



GOVERNANCE COMMITTEE MEETING AGENDA

Date: Thursday, July 17, 2025
Time: 9:00 AM
Location: Council Chambers
262075 Rocky View Point
Rocky View County, AB T4A 0X2

	Pages
A. CALL MEETING TO ORDER	
B. UPDATES/APPROVAL OF AGENDA	
C. APPROVAL OF MINUTES	
1. June 10, 2025 Governance Committee Meeting Minutes	2
D. GENERAL BUSINESS	
1. People Strategy Update	5
2. Exploring Waste and Wildlife Solutions in Bragg Creek	9
E. COUNCILLOR UPDATES	
F. MANAGEMENT REPORTS	
G. FINANCIAL REPORTS	
H. CLOSED SESSION	
I. ADJOURN THE MEETING	



ROCKY VIEW COUNTY

GOVERNANCE COMMITTEE MEETING MINUTES

Tuesday, June 10, 2025
9:00 a.m.
Council Chambers
262075 Rocky View Point
Rocky View County, AB T4A 0X2

Present: Reeve C. Kissel
Deputy Reeve D. Kochan, Chair
Councillor G. Boehlke, Vice-Chair
Councillor K. Hanson
Councillor S. Samra (arrived at 9:03 a.m.)
Councillor A. Schule (participated virtually)
Councillor S. Wright (arrived at 9:03 a.m.)

Also Present: R. McCullough, Chief Administrative Officer
B. Riemann, Chief Operating Officer, Infrastructure Services
C. Warkentin, Executive Director, Financial & Business Services
D. Kazmierczak, Executive Director, Community Services
J. Sopko, Executive Director, Corporate Services
I. Agbonkhese, Manager, Finance Services
D. Marcial, A/Manager, Strategy & Performance
M. Mitton, Legislative Officer, Legislative Services
K. Wrzosek, Legislative Officer, Legislative Services

A Call Meeting to Order

The Chair called the meeting to order at 9:02 a.m.

Councillor Wright arrived to the meeting at 9:03 a.m.

Councillor Samra arrived to the meeting at 9:03 a.m.

B Updates/Approval of Agenda

MOVED by Councillor Boehlke that the June 10, 2025 Governance Committee meeting agenda be approved as presented.

Carried

C-1 May 13, 2025 Governance Committee Meeting Minutes

MOVED by Councillor Boehlke that the May 13, 2025 Governance Committee meeting minutes be approved as presented.

Carried



D-1 Q1 2025 Accountability Report

MOVED by Councillor Samra that the Governance Committee receive the Rocky View County Q1 2025 Accountability Report for information.

Carried

D-2 Fiscal Management Strategy – Key Financial Policies

MOVED by Reeve Kissel that the Committee recommend Council rescind Assessment Base Diversification Policy C-197.

Carried

MOVED by Reeve Kissel that the Committee recommend Council rescind Municipal Tax Ratio Policy C-223.

Carried

MOVED by Reeve Kissel that the Committee recommend Council approve the Assessment and Tax Policy C-710, with amendments recommended by the Governance Committee.

Carried

MOVED by Reeve Kissel that the Committee recommend Council approve the revised Procurement Policy C-203, with amendments recommended by the Governance Committee.

Carried

E Councillor Updates

Councillor Hanson provided the Governance Committee with an update on the FireSmart Community Grants and the Elbow Valley Community Clean Up Day.

F-1 Resolution Tracker

The June 10, 2025 resolution tracker was provided to the Governance Committee for information.

H-1 RVCGC2025-02 - Strategic Utility Discussion

MOVED by Councillor Hanson that the Governance Committee move into closed session to consider the confidential item "Strategic Utility Discussion" pursuant to the following sections of the *Freedom of Information and Protection of Privacy Act*:

- Section 24 – Advice from officials
- Section 27 – Privileged Information

Carried



The Governance Committee held the closed session for item H-1 with the following additional people in attendance:

Rocky View County: R. McCullough, Chief Administrative Officer
 B. Riemann, Chief Operating Officer, Infrastructure Services
 C. Warkentin, Executive Director, Financial & Business Services
 D. Kazmierczak, Executive Director, Community Services
 J. Sopko, Executive Director, Corporate Services

MOVED by Councillor Hanson that the Governance Committee move into open session at 10:46 p.m.

Carried

MOVED by Councillor Hanson that the Governance Committee directs Administration to prepare bylaw amendments to establish Rocky View County, and subsequently Aqueduct, as the exclusive provider of utility services within Rocky View County.

Carried

MOVED by Councillor Hanson that the Governance Committee directs Administration to bring forward an appropriate budget adjustment that will procure an external consultant to explore and evaluate strategic opportunities for the development of a business plan within Rocky View County's utility sector. This includes the potential for:

- Strategic partnerships or joint ventures with private providers, neighbouring municipalities, or irrigation districts;
- Private investment in Aqueduct to expand service capacity; and
- Regional servicing arrangements that leverage Rocky View County-owned infrastructure and expertise.

Carried

I Adjourn the Meeting

MOVED by Councillor Samra that the June 10, 2025 Governance Committee meeting be adjourned at 10:55 a.m.

Carried

Chair or Vice-Chair

Chief Administrative Officer or designate



Governance Committee

Subject:	People Strategy Update
Date:	July 17, 2025
Presenter:	Jesse Sopko, Executive Director, Corporate Services
Department:	People & Culture

REPORT SUMMARY

Rocky View County has adopted a People Strategy for County employees with a focus on:

1. Collaboration
2. Leadership Development
3. Performance Culture
4. Progressive Workplace

This report provides an update on the People Strategy implementation including progress to date on the following five priority People Strategy initiatives:

1. Leadership Development Program (Pilot)
2. Anytime Feedback Program
3. Workplace Culture Advisory Committee
4. Employee Engagement Survey
5. Wellness, Flexibility, and Remote Work Practices Review

ADMINISTRATION'S RECOMMENDATION

THAT the Governance Committee receives the People Strategy Update as information.

BACKGROUND

At the July 26, 2022 Council meeting, Council approved funding for an Organizational Excellence study, with the intention to improve employee satisfaction and engagement to attract, develop, retain, and inspire the workforce. Administration retained MNP Inc. to develop a strategy based on industry research and best practice, guided by Rocky View County's unique workplace context. The objective of the project was to ensure a positive employee experience, improved employee engagement and retention, and increased organizational effectiveness.

Following an update from Administration at the June 25, 2024 Council meeting, Council directed Administration to continue work on the strategic objectives of the People Strategy and bring a report back to Council with outcomes of delivered initiatives and a strategic priority status update in Q4 of 2024. In December 2024, Administration advised Council that additional time would be required to bring the update forward.

People Strategy Update

In recent months, Administration has achieved significant progress in the following areas:

1. May 2025 – Administered a confidential third-party employee engagement survey. Results have been received, and action plans will be developed throughout 2025.
2. June 2025 – Formed an employee Workplace Culture Advisory Committee, aimed at providing recommendations to improve workplace culture at the County. The first meeting of the Committee took place on June 23, 2025.
3. Ongoing – Continued work on various People Strategy initiatives, including the Leadership Development Program (Pilot), Anytime Feedback Program, and a review of wellness, flexibility, and remote work practices.

DISCUSSION

Leadership Development Program (Pilot)

The purpose of this program is to build leadership competency in the organization through continuous self-reflection, learning, and connection. This pilot program, consisting of 18 current and aspiring leaders, is the first step in building a program that:

- Promotes consistent and effective leadership across departments;
- Offers meaningful development for current and aspiring leaders;
- Fosters a culture of performance feedback, collaboration, and growth; and
- Supports succession planning by preparing future leaders.

The program consists of four phases throughout the year (by quarter), where leaders participate in learning activities and group sessions, focusing on personal, team, employee, and organizational development. A program evaluation will be conducted to make improvements to the program for future years.

Anytime Feedback Program

This program provides a collaborative channel for employee input and includes a commitment to review, consider, and respond to employee feedback submissions. From December 2024 to June 2025, over 60 submissions were received, including ideas, suggestions, and feedback in several areas. As a sample, some submissions include suggestions related to enhancing the work environment, which was later addressed through the installation of additional signage in the reception area at County Hall, benefiting visiting members of the public, as well as employees in directing visitors.

Suggestions that can be actioned with minimal cost or time can be resolved quickly, while those that may include funding, significant time, or a policy change are logged and will be considered by the Executive Leadership Team in regular intervals throughout the year.

Workplace Culture Advisory Committee

The purpose of the Workplace Culture Advisory Committee is to represent the voice of Rocky View County employees in positively shaping and continuously improving workplace culture programs, strategies, policies, and initiatives. The Committee is comprised of employees from all departments, who meet at least quarterly.

Recommendations will be provided by the Committee to the Executive Leadership Team, Management Leadership Team, People & Culture department, and other stakeholders for consideration on an as-needed basis. The Committee has held one meeting to date and will be meeting regularly starting in September 2025.

Employee Engagement Survey

Employee engagement can be defined as a strong emotional and intellectual connection that employees have for their job, co-workers, manager, senior leaders and the organization, which inspires and motivates them to go above and beyond in their work.

Rocky View County's 2023-2027 Strategic Plan includes reference to employee engagement as an input to overall customer experience, and targets 65% of employees having a moderate or high level of engagement by 2027. While more detail is provided below, the 2025 employee engagement survey indicates that this outcome has been achieved. As it relates to survey questions that measure employee perceptions of overall engagement:

- 66% responded favourably;
- 23% responded neutrally; and
- 11% responded unfavourably.

To encourage employee participation and ensure confidentiality, Administration retained a third-party provider, TalentMap, to administer an employee engagement survey. All permanent, temporary, casual, and paid-per-call employees were invited to participate, with over 300 employees responding to the survey. In addition to obtaining responses from County employees, the vendor is also able to benchmark against over 60 municipalities (predominantly Canadian) over a three-year rolling average.

Key findings from the survey include:

- Survey participation was 1% higher than the benchmark.
- Rocky View County employee overall engagement is 1% lower than the benchmark.
- The strongest drivers of organizational engagement (areas where even small efforts can help to drive significant improvement) include:
 - Employee growth and development
 - Perceptions of organizational culture
 - Perceptions of senior leadership
- Rocky View County's strengths include:
 - Offering benefits and services that address employee mental health (10% higher than the benchmark)
 - Access to continuous opportunities to learn and grow professionally (13% higher than the benchmark)
- Areas of opportunity include:
 - Assisting employees in seeing a clear link between their work and the organization's long-term objectives (14% lower than the benchmark)
 - Improving perceptions of senior leadership (12% lower than benchmark)
 - Continuing to build a culture where employees feel it is safe to speak up (13% lower than benchmark)

Organizational results were shared with all employees at town halls held on June 26. Next steps include action planning by senior leadership, department managers, and the Workplace Culture Advisory Committee. While the survey is to be considered what TalentMap refers to as a "scouting report" (i.e.; intended to reflect point-in-time snapshot data) and not a "report card", which would be a more all-encompassing review of performance over a period, Administration is committed to reflecting on employee comments, making changes where needed, and undertaking regular surveys in the future to continue to measure changes in employee engagement over time.

People Strategy Update

Wellness, Flexibility & Remote Work Practices Review

The current Remote Work Policy was formalized in the Fall of 2024. Key changes at that time included establishing a maximum number of remote workdays per week and the addition of a 30-day application waiting period for new employees. These changes considered feedback from the 2023 culture assessment, a 2023 wellness and flexibility survey, and a 2024 survey of managers regarding operational considerations. Those feedback inputs also reflected that remote work is highly valued by eligible County employees for its flexibility and effectiveness.

The Executive Leadership Team committed to reviewing the existing Remote Work Policy and will do so in the coming months in the context of employee input from the employee engagement survey and other sources. All decisions regarding employee flexibility and remote work will be undertaken in consideration of customer service, corporate culture, and overall organizational effectiveness.

ALTERNATE DIRECTION

Administration does not have an alternate direction for the Governance Committee's consideration.

ATTACHMENTS

There are no attachments.



Governance Committee

Subject:	Exploring Waste and Wildlife Solutions in Bragg Creek
Date:	July 17, 2025
Presenter:	Mason Austen, Manager
Department:	Utility Services

REPORT SUMMARY

The purpose of this report is to provide the *Exploring Waste and Wildlife Solutions in Bragg Creek* public engagement results. Administration conducted public engagement in Bragg Creek from April 9 to May 14, 2025, to better understand human-wildlife interactions, gather residents' views, and explore solutions. Resident feedback and key findings are provided in Attachment A. Residents shared support for the following options:

- A Garbage Bylaw: 59%
- Increased information campaigns: 51%
- A Wildlife Attractant Bylaw: 36%
- Program changes (i.e. bear-proof communal bins or expanded compost programs): 30%

The next steps will include implementing a large communication campaign consisting of public education and signage within the next 3 months, and potentially new program changes like bear-proof communal bins over the next 9 months. Administration will continue to engage with the Bragg Creek community prior to the next bear season to evaluate the success of the communication campaign and further assess the need for additional garbage or wildlife attractant bylaws. Creating a new bylaw is estimated to take 12-18 months.

ADMINISTRATION'S RECOMMENDATION

THAT the Governance Committee receives the *Exploring Waste and Wildlife Solutions in Bragg Creek* report for information.

BACKGROUND

At the July 17, 2024 Public Presentation Committee (PPC) meeting, the Bragg Creek Wild group presented on the need for a garbage bylaw to minimize human-wildlife interactions and conflicts, as well as to protect the safety of the public and help the wildlife population thrive in the wild. This matter was recommended to Council.

At the September 10, 2024, Council meeting, Council directed Administration to further explore this topic.
MOVED by Councillor Hanson that the Public Presentation Committee recommends to Council that Administration be directed to explore the potential for a garbage bylaw as discussed during the Bragg Creek Wild Presentation at the July 17, 2024 Public Presentation Committee Meeting.

At the March 11, 2025, Governance Committee meeting, Administration provided an update that public engagement will be conducted in the Bragg Creek area. The engagement process included an online survey and two in-person events, which were conducted from April 9 to May 14, 2025.

DISCUSSION

Administration has met with the Bragg Creek Wild group regularly since September 2024 to understand their perspective on the issue and work collaboratively on a solution. Administration has also met with numerous Municipalities, Alberta Fish and Wildlife, Alberta BearSmart, and neighbouring BearSmart communities to better understand the issue as a whole, which is adverse human-wildlife interactions.

While reviewing existing municipal bylaws, garbage is a factor in avoiding negative human-wildlife interactions, but there is a larger list of wildlife attractants that are often included. These include bird feeders, fruit bearing trees or shrubs, barbecues, proper pet food storage, and feeding wildlife. Public engagement feedback shows people feeding wildlife (84%), garbage bins (78%), and bird feeders (64%) are the main wildlife attractants in the Bragg Creek community.

It is important to note that 73% of respondents rarely (annually) encounter bears, with 12% reporting no bear sightings. Additionally, 92% of respondents properly store their garbage indoors or in wildlife-proof bins, and 81% believe they have the appropriate information to coexist with wildlife.

The County is investigating all options to reduce wildlife attractants in the Bragg Creek area. Possible solutions include increased information campaigns to help educate residents on best BearSmart practices, as well as creating a new garbage or wildlife attractants bylaw. Another option is to implement program changes, such as bear-proof communal bins for garbage and compost.

Over the next 3 months, Administration will work on implementing a large communication campaign, which will include public education and signage on best BearSmart practices. These public education campaigns will also be targeted at both tourists and new residents. New program changes, such as the potential for bear-proof communal bins and expanded composting programs, will also be considered over the next 9 months. Additionally, Administration will continue to engage with the Bragg Creek community prior to the next bear season, which will help further evaluate the need for additional garbage or wildlife attractant bylaws as creating a new bylaw is estimated to take 12-18 months.

ALTERNATE DIRECTION

Alternate Direction 1

THAT the Governance Committee direct Administration to bring forward a draft Wildlife Attractant Bylaw for consideration of first reading.

ATTACHMENTS

Attachment A: What We Heard Report: Exploring Waste and Wildlife Solutions in Bragg Creek
Attachment B: Presentation



WHAT WE HEARD REPORT

Exploring Waste and Wildlife Solutions in Bragg Creek

June 2025

EXECUTIVE SUMMARY

In response to community concerns regarding wildlife attractants, such as unsecured garbage, Rocky View County conducted public engagement in the Bragg Creek area to better understand human-wildlife interactions, gather residents' views, and explore potential solutions. One option under consideration is a potential garbage bylaw.

The engagement process took place from April 9 to May 14, 2025, and included an online survey as well as two in-person events. The County received a total of 169 survey contributions and 308 comments. The engagement focused on several key topics:

- Frequency of animal sightings
- Wildlife attractants
- Possible solutions

SUMMARY OF FEEDBACK

When asked how the County could explore potential solutions, more than half of the respondents (51%) expressed support for increased information campaigns. Additionally, 30% favored program changes, which could include expanding composting services and introducing communal bins. Many residents advocated for a garbage bylaw, with 59% in favour, while 36% called for a more comprehensive bylaw that would also address wildlife attractants, such as fruit trees and bird feeders.

Additionally, most respondents said local residents are managing their garbage effectively, with 92% self-reporting they store their garbage in a secure bin or inside, and 81% of participants sharing they have the information required to understand how to coexist with wildlife.

When asked if there was an issue with unsecured garbage leading to wildlife encounters, the top concern (39%) was overflowing garbage in communal areas (such as commercial or tourist areas).

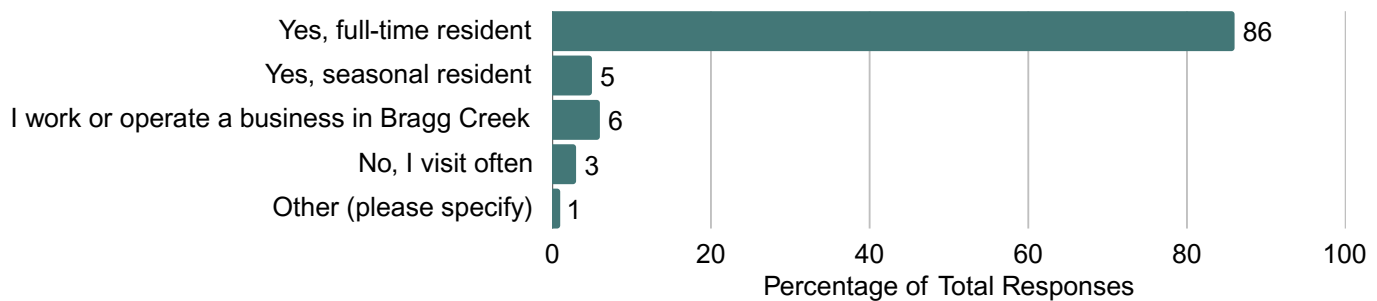
On what type of attractants lead to wildlife presence in the community, respondents identified people feeding wildlife as a primary concern (84%), as well as garbage bins (78%) and bird feeders (64%).

When asked what the County should know about wildlife interactions, almost a third of residents stressed the importance of educating new residents and tourists to teach them how to coexist with wildlife.

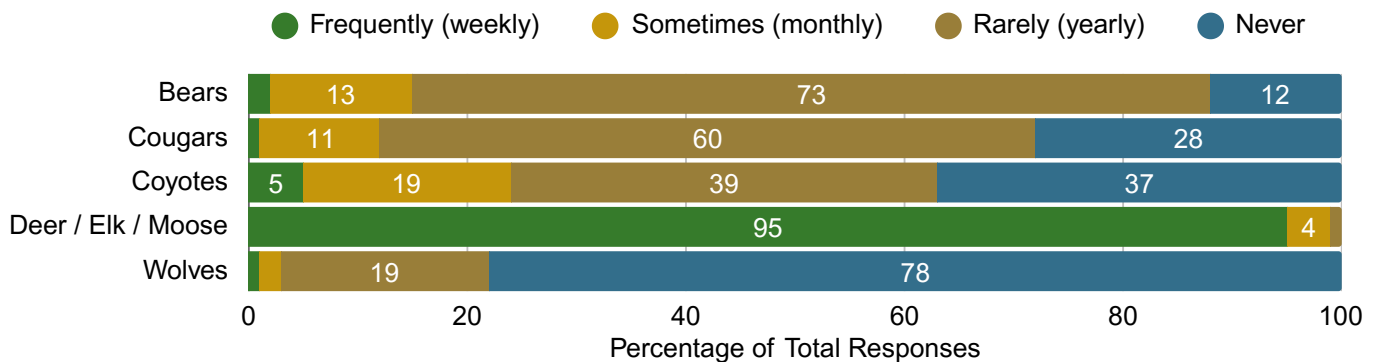
Bears are some of the least frequent animals seen, with 73% of respondents reporting rare (annual) sightings and 12% reporting they do not see bears. Deer, elk, and moose accounted for the majority of medium-to large animal sightings, with 95% of respondents reporting weekly interactions.

KEY FINDINGS:

Question 1: Do you live in the Greater Bragg Creek area? (Please select all that apply) (142 respondents)



Question 2: How frequently do you see the following animals around your house and / or business? (142 respondents)



Question 3: Is there anything you want the County to know or understand about wildlife interactions in your community? (89 respondents)

Resident Education & Garbage-Proofing

Participants (20%) spoke about the importance of storing garbage correctly as a resident. Some people also mentioned the need for bear-secure hamlet garbage, and concerns that communal bins can overflow.

Accountability

Participants (19%) stressed a need for accountability and respect for existing bylaws from both residents and tourists of Bragg Creek. They called for more enforcement and shared concerns around people feeding wildlife and littering.

Coexist

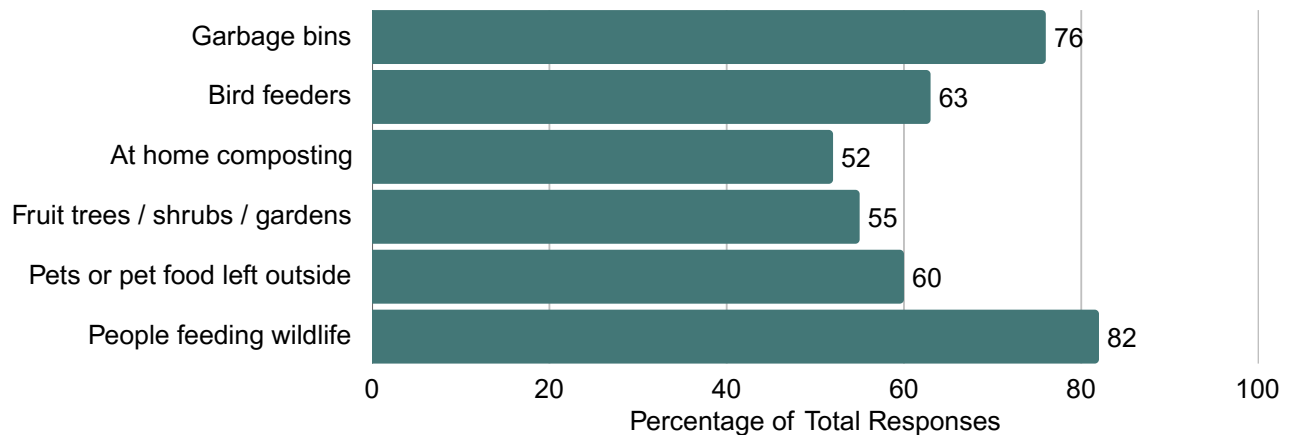
Respondents (17%) expressed a desire to coexist with wildlife and reduce interactions by changing their lifestyles to allow animals to live undisturbed.

KEY FINDINGS:

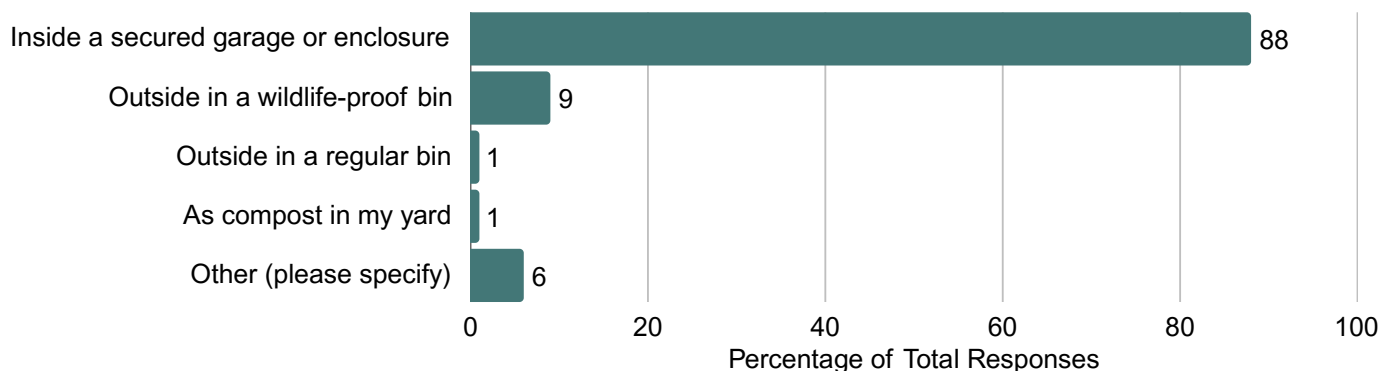
Question 4: Do you feel you have information you need to coexist with wildlife in the Greater Bragg Creek Area? (101 respondents)

A high number of respondents (81%) of respondents feel they have enough information to exist with wildlife. Some (12%) felt increased public education and awareness for people was needed, specifically newcomers and tourists.

Question 5: What types of attractants do you think contribute to wildlife presence in Bragg Creek? (Please select all that apply) (139 respondents)

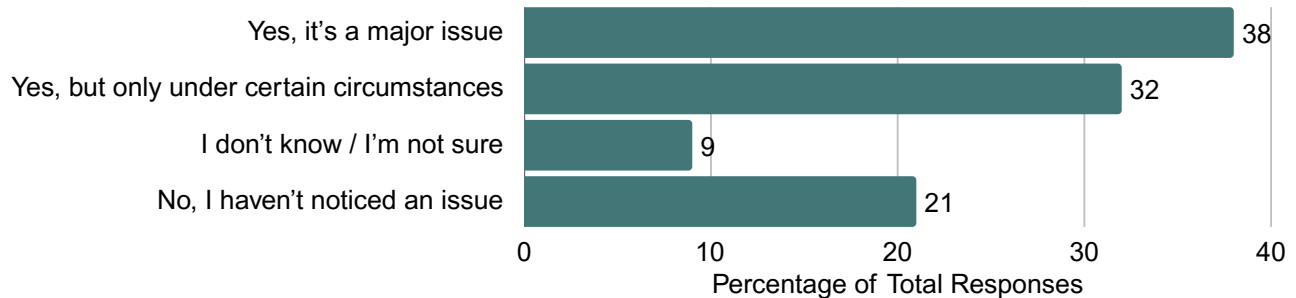


Question 6: How do you currently store your household waste? (Please select all that apply) (140 respondents)



KEY FINDINGS:

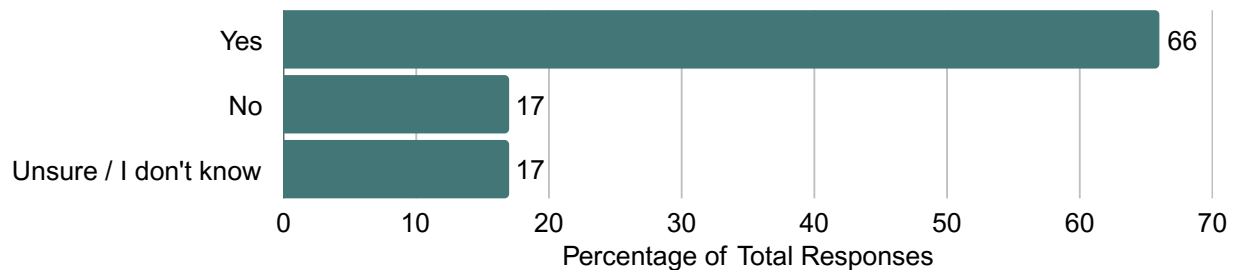
Question 7: Do you believe there is an issue with unsecured garbage leading to wildlife encounters in Bragg Creek? (140 respondents)



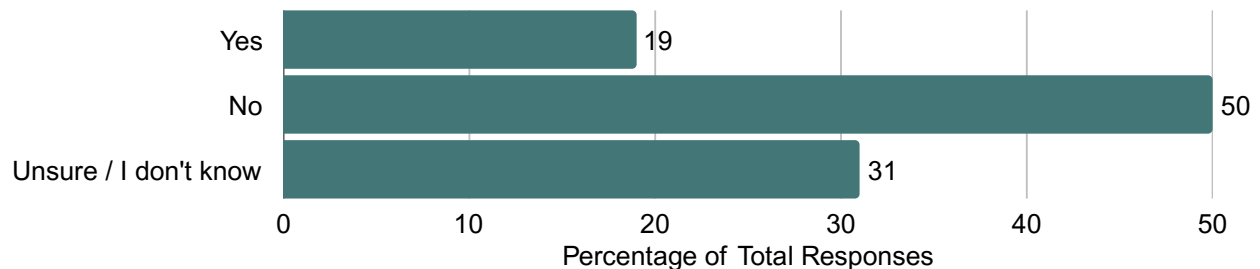
The circumstances participants mentioned were: (33 respondents)

- Overflowing and unsecured garbage within communal spaces in the hamlet (39%).
- Residents not respecting their role / responsibility (21%) or residents leaving garbage outside overnight (21%).
- New residents or tourists not having proper education on wildlife and wildlife attractants (18%).

Question 8: Some municipalities offer communal animal proof waste bins throughout the community. Is this an option you would like the County to explore? (142 respondents)

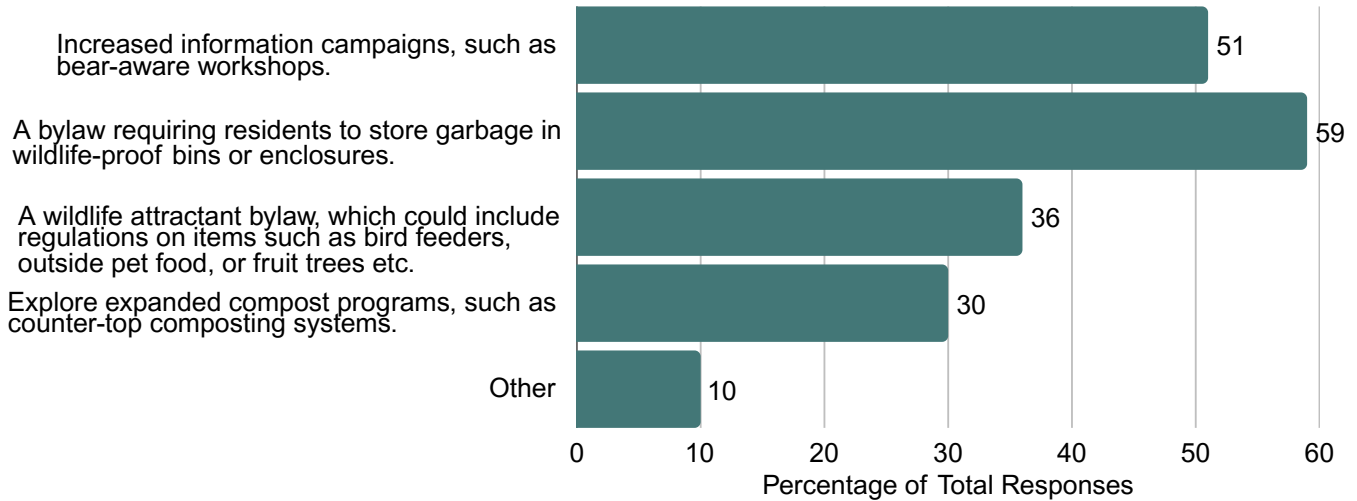


Question 9: Would you be willing to pay a service fee for a community collection service? (142 respondents)

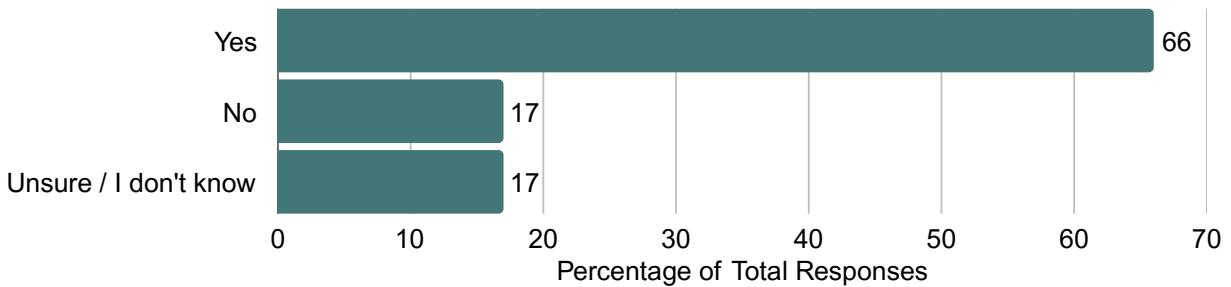


KEY FINDINGS:

Question 10: What other solutions do you think should be explored? (Please select all that apply) (138 respondents)



Question 11: Do you think the County should subsidize wildlife-proof bins? (71 respondents)



Question 12: What else would you like the County to know about wildlife interactions? (54 respondents)

Public Education & Awareness

Almost a third of respondents (31%) stressed the importance of educating new residents and tourists to teach them how to coexist with wildlife.

Enforcement

Some respondents (19%) stressed the need for enforcement of current bylaws, such as the littering bylaw, to deter people from continuing actions that attract wildlife.

KEY FINDINGS: ONLINE DISCUSSION FORUM

“What do you want the County to consider about a potential garbage bylaw or other solution to manage human-wildlife interactions in the Bragg Creek area?”

(31 comments)

Alternatives

68% of respondents suggested alternative solutions instead of implementing a garbage bylaw. These solutions included public education aimed at both tourists and new residents, as well as a focus on enforcing existing bylaws.

Garbage Bylaw

16% of respondents expressed support for a garbage bylaw, believing that a forest community like Bragg Creek needs such regulations to protect local wildlife and effectively cohabitate.





THANK YOU

Thank you to the community members who provided their feedback on waste and wildlife interactions in Bragg Creek. Your insights will help us create a solution around wildlife interactions moving forward.

Please check the project page at engage.rockyview.ca for further updates.

Exploring Waste and Wildlife Solutions in Bragg Creek

Governance Committee
July 17, 2025



Public Engagement



Better understand resident views on human-wildlife interactions in Bragg Creek



Online survey (12 questions)



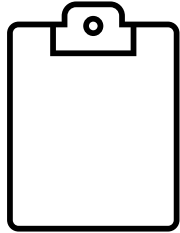
Two in-person events



April 9 – May 14, 2025

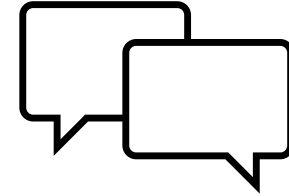


What We Heard



169 Survey Responses

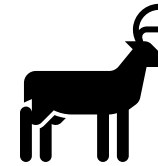
308 Comments



92% Store their garbage in a secure bin or inside

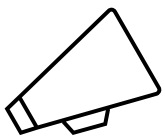


81% Have the information required to coexist with wildlife

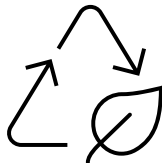


84% Think people feeding wildlife is a major attractant

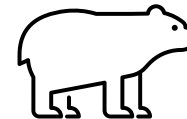
Possible Solutions



51% Supported increased information campaigns



30% Supported program changes



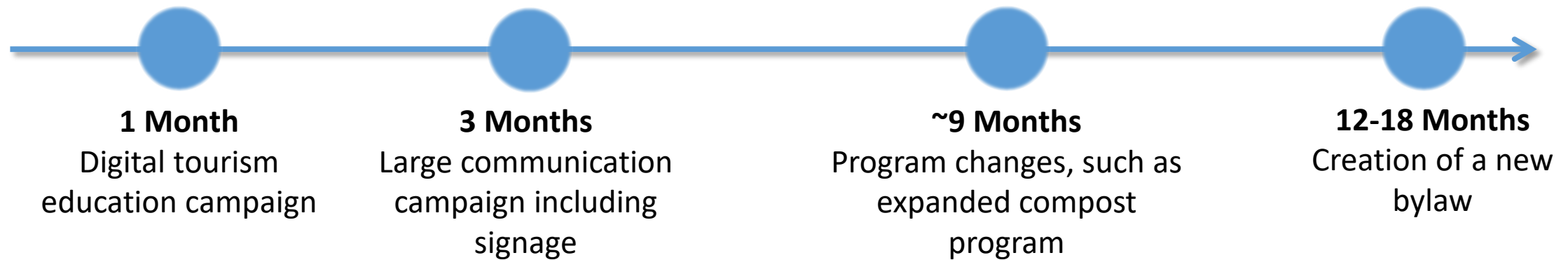
36% Supported a wildlife attractant bylaw



59% Supported a garbage bylaw



Next Steps



Estimated Timeline for Possible Solutions



Thank You

