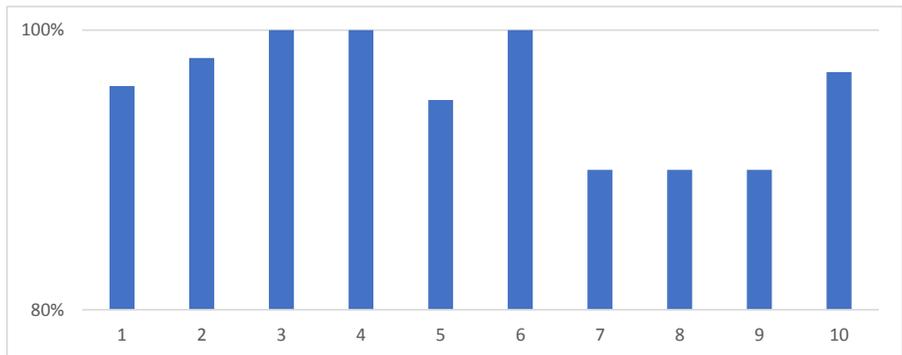
WCB Account: 948577
Industry Code: 95101 (Towns)

Employees: 57
Interviewed:
Total Sites: 8
Sites Visited:

Lead Auditor: Mark MacLean
Email: mmaclean@highlevel.ca

Start Date: November 9, 2020
End Date: November 13, 2020
Submitted: November 16, 2020

Element 1	24/25 (96%)
Element 2	93/95 (98%)
Element 3	65/65 (100%)
Element 4	45/45 (100%)
Element 5	38/40 (95%)
Element 6	40/40 (100%)
Element 7	36/40 (90%)
Element 8	36/40 (90%)
Element 9	45/50 (90%)
Element 10	29/30 (97%)
Overall	451/470 (96%)



Pass - Audit meets scoring requirements.

Contact Information

Organization: [Town of High Level](#)
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Province: [Alberta](#)
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Lead Auditor: [Mark MacLean](#)
Certification: [17-103](#)
Organization: [Town of High Level](#)
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Lead Auditor Code of Ethics and Participation

Yes, I have read, understood, and agree to abide by the Code of Ethics and Disclaimer Statement.

Yes, I have participated in all aspects of the audit.

Audit Team: [No team auditors.](#)

CP: [Alberta Municipal Health and Safety Association](#)
Contact: [Shannon Thomas](#)
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Executive Summary

Note: Due to differences in scoring calculation, percentages noted in text may not be reflected in the final score.

Employer Profile / Type of *The Town of High Level is a municipal Government governing a population of approximately 4000 citizens.*

Element 1 Management Leadership and Organizational Commitment 24/25 (96%)

Management commitment and leadership is the essential foundation for a successful occupational health and safety management system (OHSMS). Management and employees working cooperatively together is required for a health and safety system to succeed.

1.01 *(Strength) KEY STRENGTH - Having a comprehensive health and safety policy is arguably the first and most important corner stone in any health and safety management system. This policy ensures that the expectatcions from all involved is well presented, documented and enforced. A strong health and safety policy is the framework for which all other components of an effective health and safety management system can be built and the Town's health and safety policy is just that. It is the corner stone of an established, and effective health and management system.*

1.12 *(SFI) SFI - Management needs to be aware of the health and safety issues within their respective departments. One way of ensuring their awareness is through attendance and participation in regular health and safety meetings. This allows them to hear any concerns that their respective staff may have, learn about what issues they have dealt with, inspections findings, training they would like to have etc. Although this specific criterion did not score badly by any means, it is important to note that the management team should be leaders in health and safety, and by making regular appearances at health and safety meetings is one way to establish this.*

Comment *None entered.*

Element 2 Hazard Assessment 93/95 (98%)

A formal hazard assessment takes a close look at the overall operations of an organization to identify hazards, measure risk (to help prioritize hazards), and develop, implement and monitor related controls. Worker jobs or types of work are broken down into separate tasks. Formal hazard assessments are detailed, can involve many people, and will require time to complete.

A site-specific hazard assessment (also called field-level) is performed before work starts at a site and at a site where conditions change or when non-routine work is added. This flags hazards identified at the location (e.g., overhead powerlines, poor lighting, wet surfaces, extreme temperatures, the presence of wildlife), or introduced by a change at the work site (e.g., scaffolding, unfamiliar chemicals, introduction of new equipment). Any hazards identified are to be eliminated or controlled right away, before work begins or continues.

2.01 *(SFI) SFI - It is important for an organization to compile a comprehensive list of job tasks as it provides the frame work for assessing the hazards associated with that job. It is only once the hazards are known can an organization begin to assign the proper mitigating controls to control the negative effects esposure to the hazards can bring. This criterion did not score bad by any means, infact it was quite well done, however due to the inportance of ensuring that jobs have have been inventoried for hazard assessment and control is a critical component that cannot be overlooked and one which warrants an organizations full attention. The Town currently has a very good hazard assessment program, one that will inevitably rectify this suggestion for improvement.*

2.03 *(Strength) KEY STRENGTH - It is the right of every employee to know what hazards they may or will be exposed to during their course of work. Only when employees know what the hazards are can they be fully and properly be prepared for the job at hand, as it allows them to ensure that the controls that have been set in place are applicable and relevant to their task. Employees can use this information to relay back to management if there should be additional measures in place to help protect them from the noted exposure. The Town of High Level does a remarkable job in identifying and educating their employees on the hazards that their employees can expect to encounter.*

Comment *None entered.*

Element 3 **Hazard Control 65/65 (100%)**

If an identified hazard cannot be eliminated, controls are implemented to reduce the risk of the hazard. Implementation of hazard controls will result in the reduction of incidents. Three methods of control are: Engineering (i.e., elimination, substitution, guards, ventilation, sound barriers, etc.); Administrative (i.e., safe work practices, job procedures, job rotation, training, etc.); Personal Protective Equipment (i.e., eye protection, hearing protection, gloves, fire retardant coveralls, etc.).

3.01 *(Strength) KEY STRENGTH - Not only is it an employees right to know about hazards and their effects, but it is also their right to know what controls have been established to control these effects. Only when an employee is made aware of the hazards, and the associated controls can they fully benefit from the job hazard assessments. The Town has a near exhaustive list of controls associated with a multitude of hazards, and has done an incredible job with respect to job hazard assessments, and ensuring the employees rights are being met.*

3.17 *(SFI) SFI - Although this entire Element scored remarkeably well, one consideration would be to include a review session on what exactly constitutes harassment, and the varrying types of harassment. This would enable employees to better acknowledge and differentiate between harassment types, and allow them take the appropriate actions. The Town could easily achieve this through an all staff review where harassment is discussed, or through third party consultation/presentation.*

Comment *None entered.*

Element 4 **Joint Work Site Health and Safety Committees and Health and Safety Representatives 45/45 (100%)**

Joint Work Site Health and Safety Committees are a key element of the internal responsibility system. It brings work site parties together to work on topics such as hazard identification and control, investigation of health and safety incidents, and responding to reports of dangerous work. If the employer has 1-4 employees as determined through the audit scope, this element may be marked not applicable.

4.01 *(Strength) KEY STRENGTH - Having a comprehensive and working terms of reference is a key factor in any successful committee, as it sets out the expectations, rules and procedures that are to be followed. A review of these terms would allow anyone coming into that committee to be fully aware of what the committee does, how it does it, and when. This in turn promotes a highly productive and effective committee. The terms of reference for the Town's Joint Workplace Health and Safety Committee is a prime example of an effective terms of reference - one that could very well be a bench mark for other organizations to follow.*

4.06 *(SFI) SFI - Just as constant/continual training is important for the professional development of any employee, so to is training for Committee members. Training helps ensure and promote competencies. Although the Town's Committee members have all received training as noted, training should not stop there. The Committee should continue to seek training on any subject relevant to their role as a Joint Workplace Health and Safety Committee member. This is strictly a recommendation as this criteria did recieve full marks, but the validity of the SFI remains.*

Comment *None entered.*

Element 5 **Qualifications, Orientation, and Training 38/40 (95%)**

Qualifications, orientations, and training are essential to ensure employees perform their job tasks in a safe and healthy manner. An employer is responsible to ensure the employee is competent.

5.02 *(Strength) KEY STRENGTH - Ensuring employees know their legislated rights, and pertinent critical information such as emergency response plans, job hazard assessments, incident reporting etc. before they begin the job they were for is the most important step in the onboarding process. Timely education promotes a working knowledge of the rules, processes and procedures at the beginning of an employee's employment and provides them with the ability to work in a significantly safer and effective manner as they do not have to figure things out as they go. Early education arguably equals lesser incidents, higher potential for the reporting of incidents, near miss, hazards, and an overall positive contribution to a healthy health and safety culture. The Town of High Level executes this early education admirably through their general health and safety orientation.*

5.04 *(SFI) SFI - Supervisors/managers and the senior management team have specific duties under the Town's health and safety management system and Alberta Occupational Health and Safety Act, Regulation and Code. It is imperative that they receive the proper training to ensure they can proficiently execute those responsibilities to ensure the well being of their employees, public, and any contractors working in their facilities. The management team needs to ensure those under them (as identified in the Organizational chart) are receiving and completing their training.*

Comment *None entered.*

Element 6 Other Parties at or in the Vicinity of the Work Site 40/40 (100%)

Other employers, and/or self-employed persons, visitors, and external worksite parties must be included in the employer's health and safety management system.

6.02 *(SFI) SFI - It is important to ensure that contractors conducting work for the Town have an established health and safety management system, highlighting the information noted above to make sure that not only Town employees and public are not negatively affected by the contractors work (injuries, damage etc.), but that the contractor employees are safe as well. Although we have the noted information as a requirement in many contract templates, it would be beneficial to include these items on a checklist to ensure that they are not overlooked during contractor selection and beginning of work. This checklist could easily be incorporated into the Town's Administrative Directive 23-07 Contractor or Contracted Services Responsibilities. This would significantly improve an established contractor safety management system.*

6.04 *(Strength) KEY STRENGTH - Not only is imperative for employees to know and understand emergency response plans for their respective facilities, it is equally important for members of the public to know as well. This will allow those visiting the facilities an awareness of where to go and what to do in an emergency, which in turn can help ensure their safety and well being as well as the employees that are working in that facility. The Town has an effective sign in procedure for visitors that require them to receive an orientation from an employee that highlights the location of emergency equipment, emergency exit and muster points. Further evidence of a healthy health and safety management system.*

Comment *None entered.*

Element 7 Inspections 36/40 (90%)

The formal inspection process can proactively identify new potential hazards, as well as confirm the effectiveness of controls already in place.

7.02 *(Strength) KEY STRENGTH - Checklists are an invaluable tool for inspections as it lists all the critical items that need to be inspected. A comprehensive list ensures that nothing is missed, and allows for the identification of deficiencies noted during an inspection. Knowledge of what is and what is not working allows the respective management team the opportunity to analyze and rectify deficiencies, leading to a significantly safer work site. Through the incorporation of facility specific checklists, the Town has an effective system for ensuring its facilities are continually and consistently being evaluated to keep the health and safety of its employees, contractors and public is upheld.*

7.03 *(SFI) SFI: Having key personnel, such as supervisors, managers and the senior management team, properly trained in the process and procedures associated with formal workplace inspections is crucial on several levels. First, it ensures that employees conducting inspections know what to look for, how to look for it, and what to do when deficiencies are noted. Second, it ensures that inspections conducted on facilities are done so by trained personnel and that there are little to no oversights in issues that may cause harm to employees, contractors, or the general public, as well as prevent damage to town assets such as vehicles, equipment and facilities. By ensuring that all levels of employees who are responsible to conduct inspections the Town of High Level can promote a significantly safer work site.*

7.04 *(SFI) SFI: Managers, supervisors, and the senior management team need to be aware of any current or potential hazards associated with their respective facilities in order to ensure the well being off all who work or visit thses facilities. One way to achieve this is through physical participation in facility inspections. This allows the management team to see first hand any issues with equipment, training, and the facility itself. Only when the management team know about an issue can they properly address it, and have it resolved to prevent injury, illness, damage etc. Ensuring the management team participates in inspections is a process that needs to be monitored for adherence through the upper echelons of the organization.*

Comment *None entered.*

Element 8 **Emergency Response 36/40 (90%)**

An emergency response plan helps ensure appropriate and efficient actions will take place in the event of an emergency or disaster.

8.01 *(Strength) KEY STRENGTH - By establishing emergency response plans an organization can help prepare employees to respond to specific emergencies in a prompt, safe and effective manner. This helps ensure that not only are Town assets at a benefit for protection, so are it's employees, contractors and the general public. It has been proven that effective emergency response plans save infrastructure, and more importantly lives. The Town has achieved this through a significant emergency response review and creation of practices to ensure the safety of all of those involved.*

8.05 *(SFI) SFI: It is important that facilities have in place specialized plans to help deal with emergencies that may arise in their resepective work to keep employees, and where applicable contractors and the public safe. However these plans are of no use unless they are systematically tested. Testing allows for the identification of holes or deficiencies in the response plans, that, once discovered can be corrected which further strengthens the plan and increases the safety of those involved. Testing also ensures that employees know what to do in an emergency, and are not left to figure out what to, where to go, or who to inform, which consumes very valuable time. If a plan has been tested, and employees have been drilled, the response during an actual emergency should be executed promptly, safely, and quite possibly save lives as well as Town assets. Scheduling of drills across the vaious facilities within the organization would be a significant help to ensure that employees are aware of what to do in an emergency situation.*

Comment *None entered.*

Element 9 **Incident Investigation 45/50 (90%)**

Investigations determine the cause(s) of an incident, and the corrective action(s) required to prevent a recurrence.

9.03 *(Strength) KEY STRENGTH - When employees report incidents, hazards, close calls, right to refuse etc., it not only shows that there is a healthy health and safety culture, but it provides the management team an oportunity to learn from the incident. This learning leads to corrective actions (when practicable) that will help prevent the incident from reoccurring, with the possibility of a more serious outcome. Only when we know better, can we do better. Town employees show a tremendous effort and responisibility for reporting incidents, which in turn are leading to a safer, healthier workplace.*

9.06 *(SFI) SFI: Ensuring that employees responsible for investigating incidents have the proper training is critical! Only through proper education/training can employees effectively investigate incidents to determine what happened, why it happened, and more importantly how to prevent the incident from reoccurring! If those responsible for investigating incidents can not determine cause, they can not assign proper corrective actions, and the incident is likely to repeat itself, with the possibility of more serious and catastrophic results. Ensuring employees have the proper training for incident investigation is one that can be easily obtained through a variety of avenues - many of which can be done in relatively short order, and at little financial impact to the organization.*

Comment *None entered.*

Element 10 **System Administration 29/30 (97%)**

System administration provides an evaluation of the overall effectiveness of the occupational health and safety management system (OHSMS).

10.07 *(Strength) KEY STRENGTH - It is important to have a health and safety management system audited to help identify areas in which an organization can improve. However this means little unless a plan to rectify the issues noted has been created and implented. Improvements will almost always ensure an increase in the health and safety of the organization as a whole. The Town continually addresses this through it's creation and implementation of an audit action plan.*

10.08 *(SFI) SFI - Although the Town is diligent in drafting audit action plans, it is imperative that these plans are completed in their entirty to ensure that noted issues identified are being corrected. Only when the issues are corrected can any actual benefit to the health and safety of employees, contractors and public be acheived. Ensuring completion of the action plan should be monitored through the Joint Workplace Health and Safety Committee and/or the CAO of the organization.*

Comment *None entered.*

Conclusion *The Town of High Level has continually shown signs of improvement in their health and safety management system, and this year is no exception! Once again I am pleased to announce that the Town has successfully passed their internal COR maintenance audit. Not only has the Town passed, but with a significant improvement from their last two audits. This is a true indication of not only an effective health and safety management system, but of a thriving health and safety culture.*
Despite having several key suggestions for improvement, the Town has a remarkable program, one which is embraced by all levels of employees, and I am more than confident that these suggestion for improvements will taken seriously and every step to incorporate them into an already established effective health and management system.
I would like to thank the Town for once again allowing me the privelage to conduct their audit, and again, CONGRATULATIONS! Your dedication to health and safety is well observed.