



AGENDA

Meeting: August 24, 2020 6:30 p.m. – 8:00 p.m.
Virtual meeting: <https://call.lifesizecloud.com/4943298>

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1. **CALL TO ORDER - SPECIAL MEETING**
 2. **EXCUSED FROM MEETING**
 3. **ADOPTION OF AGENDA**
 4. **UNFINISHED BUSINESS**
 - 4.1 2019-2025 Strategic Plan Review
 5. **ADJOURNMENT**



OPEN DISCUSSION

Meeting: August 24, 2020

Agenda Item: 4.1

2020-2025 Strategic Plan Review

BACKGROUND:

The purpose of this meeting is to review the Town's strategic priorities to ensure they continue to meet the community's vision "to be the most attractive and affordable urban community under 2,500 in Alberta where industry leaders want to invest, where you tourists come for a new experience, and where people choose to live, work, and play."

Council may choose to amend priorities, reorder priorities, remove, or add priorities. In doing this, council may choose to survey the public to ensure they support the priorities directed by council under the plan.

The last formal review of the plan was completed in November 2019 where regionalization was removed as a priority and updated as regional partnerships.

In completing this process, council should be mindful of the upcoming municipal election. Any shifts in the priorities could impact future successes. For example, councillors may ask these questions:

- Do I plan to run in the next municipal election? Would I support the priorities we are working on today in 2021?
- How will the priorities we select today set future councils and the community up for success?
- If we change priorities, will they be supported by future councils and is the change an effective use of our time and resources?
- Do the changes align with provincial policies and objectives?
- Where do I see the Town in 5-years, 10-years, 15 years, and 25 years? How will our actions and priorities get us to this vision?
- What strategic priorities am I proud of?
- What matters most to the residents of the community?
- Am I happy with my involvement with the strategic priorities?
- Is anything not working?

Attachments:

1. 2019-2020 Strategic Plan

Prepared by: Amanda Davis, CAO

TOWN OF BASSANO STRATEGIC PLAN

"Our vision is to be the most attractive and affordable urban community under 2,500 in Alberta where industry leaders want to invest, where tourists come for a new experience, and where people choose to live, work and play."



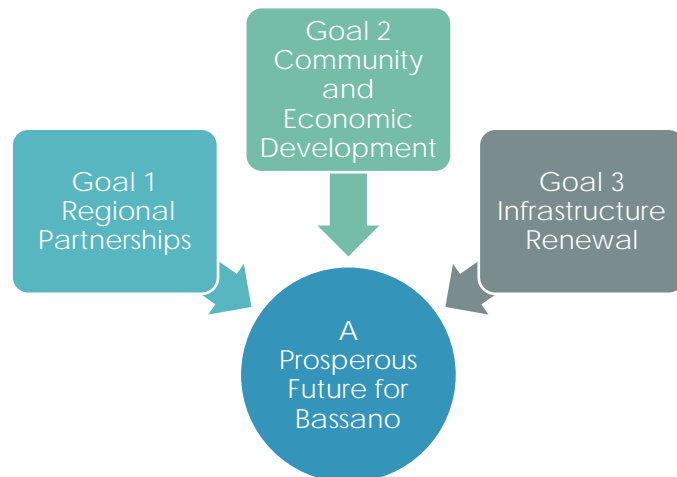
2019-2025

BACKGROUND

In 2018, the Town of Bassano’s Mayor and Council undertook a comprehensive strategic planning and visionary exercise. The purpose of the exercise was to identify where the elected body wanted to see the community in the future. It enabled them to develop a shared vision and to understand how the decisions they make influence the trajectory of the community.

A plan outline was presented at a town hall meeting in mid-November to which 70 residents attended or 6.0% of the population. Public engagement at the meeting confirmed town council’s vision and plan for Bassano. Attendees expressed their desire to see improved marketing and attractions along the TransCanada highway, the importance of beautification, the need to celebrate and recognize the successes of the community, with balanced infrastructure renewal projects.

Having heard the desires of the community and reflecting on the initial plan outline, the Mayor and Council reconvened for a second time on February 20, 2019 to develop a plan of action that enables the implementation of three overarching goals.



HOW TO USE THE PLAN

A Strategic Plan is a working document and must be reviewed on a regular basis to ensure the goals and action plan remain relevant and to confirm that implementation is in fact leading to the community’s desired outcomes.

Decision makers should defer to the plan before a resolution is made to substantiate that the item being considered contributes directly to the goals and objectives of the plan. Following this process ensures decision makers stay focused on achieving priorities.

All goals and action items must be prioritized, and resources need to be allocated within the municipal budget to ensure implementation can occur. While, decision makers may get excited to implement every action at the same time, it is important to understand that this cannot occur. Plan implementation requires many calculations and methodical actions as each item builds off the next to create a lasting whole.

The action items below is the first phase of the plan. As town council and administration work through implementation, tasks and outcomes will be added as the action items grow and evolve.

*“The best way to predict the future is to create it.”
– Peter Drucker*

Goal 1: Regional Partnerships

Purpose

Status quo is not an option for Bassano. Actions need to be taken to ensure the community and region is viable well into the future. A viable community is service rich, affordable, welcoming, and efficient. Regional partnerships are essential for cost savings and improved service delivery. Partnerships will contribute to the long-term viability of the region.

End Result (Why)

The Town of Bassano will change how it does business in order to:

1. Enhance and/or develop partnerships to eliminate the duplication of services and free up limited resources for other initiatives.
2. Ensure the municipality meets all legislative requirements.
3. Enhance the promotion of Bassano and the Brooks Region.
4. To improve competitiveness in the market.
5. Improve the quality of life for residents and visitors.
6. Foster innovation and solve complex challenges.

Action Plan (G1)

Task 1	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Develop and approve an Intermunicipal Collaboration Framework (ICF) – Town of Bassano and County of Newell	Completion by March 31, 2019	<p>CAO to complete administrative tasks and negotiations as directed by town council.</p> <p>Town council to provide direction for negotiation of ICF.</p>	<p>Human capital – CAO (20-40 hours).</p> <p>Legal review (if required) - \$2,000</p>	<p>ICF is approved and executed by both parties within the defined timeline.</p> <p>ICF is equitable for both parties.</p> <p>Improves partnerships between the parties.</p>	ICF is complete and signed.

Action Plan (G1 continued)

Task 2	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Implementation of ICF	Recreation program completion by December 31, 2019.	<p>CAO's (town and county) to draft an updated recreation agreement with recommendations to councils. Update agreement, facilitate meetings with recreation user groups as required, and provide information to councils so they can be the boots on the ground.</p> <p>Councils to act as agents (boots on the ground) to complete any negotiations with stakeholders.</p>	<p>Human capital – CAO (20-30 hours).</p> <p>Councils (20-40 hours).</p> <p>Legal review (if required) - \$1,000</p> <p>General (e.g. supplies, honorariums, etc.) - \$1,000</p>	<ol style="list-style-type: none"> 1. Development of new recreation agreement. 2. Formation of a new committee. 3. Negotiate with stakeholders. 4. Approve new recreation agreement. 5. Exchange/allocate recreation funds. 6. Monitor the implementation of the ICF to ensure it is meeting intended outcomes – updates to be included in the monthly CAO report. 	Implementation is underway. First year of recreation grants issued in 2020.
Implementation of ICF	Emergency services completion by December 31, 2020.	Town to engage with the County of Newell to request the formation of a Joint Emergency Management Committee (JEMC).	<p>Human capital – CAO (30 hours),</p> <p>Council (10 hours).</p> <p>Legal review (if required) \$2,500.</p>	<ol style="list-style-type: none"> 1. Council motions the request to enter a JEMC with county. 2. Formalize negotiations with the County and 	<p>Underway, third reading will be presented in September 2020.</p> <p>The timeline of the project requires an update to develop policies and</p>

		<p>CAO to work with County administration to develop a JEMC.</p>	<p>Membership costs \$10,000 – \$25,000 per annum.</p>	<p>other stakeholders if applicable to complete JEMC.</p> <ol style="list-style-type: none"> 3. County appoints members to JEMC and completed emergency management responsibilities (DEM, DDEM, emergency management plan, agencies, training, etc.). 4. Bassano's emergency management is fully managed by the County. 5. Bassano meets mandatory legislative compliance for emergency management. Professional, trained organization takes over emergency management responsibilities to eliminate the 	<p>implement the new agreement.</p> <p>The cost structure must be updated – membership costs will be reduced and the councils and administrators must develop all the new policies. Whereas previously, we intended on hiring this role.</p>
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				<p>duplication of services.</p> <p>6. An annual progress report is received from the managing partner to inform the community/council of emergency management actions.</p>	
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Action Plan (G1 continued)

Task 3	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Develop partnerships with Siksika Nation.	Ongoing	<p>Mayor, council and administration.</p> <p>The purpose of partnership is to contribute to the prosperity of Bassano and Siksika Nation. There are common borders between the communities. Partnerships will enable the Bassano and Siksika to build off each-others' strengths and abilities to support innovation and to solve complex challenges that impact the communities.</p>	<p>Human capital – CAO (50 hours),</p> <p>Council (50 hours).</p> <p>FCSS/Programming – integrated into new operational mandates (est. 100 hours per annum).</p>	<ol style="list-style-type: none"> 1. Council to pass a bylaw recognizing the importance of Treaty 7 lands. 2. Host/attend a meeting with Siksika Band Council to discuss common issues/partnership opportunities (e.g. tourism corridor, The Bassano Project, the Bassano Dam, education, social programming). 3. Letters of support are exchanged for common projects. 4. Where appropriate formation of partnerships to generate wealth, apply for grants to promote and develop the communities. 	No action.

				<p>5. Elected officials/community members par-take in local events in each community with the integration of heritage and culture.</p> <p>6. Social needs assessment completed by FCSS to determine events, training and programs required to meet the needs of the communities diverse populations. Programs delivered in accordance with the new provincial framework.</p>	
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Goal 2: Community and Economic Development

Purpose

The people of Bassano matter which is why community and economic development is imperative to the town. Community and economic development will help build the local economy, bring greater awareness to our assets and provide value added opportunities for residents, businesses, visitors and investors.

End Result (Why)

The Town of Bassano’s message to the world is that we are open for business and partnerships. To us, being open for business and partnerships means we work to improve the experience every individual has when they enter the community and interact with the elected body, municipal employees and residents. By doing this, we aim to improve the quality of life for the populace which will lead to a more sustainable future.

Action Plan (G2)

Task 1	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Development permit simplification	<p>December 31, 2019 – ratify Safety Codes Agreement.</p> <p>July 31, 2020 Municipal Development Plan.</p> <p>September 30, 2020 for checklists, fees and guides.</p> <p>September 30, 2021 for development and design standards.</p>	<p>CAO and Oldman River Regional Services Commission (ORRSC).</p> <p>CAO to develop a step-by-step checklist to aid in the development permit application process.</p> <p>CAO to develop permit guides to simplify the development process.</p> <p>CAO to ensure the municipality complies with development legislation (e.g Quality Management</p>	<p>Human capital – CAO (200 hours).</p> <p>ORRSC (20-40 hours).</p> <p>General items \$5,000.</p> <p>Design and engineering standards \$75,000 - \$100,000.</p>	<ol style="list-style-type: none"> 1. Development permit checklist available. 2. Municipal staff are trained on how to use the development permit checklist. 3. Development permits applications are updated/modified. 4. Development permit fees are 	<p>Checklist complete.</p> <p>Training underway with municipal staff.</p> <p>Development permits modified.</p> <p>Development fees are reviewed/updated.</p> <p>Safety Codes Agreement ratified.</p> <p>Development permit packages are complete and online/pickup.</p>

		<p>Plan and Municipal Development Plan).</p> <p>CAO and ORRSC to review the Land Use Bylaw and make recommendations to update the bylaw to simplify the development process if necessary.</p> <p>CAO/planner and engineers to prepare development standards and guidelines.</p>		<p>reviewed/updated (if required). Last update was 2013.</p> <ol style="list-style-type: none"> 5. Safety Codes Agreement is ratified in accordance with the Joint Quality Management Program. 6. Development permit packages are complete and available for pick-up in person or from the website. 7. Municipal Development Plan complete and approved – public consultation included. 8. Approved set of community design/engineer standards – public consultation included. 9. Agreements/plans are approved by 	<p>Simplification being promoted internally/externally.</p> <p>MDP timeline has been pushed – revisions required.</p> <p>Joint QMP requires attention this fall or next spring.</p>
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				<p>council and are being implemented.</p> <p>10. Developer feedback is positive – how is the process of dealing with Bassano and sub agencies.</p> <p>11. Development simplification is actively promoted internally and externally.</p>	
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Action Plan (G2 continued)

Task 2	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
<p>Beautify Bassano Initiative (BBI)</p>	<p>Ongoing and immediate until 2025.</p>	<p>CAO is responsible to direct and oversee the implementation of the BBI.</p> <p>Town council is responsible for promotion of the BBI through public engagement and consultation.</p> <p>Town council is responsible to make decisions that improve the aesthetics of Bassano.</p>	<p>Human capital – CAO, administration and public works (10 – 30 hours per week per annum).</p> <p>Town council (1-3 hours per week per annum for public consultation).</p> <p>General items \$50,000 services, promotion, bylaw enforcement, revitalization.</p>	<ol style="list-style-type: none"> 1. Attractive/clean community. 2. Less unsightly properties. 3. Crime reduction. 4. Renewed pride – volunteers and community members buy into the BBI and actively work to help with its implementation. 	<p>Action plans are being implemented.</p> <p>Volunteers are being empowered.</p> <p>Budget approved by council for implementation.</p>

		<p>Residents and volunteers must buy-into the BBI and assist with its implementation. This can only occur if the town sets the standard and leads the way.</p> <p>Town council upholds the terms of the Community Standards Bylaw and BBI.</p>		<ol style="list-style-type: none"> 5. Positive feedback from community members and visitors. 6. Improved work processes for municipal employees. 7. Efficient use of municipal resource 8. New investments. 	
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Action Plan (G2 continued)

Task 3	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Unique Project – Tiny Home Pilot Project	March 31, 2019 – December 31, 2020 (Phase 1-3)	<p>CAO/Palliser Economic Partnership.</p> <p>Consultant</p>	<p>Human capital – CAO (75-100 hours).</p> <p>Consultant fees \$70,000</p> <p>General items \$10,000</p>	<ol style="list-style-type: none"> 1. Feasibility report. 2. Business plans. 3. Implementation plan. 4. Community engagement. 5. Increase Bassano's tax base to support long-term affordability. 6. Confirm land availability. 	<p>Phase 1-3 complete. Began implementation of the report in Q2, 2020. In consultation with Newell Foundation and AHS for partnership to implement FAB Village Square pilot project.</p> <p>Updates required to align with project evolution and additional strategies defined in the report approved by council.</p>

				<ul style="list-style-type: none"> 7. Confirm economic and employment opportunities. 8. Variety of housing and development opportunities. 9. Create a competitive advantage that helps Bassano stand out. 10. Update the Land Use Bylaw if required to accommodate growth. 	Should be updated to reflect the implementation phase.
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Action Plan (G2 continued)

Task 4	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Economic Enrichment Strategy	September 30, 2019 – July 31, 2020.	Consultant	Human capital – CAO (5-10 hours) Strategy development - \$50,000	<ul style="list-style-type: none"> 1. Prepare an economic enrichment strategy that confirms how the town can take advantage of the transportation and logistics corridors to build a robust local economy. 	Project is on hold due to the pandemic and changes in the internal/external environment.

				<ol style="list-style-type: none">2. Approval/rejection of the strategy.3. Implementation of strategy. Implementation would be the next phase of Task 4 (build out).	
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Action Plan (G2 continued)

Task 5	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
<p>Develop partnerships for marketing and promotion of Bassano with local/regional Agencies, Boards, Commissions, and volunteer organizations.</p>	<p>February 1, 2021 – July 31, 2023</p>	<p>Town council – engage with organizations to encourage partnerships to build/enhance the town.</p> <p>Administration – provide support to volunteer organizations to encourage partnerships to build/enhance the town.</p> <p>Stakeholders (may include):</p> <ul style="list-style-type: none"> - Agencies, boards and commissions. - Regional tourism association. - Joint Shared Services. - Volunteers and societies. 	<p>\$25,000 - \$40,000 for project specific items.</p> <p>Examples – signage, permits, website redevelopment, branding, etc.</p>	<ol style="list-style-type: none"> 1. Increased promotion of Bassano. 2. Active leadership – leading others. 3. Resources secured through platforms such as Grant Advance to advance the interest of the town and special projects/partnerships. 4. New/renewed partnerships with stakeholders to support/develop new or ongoing projects not necessarily managed by the town (e.g. tourist booth, revitalization of buildings on main street). 	<p>The pandemic supports this action and lots of engagement has occurred to develop relationships with user groups/ABC's.</p>

Goal 3: Infrastructure Renewal

Purpose

Infrastructure renewal is essential in Bassano. With the resources available, the town will endeavor to upgrade local infrastructure to maintain and improve services, to build the local economy and to attract investors.

End Result (Why)

The Town of Bassano's concludes that infrastructure renewal will lead to a strong foundation to support services and growth.

Action Plan (G3)

Bassano must ensure it manages wastewater in accordance with its license granted through Alberta Environment and Parks. This is an essential service that must be provided to the residents.

Task 1	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Sewage Lagoon Upgrade	2017 – December 31, 2021	Administration – project management – 1000 hours Town council – resource allocation. External (engineers, land agents, legal counsel, Alberta Transportation, Alberta Environment and Parks)	\$7.020M (provincial/federal grants, reserves and general taxation).	<ol style="list-style-type: none"> 1. Achieve compliance with Alberta Environment and Parks. 2. Grants have been applied for – secure external funds where applicable. 3. Project is designed. 4. Project is tendered. 5. Project is awarded. 	<p>Capital budget complete.</p> <p>Project design and operations plans continue.</p> <p>Ongoing consultation with AEP.</p> <p>Waiting ICIP award to review and tender the project.</p>

				<ul style="list-style-type: none">6. Project is constructed.7. Project is in full operation.8. Operating agreement in place with NRSC.9. Any debt is paid off.	
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Action Plan (G3 continued)

Bassano is the gateway to the region and, as such, we want to showcase what our community has to offer. We aim to be everyone's first stop when travelling east on the TransCanada highway. In addition, we aim to be everyone's final stop before leaving the region. Bassano has services and amenities to meet the needs of those living, relocating, working or commuting through the region.

Task 2	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
<p>Highway Re-development Project</p> <p>Purpose: to upgrade the highway commercial development to ensure it is attractive and accessible for users. The design must be attractive to draw people off the highway to come and experience what Bassano has to offer. This project consists of more than just pavement, it may include new/upgraded signage, wind barriers, picnic tables or bathrooms.</p> <p>Key features include paving, curb/gutter and utility placement.</p>	January 1, 2020 – September 30, 2023	<p>Town council – resource allocation and public consultation.</p> <p>Administration – project management.</p>	<p>External - design rendering for features – (estimated fee \$50,000).</p> <p>External – engineering design for hard infrastructure – (estimated fee \$200,000)</p> <p>Project cost – (estimated fee \$2M).</p> <p>Project to be funded by grants, capital reserves, levies and taxation.</p>	<ol style="list-style-type: none"> 1. Community planning session – what do we want to see. 2. Design rendering. 3. Public engagement process – present design rendering. 4. Approve design rendering. 5. Develop fee structure for upgrade – cost analysis. 6. Hard infrastructure design – engineering. 7. Project is designed. 8. Project is tendered. 9. Project is awarded. 	No action.

				<p>10. Project is constructed.</p> <p>11. Aspects of project tied to the economic enrichment strategy – monitoring /measurement plan.</p> <p>12. Any debt is paid off.</p>	
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Action Plan (G3 continued)

To improve the flow of water and to eliminate dead end water lines, water looping must occur. This will ensure improve water pressure and eliminate the risk of stagnant water in sections of the lines.

Task 3	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Water looping project.	January 1, 2022 – September 30, 2023	Town council – resource allocation. Administration – project management.	Refer to the Infrastructure Master Plan – North water main looping \$1.6M Project funding, grants, capital reserves and general taxation.	<ol style="list-style-type: none"> 1. Project is designed. 2. Project is tendered. 3. Project is awarded. 4. Project is constructed. 5. Any debt is paid off. 6. Water system reaches full capacity for flow. 	No action.

Action Plan (G3 continued)

5th Avenue infrastructure upgrades are a priority as a result of their deterioration. 5th Avenue services the hospital, emergency services, school, residential and commercial business district. It is a main thoroughfare and requires attention.

Task 4	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
5 th Avenue (above ground and below ground infrastructure)	September 30, 2023 – September 30, 2025	Town council – resource allocation. Administration – project management.	Refer to the Infrastructure Master Plan - \$1.2M (sanitary, water, road surface and manholes) Project funding, grants, capital reserves and general taxation.	<ol style="list-style-type: none"> 1. Project is designed. 2. Project is tendered. 3. Project is awarded. 4. Project is constructed. 5. Any debt is paid off. 	No action.

Action Plan (G3 continued)

Revitalize our core. Upgrade above ground and below ground infrastructure to promote development, accessibility, tourism and active healthy living.

Task 5	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
2 nd Avenue Revitalization – Main Street (above ground and below ground infrastructure)	June 30, 2024 – December 31, 2027	Town council – resource allocation. Administration – project management.	Refer to the Infrastructure Master Plan - \$4M (sanitary, water, road surface, manholes, curb/gutter, sidewalks, lighting and outdoor features (e.g. benches, monuments, etc.)). Project funding, grants, capital reserves and general taxation.	<ol style="list-style-type: none"> 1. Community planning session – what do we want to see. 2. Design rendering. 3. Public engagement process – present design rendering. 4. Approve design rendering. 5. Develop fee structure for upgrade – cost analysis. 6. Hard infrastructure design – engineering. 7. Project is designed. 8. Project is tendered. 9. Project is awarded. 	No action.

				<p>10. Project is constructed.</p> <p>11. Aspects of project tied to the economic enrichment strategy – monitoring /measurement plan.</p> <p>12. Any debt is paid off.</p>	
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Action Plan (G3 continued)

Ensure the Town of Bassano’s approved stormwater discharge point is unobstructed to maintain the flow of stormwater. Work in collaboration with the Eastern Irrigation District and County of Newell to develop a proactive plan of action to mitigate stormwater conflicts.

Task 6	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Bassano Spur Line	2017 – December 31, 2022	Town council – resource allocation. Administration – project management. Eastern Irrigation District County of Newell Province of Alberta		<ol style="list-style-type: none"> 1. Develop a cooperative plan of action with the Eastern Irrigation District and County of Newell to develop a plan of action to mitigate stormwater conflicts. 2. Implement plan of action. 3. Proper easements are in place to enable access and flow of stormwater. 4. Completion of a storm water management plan. 5. Completion of a community needs assessment. 6. Risk mitigation checklist complete and monitored. 	

Conclusion

Communications Plan

1. A copy of this plan will be provided to the County of Newell as per the terms of the Intermunicipal Collaboration Framework.
2. A copy of this plan will be available to the public on the Town of Bassano’s municipal website (www.bassano.ca)
3. A copy of this plan will be available for pick-up at the Town of Bassano’s Municipal Office at 502 – 2nd Avenue, Bassano.
4. Administration will include regular progress updates regarding strategic priority outcomes in the bi-monthly newsletter.

Town Council’s Responsibility

1. Town council will refer to this plan when making decisions that impact the community to ensure there is priority alignment.
2. Town council will complete a formal review of this plan by March 31 annually.
3. Town council will update this plan accordingly and ensure adequate resources are designated so projects can occur. If projects exceed the town’s financial capacity, the projects will be modified or removed from the plan.

Administration’s Responsibility

1. Administration will implement this plan once it is formally approved by town council.
2. Administration will provide monthly updates regarding strategic priority outcomes at the regular council meeting.
3. Administration will assess all current and new projects to ensure they align with the town’s approved priorities.
4. Administration will notify town council immediately of issues/opportunities as they arise in relation to the priorities within this plan.

Citizens of Bassano’s Responsibility

1. The citizens of Bassano will consult with Town Council and Administration and assist where possible to improve the development and long-term viability of the community.
2. The citizens of Bassano will take part in community planning and development exercises.
3. The citizens of Bassano will notify Town Council or Administration of their approval/concerns of the listed priorities listed in this plan.

Participants

Town council: Ron Wickson, Tom Rose, Jackie Seely, Kevin Jones, Doug Barlow, John Slomp, and Irvin Morey (revised plan) (Lynn MacWilliam original plan).

Adoption/Review

March 19, 2019 (M#50/19)	November 12, 2019 (M#259/19)			
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