

CLEARWATER COUNTY COUNCIL AGENDA

November 13, 2018

9:00 am

Council Chambers

4340 – 47 Avenue, Rocky Mountain House, AB

DELEGATIONS:

9:00 am Morgan Dahmer, Executive Director, Medical Equipment Lending Society

9:20 am Mike Day, Chair, Rocky Mountain House Public Library Board and Ben Worth, Manager, Rocky Mountain House Public Library

9:40 am Christina McDonald, Co-Chair, Festival of Trees, Rocky Kinsmen/Kinnettes Clubs

A. CALL TO ORDER

B. AGENDA ADOPTION

C. CONFIRMATION OF MINUTES

1. October 23, 2018 Organizational Meeting Minutes
2. October 23, 2018 Regular Meeting Minutes

D. DELEGATIONS

1. 9:00 am Medical Equipment Lending Society of West Central Alberta
2. 9:20 am Rocky Mountain House Public Library Board
3. 9:40 am Rocky Kinsmen/Kinnettes Clubs - Festival of Trees

E. AGRICULTURE & COMMUNITY SERVICES

1. 2018 Agriculture Survey Results
2. Clearwater County and Chedderville All Hallows Church and Cemetery Society Agreement Renewal

F. PLANNING AND DEVELOPMENT

1. Investment Readiness Assessment

G. CORPORATE SERVICES

1. Council, Board and Committee Remuneration Policy Update
2. Request for Tax Penalty Waiver

H. MUNICIPAL

1. Canadian Natural Resources Ltd. (CNRL) Letter of Request re: Bill C-69
2. 2019-2022 Strategic Plan
3. Rural Municipalities of Alberta Fall 2018 Resolutions Package
4. Council Christmas Greeting Advertising 2018

I. INFORMATION

1. CAO's Report
2. Public Works Report
3. Councillor Verbal Reports
4. Accounts Payable Listing
5. Councillor Remuneration

J. CLOSED SESSION*

1. Land Development; *FOIP s. 24 Advice from Officials*

* For discussions relating to and in accordance with: a) the Municipal Government Act, Section 197 (2) and b) the Freedom of Information and Protection of Privacy Act

K. ADJOURNMENT

TABLED ITEMS

<u>Date</u>	<u>Item, Reason and Status</u>
06/13/17	213/17 identification of a three-year budget line for funding charitable/non-profit organizations' operational costs pending review of Charitable Donations and Solicitations policy amendments.
09/11/18	356/18 Signage Request for Nordegg North Subdivision pending information from Nordegg Community Association
10/23/18	434/18 Appointment of Alternate Citizens at Large to the Subdivision and Development Appeal Board



DELEGATION

SUBJECT: Medical Equipment Lending (MEL) Society of West Central Alberta		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Delegation	WRITTEN BY: Tracy Haight, Executive Assistant	REVIEWED BY: Matt Martinson, Director Agriculture & Community Services/Rick Emmons, CAO
BUDGET CONSIDERATIONS: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: N/A	PRIORITY AREA:	STRATEGIES:
ATTACHMENT(S): 1. PowerPoint - MEL Society Operational Funding Proposal 2. Document – MEL Society Operational Funding Proposal 3. MEL Society Strategic Plan 2018-2028 4. MEL Society 2018-2019 Revised proposed income and Expense Report 5. Appendix – ‘Population Projection Alberta and Census Divisions, 2018-2046’ and ‘Meeting the Care Needs of Canada’s Aging Population’		

STAFF RECOMMENDATION:

That Council receives MEL Society Delegation’s Operational Funding Proposal for information as presented.

BACKGROUND:

Morgan Dahmer, Executive Director, Medical Equipment Lending Society of West Central Alberta, will attend Council to present a proposal for Clearwater County to fund the Society’s operating costs.





The M.E.L. Society

The communities we've reached:

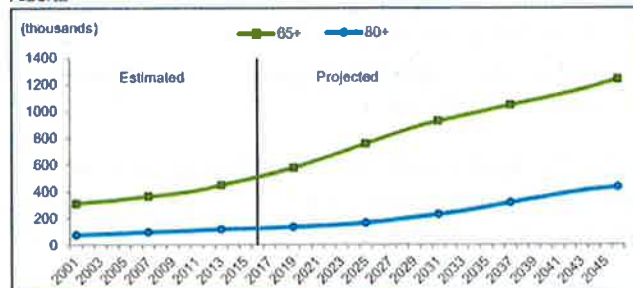
- Rocky Mountain House, AB
- Caroline, AB
- Leslieville, AB
- Sundre, AB
- Eckville, AB
- Alder Flats, AB
- Buck Lake, AB
- Sylvan Lake, AB
- Alhambra, AB
- Condor, AB
- Calgary, AB
- Stoney Plain, AB
- Nordegg, AB
- Winfield, AB
- Stauffer, AB
- Drayton Valley, AB
- Red Deer, AB
- Horburg, AB
- Sunchild, AB
- O'Chiese, AB
- Lacombe, AB
- Lake Louise, AB
- Carstairs, AB
- Fairview, AB
- Water Valley, AB
- Williams Lake, BC

Canada 2031

- If current trends continue approximately 1 in 4 Canadians will be over 65 by 2031
 - I.e. If Rocky Mountain House and Clearwater County have a combined population of 18,000 in 2030, then ~4,500 of those people will be over 65.
- There will be a huge demand for many services that seniors frequent such as The M.E.L. Society as well as an increase in 'typical' needs for aging people like hospital beds.
 - These services and needs are very costly
 - The M.E.L. Society already saves thousands of tax payer dollars and will continue to do so
 - The M.E.L. Society lends hospital beds and mattresses and will continue to do so

Alberta 2001-2046

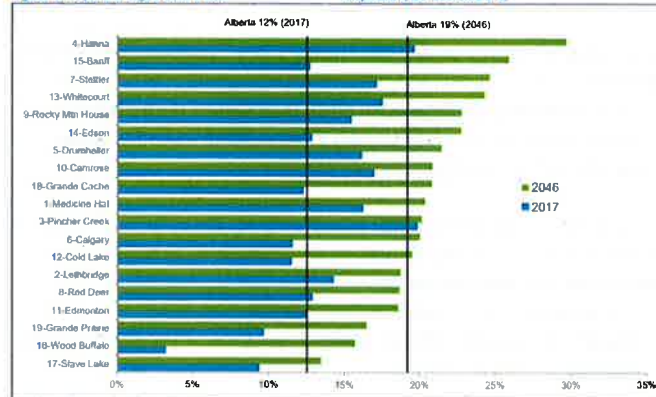
Figure 9: Population Aged 65 and older, 2001-2046
Alberta



Sources: Statistics Canada and Alberta Treasury Board and Finance

Provincial Numbers

Figure 13: Population Aged 65 and over as a Percent of Total Population, Census Divisions, 2017 and 2046



Sources: Statistics Canada and Alberta Treasury Board and Finance

Alberta Government

July 3, 2018
Treasury Board and Finance
Office of Statistics and Information - Demography

Our Proposal

- + 941 people from our area used The Lending Cupboard in 2017 simply because they were unaware of our service.
- + The 'area' being defined as geographic locations which are closer to The M.E.L. Society than Red Deer
- + This would equate to \$34,000-\$85,000 of self-generated income had they come here.
- + The demand already exists; We need *time* to educate communities about us so they are fully aware of our service and how it works.

Our Proposal Continued...

- + We are asking for \$80,000 in temporary annual funding up to, but no longer than, 5 years.
 - + It is our expectation this process will take no longer than 2 years.
- + These funds will cover base operating costs like rent, utilities, insurance, wages etc.
- + The money we generate during each fiscal year will be poured into marketing, outreach and education.

300 People or More

- + Some M.E.L. Facts:
 - + On average, our users take 3 pieces of equipment at once
 - + About 20% of our users are 'multi-month' users meaning they take out equipment for more than one month at a time
 - + Currently, we have only received 3 'fee relief' forms which were all honoured
- + 300 people/month = ~\$8100

Thank-you



THE MEDICAL EQUIPMENT LENDING SOCIETY OF WEST CENTRAL ALBERTA FUNDING PROPOSAL

For The Town of Rocky Mountain House and Clearwater County

Our Vision

"We will be a self-sufficient preventative service to allow everyone in need to have access to the resources they need."

OVERVIEW

The Medical Equipment Lending Society of West Central Alberta (hereinafter referred to as 'The M.E.L. Society') is requesting temporary annual funding of \$80,000 per year. These funds will be used to cover operational costs such as rent, wages, utilities, phone, internet and insurance so The M.E.L. Society can continue to operate and support the community.

ABOUT US

The idea behind establishing The M.E.L. Society came about when the Managers in charge of the former equipment lending service through the Home Care program, declared that existing equipment within the Hospital Loan Pool would have to be eliminated and donated to the Lending Cupboard in Red Deer. If this had happened, all people from within the communities of Clearwater County would have to travel to Red Deer to obtain needed equipment. This would have created a significant hardship for many people. As a result, it became the goal of some dedicated individuals to keep the equipment within Rocky Mountain House and Clearwater County. On October 6th, 2016 The M.E.L. Society officially opened its doors to the public of west central Alberta. In the first six months, over 300 pieces of medical equipment were loaned out to individuals. Over the course of the 2017 operational year, a total of 763 pieces of equipment were loaned out to individuals from at least 6 different communities. Currently, The Society is open 2 days per week for 5 hours each day. On May 1, 2018, The M.E.L. Society implemented a \$7.50 / per month per piece of equipment 'service fee' in order to increase revenue and move towards a more sustainable future. The M.E.L. Society operates out of a bay located in the town of Rocky Mountain House (across from Hitch 'N Go) that has approximately 3500 square feet of space. This space is fully utilized. Currently, our Executive Director who works 29.5 hours per week is the only paid staff.

|| THE OPPORTUNITY

Funding The M.E.L. Society will keep a valuable and needed service in our community and county. To date, residents of Rocky Mountain House and Clearwater County make up 80.51% of our clients. The remaining 19.49% came from one of the other 25 communities we have reached so far. Our potential to grow exponentially exists within the opportunities available to The M.E.L. Society through outreach, education and securing satellite offices or subsidy programs that would cover travel costs to our location.

Utilizing 2017 statistics from The Lending Cupboard in Red Deer, we can deduce:

- They served, on average, 808 people per month; 9700 people in total for 2017
- 941 people who live closer to The M.E.L Society than Red Deer, used The Lending Cupboard in 2017 because they were unaware of our service

The biggest barrier The M.E.L. Society faces is awareness. As a Society, we expect that within the next 2-5 years, West Central Alberta and the province in general, will largely be aware of our service and utilize it accordingly, as we strengthen and increase our marketing efforts. This would mean we would generate enough income to operate independently.

As The M.E.L. Society grows, the number of people that come from outside Rocky Mountain House and Clearwater County also grows. If we reach the 300 people per month mark (hereinafter referred to as the 'tipping point') we will be bringing hundreds of people to our community annually that would otherwise go to Red Deer. The M.E.L. Society would also offer an attractive service for prospective residents. At the tipping point, The M.E.L. Society would be able to transition away from contracted funding to self-generated income safely and securely. We project our monthly income will fluctuate around \$8,100.

|| THE SOLUTION

The M.E.L. Society will reach out to all hospitals and health clinics in the West Central Region in an effort to provide our information and forms for their clients. We have started strengthening our marketing efforts and Eckville, Big Horn, Sunchild, O'Chiese, Sylvan Lake and Rocky Mountain House are providing our information to their clients now. We must now focus on the many smaller community health centres as well as securing a larger presence in the larger communities. This would involve collaborating with the larger communities. The M.E.L. Society intends to increase these communities access to our service efficiently and as easy as possible by extending on-site access to their community or offering a travel subsidy, making travel to our main office in Rocky Mountain House easier and cost-effective for the client.

Here are the first few we plan on working with in the beginning:

Drayton Valley - Satellite Office

Sylvan Lake - Subsidy

Sundre - Subsidy

Olds - Subsidy

Bentley - Subsidy

|| OUR PROPOSAL

The M.E.L. Society is requesting temporary operational funding of \$80,000.00 per year for critical expenditures like rent, wages and utilities. This funding would keep our doors open so we have enough time to build our financial self-sustainability. Once that is achieved, the funding would no longer be required.

We have the capability and opportunity to succeed long-term based on current demand for this type of service in the province. Many people in our community and beyond support us as well as the hospitals, care facilities and the Alberta Urban Municipalities Association. The M.E.L. Society can act as a critical community resource that can draw thousands of people to our community; give our community a better outlook and a strong sense of self; it supports diverse abilities. There is also the opportunity to create paid positions as The M.E.L. Society grows, supporting our community further.

|| RATIONALE

Alignment with Mission:

Keeping The M.E.L. Society open allows us to continue with our mission in providing a preventative service that promotes mobility, independence, increased self-worth and overall, an increased quality of life for individuals and families.

Market Opportunities:

There are *a few hundred* communities that still need to be reached out to, who are still unaware that our service is available to them.

Research:

Statistics Canada has shown us that services like ours will become even more critical in the years to come and securing The M.E.L. Society now is a logical and proactive step in the overall strategy that comes with caring for an aging and delicate population. Local initiatives like The M.E.L. Society contribute to the quality of life for all people.

Community and County Benefit:

In exchange for a short-term investment, The M.E.L. Society will bring more people to Rocky Mountain House and Clearwater County both as visitors and potential residents. The M.E.L. Society will offer significant benefit to the community and solves a growing social problem. Without The M.E.L. Society many people would experience significant hardship including those classified as disadvantaged.

Specific Benefits:

- Our community will be able to better manage increasing numbers of palliative patients,
- Our community will retain a sought after service across the province that is in demand now and will be more so in the future,
- Reduces hospital visit times, increasing hospital capacity,
- Reduced incidents of hardship due to a lack of medical equipment,
- Given The M.E.L. Society is retaining hospital beds, we offer a unique variation of equipment lending, unlike other services,
- The overall mobility, sense of self, independence and quality of life for our community members will increase naturally whether directly or indirectly.

|| EXECUTION STRATEGY

Reaching a monthly client quantity of 300 would cover base operating costs at the current service fee cost of \$7.50/month/piece of equipment. In order to reach this number, The M.E.L. Society must strengthen its marketing efforts to exponentially increase awareness and service use and form relationships with other communities to make the use of our service easier for their populations. In conclusion, financial sustainability should be reached in 5 years, or by 2023 based on current trends, at the latest.

|| TECHNICAL APPROACH

Based on 2017's statistics, if The M.E.L. Society's financial situation remains unchanged, our ability to market ourselves, reach out and collaborate would be much slower. In addition, The M.E.L. Society doesn't have the financial support or ability to keep itself going much longer.

Technical Justification:

- With our base operating costs funded, our ability to strengthen and increase our marketing strategies and efforts would allow an increase in the number of communities we can work with,
- Our current trends show that 5 years or sooner is long enough to reach the tipping point; we feel that it will happen within 2 years,
- Exposure to the existence of services like ours via Alberta Health Services and The Lending Cupboard over the years will make it easy for The M.E.L. Society to grow,

- Current and future demand for our service.

Please see below the most likely outcome for The M.E.L. Society should we obtain operational funding:

Goal 1: To reach the entire west central region.

Reasonable Result: 70% or more of the larger communities agree to grant funds to subsidize travel for their community members to our main office in Rocky Mountain House after 5 years.

Goal 2: To have a monthly client load of 300 people.

Reasonable Result: We see on average 300 clients a month after 5 years and in combination with 'multi-month' loans and an average of 3 pieces loaned per person, our monthly income will be sufficient to cover our operating costs.

Without 'Multi-Month' Loans

$300 \text{ people / month} * 3 \text{ pieces of equipment / person} * \$7.50 \text{ / month / piece of equipment}$
 $= \$6,750.00 \text{ / month}$

With 'Multi-Month' Loans (~20% of clients in a month)

$\$6,750.00 * 1.20 = \$8,100.00 \text{ / month}$

Our Method of Approach:

1. To increase the list of facilities in the west central region distributing our information and resource material by expanding our contacts and networking with different facilities and entering new communities.
2. To approach community groups about funding and grants in order to make our service easily accessible for their populations either via a satellite office or a subsidy program.

|| RESOURCES

Needed Resources:

1. Operational funding of \$80,000.00,
2. Increased number of resource distributors,
3. As needed, an increased number of volunteers,
4. Proposals for multiple communities drafted and ready to be implemented.

PROJECT DELIVERABLES AND DEADLINES

Deliverable	Description and Deadline
Milestone 1: Obtain temporary annual funding.	Secure temporary annual funding before February 1, 2019.
Project Initiation	February 1, 2019
Milestone 2: All hospitals, care facilities, and clinics in our region have and are distributing our information.	Distribute all relevant information for potential clients to all hospitals, care facilities and clinics in our region by June 1, 2019.
Milestone 3: Collaborate with larger communities in our region to increase the accessibility of our service.	Draft funding proposals for all relevant communities by September 1, 2019. Send out and negotiate contracts for the relevant communities and secure funding by February 1, 2020.
Milestone 4: To serve approximately 250 clients a month.	Before or on February 1, 2021.
Milestone 5: To serve on average 300 clients or more a month	Before or on February 1, 2023.

TIMELINE FOR EXECUTION

In order of expectation:

1. February 1, 2019 - Funding has been secured and the project for financial self-sustainability may begin.
2. February 1, 2020 - The communities in our region have been reached and have our information, have funding agreements, and clients served per month continues to grow.
3. February 1, 2021 - The M.E.L. Society should be serving around 250 clients at this point. The M.E.L. Society may be self-sustainable at this point and the funding agreement can be terminated.
4. February 1, 2022 - The M.E.L. Society continues to show statistically significant growth. If the growth is not significant, a re-evaluation can done to determine if The M.E.L. Society is capable of operating without further funding.
5. February 1, 2023 - The M.E.L. Society is serving 300 clients a month and can continue to operate independently in a self-sufficient manner. The funding agreement will be terminated.

|| EXPECTED RESULTS

We expect that the proposed funding agreement will provide the following results:

Financial Benefits:

1. Community financial resources will no longer be required going forward, allowing more money to flow into other beneficial programs and projects,
2. The M.E.L. Society will be able to operate long term,
3. A cost effective solution for our community has been established.

Other Benefits:

1. Having made a significant impact on the lives of many Albertans,
2. Increased numbers of people coming to our community,
3. A critical resource will have been permanently secured in our community which benefits many and is an attractive amenity,
4. The M.E.L. Society will be able to expand its programs and services so that it can reach more people with specific and different needs.

|| FUNDING ALLOCATIONS

Here is how The M.E.L. Society will break down our funding annually:

Wages - \$43,900

Rent - \$25,200

Utilities - \$2,300

Phone - \$750

Internet - \$850

Insurance - \$3100

WCB/Society Fees - \$400

Upkeep and Cleaning/Equipment Maintenance - \$2,000 'a'

Office Supplies - \$1,500 'b'

Total: \$80,000 / year

Justifications:

'a' - Cleaning solutions and equipment required to maintain the building and equipment are included in this and are very costly.

'b' - The M.E.L. Society uses substantial amounts of paper and ink which are costly but necessary.

|| QUALIFICATIONS

The Medical Equipment Lending Society of West Central Alberta continues to prove that there is a need for the service it provides:

1. The M.E.L. Society shows positive growth.
2. The M.E.L. Society relieves many people of significant hardship should it not exist.
3. The M.E.L. Society draws many people to our community.
4. The financial feasibility to have The M.E.L. Society long term in our community exists within certain parameters as outlined previously.

|| CONCLUSION

We look forward to working with Clearwater County and The Town of Rocky Mountain House in supporting all of our efforts to keep a valuable resource in the community. We are confident that we can manage the challenges this will bring and stand ready to work with you to ensure The M.E.L. Society continues to support our community and region for many years to come.

The Medical Equipment Lending Society of West
Central Alberta

The M.E.L. Society



*"Providing Medical Equipment in order to promote mobility,
independence, increased self worth and overall,
a better quality of life for individuals and families."*

Strategic Plan 2018-2028

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Introduction

The M.E.L. Society came about when the Managers in charge of the former equipment lending service through the Home Care program, declared that existing equipment within the Hospital Loan Pool would have to be eliminated and donated to the Lending Cupboard in Red Deer. If this had happened, all people from within the communities of Clearwater

The M.E.L. Society



"Providing Medical Equipment in order to promote mobility, independence, increased self worth and overall, a better quality of life for individuals and families."

County would have had to travel to Red Deer to obtain needed equipment. This would have created a significant hardship for many people and, as a result, it became the goal of some dedicated individuals to keep the equipment within Rocky Mountain House and Clearwater County. On October 6th, 2016 The M.E.L. Society officially opened its doors to the public of west central Alberta. In five months, over 300 pieces of medical equipment were loaned out to individuals from at least 6 different communities and a total of 776 pieces were loaned in the year of 2017. The Society is open 2 days per week for 5 hours each day. It is a Society that is dependent on grant monies, corporate sponsorship and private donations to maintain its operations and keep its doors open. The M.E.L. Society operates out of a bay located in the town of Rocky Mountain House (across from Hitch 'N Go) that has approximately 3500 square feet of space.

Overview

EXECUTIVE STATEMENT:

“We see continuous growth and a steady stream of donated equipment. In order to market ourselves effectively and achieve financial sustainability we need to expand our availability to all aspects of community and reach out, personally, to all communities in West Central Alberta. We need to strengthen our ability to generate income through diversifying our list of donors, whether corporate, service group or personal, and through implementing a ‘service fee’ so that we rely less on outside sources and more on ourselves while we move through tougher economic times and to be resilient should economic strife plague our area and province again.”

Vision

“We will be a self-sufficient preventative service to allow everyone in need to have access to the resources they need.”

Mission

“We provide a preventative service that promotes mobility, independence, increased self-worth and overall, an increased quality of life for individuals and families.”

Values

We provide individuals, families and all people with a sense of independence.

We have the courage to shape, solidify and provide a solution for a growing social need.

We engage in mutually beneficial community and regional collaborations.

We are accountable and transparent in all dealings.

We act in an honest, trustworthy and respectful way.

We promote and assist a better quality of life.

Guiding Principles

Regional and Community Accessibility

We deliver our service to the entirety of West Central Alberta, with consideration of the demographics of our region and the distance between communities. We consult our communities to see what need they have, and work to obtain just that.

Volunteer Management

We provide volunteer opportunities and work with volunteers from our region to provide our service, provide training and education opportunities to our volunteers, and to increase the awareness of the social need our service aims to solve.

Exceptional Delivery

We provide a service that meets and exceeds the expectation our region has of us. We provide effective and efficient prevention through our program.

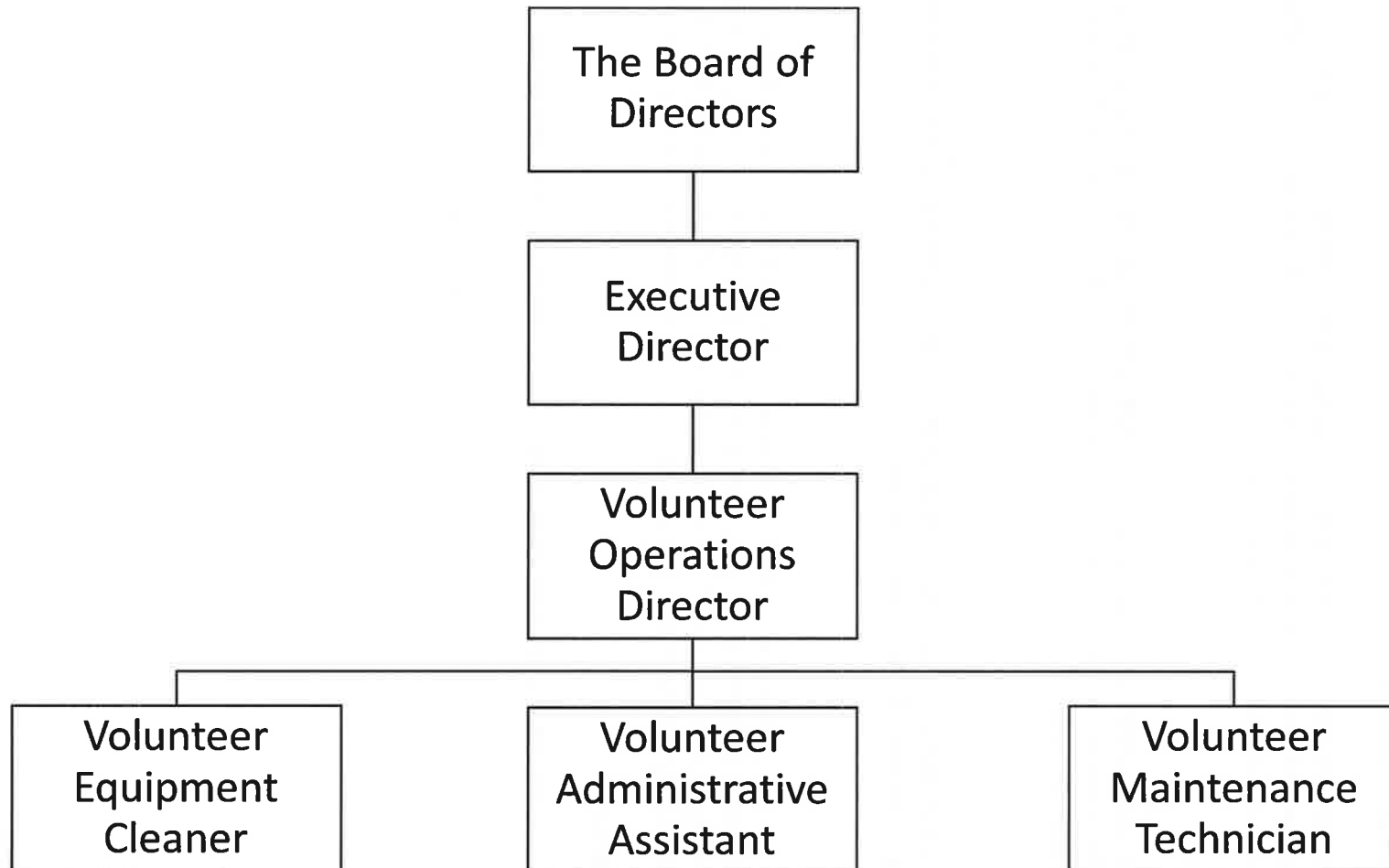
Fiscal Management

We operate in an honest, transparent and accountable way, so that all monies in and out are accounted for. We evaluate and carefully monitor approved and real income as well as expenses in order to reflect our strategic goals. We weigh benefits and outcomes, costs and risks, to ensure that we maintain our fiscal integrity and viability. We will undergo an external audit on an annual basis.

Encouraging Independence

We deliver our service in a way that promotes independence by increasing peoples mobility and self-worth.

Organizational Structure



Strategic Objectives 2018-2028

OBJECTIVE 1. Fundraising - To have a monthly income of \$10,000 per month through a combination of fundraisers, service fee revenues and grants for an annual income of \$120,000.

Action	Responsibility	Timeline for Completion	Resources Needed	Indicators of Success	Current Status
<i>Strategy 1.1 Secure Charitable Status</i>					
1) Submit the Application to Register a Charity	Executive Director	September 2018 - February 2019	Staff Time	Will be notified by the Canada Revenue Agency.	Submitted
<i>Strategy 1.2 Review and evaluate service fee revenues at a minimum bi-annually in May and September</i>					
1) Review Service Fee Revenues Quarterly	The Board of Directors and the Executive Director	September 2018 - Ongoing	Staff Time	Service fee revenue shows positive growth during each quarter.	-
<i>Strategy 1.3 Apply for and obtain annual grants</i>					
1) Research and Submit Grant Applications	Executive Director	September 2018 - Ongoing	Staff Time	Grant revenue is obtained regularly and grant sources shows signs of diversification.	Ongoing
<i>Strategy 1.4 Seek Corporate Funding</i>					
1) Develop a Business Proposal	Executive Director	September 2018 - December 1, 2018	Staff Time	A ready to submit business proposal has been developed by said deadline.	-
2) Develop a Digital Sponsor Recognition Board	Executive Director	September 2018 - December 1, 2018	Staff Time	A digital board has been developed and is on display by said deadline.	-
<i>Strategy 1.5 Fundraising</i>					
1) Develop A Monthly 50/50 Draw	Executive Director and Volunteers	September 2018 - Ongoing	Staff and Volunteer Time, pull-tickets, advertising material	A review shows the 50/50 draw is generating more income than it costs to operate.	Ongoing
2) Develop an Annual \$10,000 and under Raffle, and Generate \$10,000	Executive Director and Volunteers	September 2018 - Ongoing	Staff and Volunteer Time, advertising material, in-kind	An annual raffle has been designed and successfully generates a healthy amount of revenue.	Ongoing
3) Design and Develop a Hot-Dog Stand for the Summers	Executive Director	Summer 2019	Staff Time, stand, advertising material	A Hot-Dog stand has been created and implemented as an income generating activity.	-
4) Obtain Sponsorship for a Large Raffle Item; Hold a large Auction at a "A Taste of Rocky" event	The Board of Directors and the Executive Director	September 2018 - Ongoing	Staff and Volunteer Time, Donations	A Taste of Rocky' has been organized and is ready to be implemented; The auction item has been secured for the event.	-

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OBJECTIVE 2. Increase awareness of services through traditional and digital marketing strategies.

Action	Responsibility	Timeline for Completion	Resources Needed	Indicators of Success	Current Status
<i>Strategy 2.1 Have a mass email system</i>					
1) Develop a Mass Email System to Distribute Media Bi-annually	Executive Director	September 2018 - December 1, 2018	Staff Time	A mass email system has been deployed by said date.	-
<i>Strategy 2.2 Utilize Facebook</i>					
1) Distribute More and Post More Media on Facebook as well as Use Ad Manager	Executive Director	September 2018 - Ongoing	Staff Time	The M.E.L. Society's facebook page has an increased number of likes and reaches further into west central alberta; it will have an increase in responses.	-
<i>Strategy 2.3 Incorporate The M.E.L. Society into municipal parades.</i>					
1) Incorporate Wheelchair Racers in Rocky's Parades	The Board of Directors and the Executive Director	September 2018 - Ongoing	Staff and Volunteer Time	The M.E.L. Society is allowed to place x number of wheelchair racers in the parades.	-

OBJECTIVE 3. Recruit and retain a committed volunteer group dedicating to providing optimal service.

Action	Responsibility	Timeline for Completion	Resources Needed	Indicators of Success	Current Status
<i>Strategy 3.1 Recruitment</i>					
1) Determine the Number of Volunteers Needed and Compile a Resource List	Executive Director	September 2018 - Ongoing	Staff and Volunteer Time	There is a surplus volunteers and there are multiple resources to refer to if more are needed.	-
2) Create Proposals for Potential Volunteer Sources	Executive Director		Staff Time	An effective proposal has been developed and The M.E.L. Society has established collaborative relationships with its volunteer sources.	-
<i>Strategy 3.2 Retention</i>					
1) Develop an Operations Manual for Staff and Volunteers as well as Position Descriptions	Executive Director	September 2018 - December 1, 2018	Staff Time	A manual has been developed that is easy to read and provides a solid training foundation to volunteering and working at The M.E.L. Society.	-
2) Implement a Volunteer Suggestion Box	Executive Director	September 2018 - December 1, 2018	Staff Time	A suggestion box is in place for the volunteers to submit anonymous comments for review by the Executive Director. This helps our operations.	-
3) Develop and Implement a 'Volunteer Coffee and Card' Day	Executive Director	September 2018 - December 1, 2018	Staff Time	A volunteer 'Coffee and Card' Day has been established.	-

OBJECTIVE 4. Recruit and retain adequate paid staff to facilitate service delivery.

Action	Responsibility	Timeline for Completion	Resources Needed	Indicators of Success	Current Status
<i>Strategy 4.1 Executive Director Retention</i>					
1) Review and Rewrite Job Description	The Hiring Committee		Volunteer Time	A new job description for the Executive Director position has been developed.	-
<i>Strategy 4.2 Operations Director</i>					
1) Develop an Operations Director Description	Executive Director	September 2018 - Ongoing	Staff Time	An Operations Director position description and function has been defined.	-

OBJECTIVE 5. Develop strategy to purchase commercial property by 2028.

Action	Responsibility	Timeline for Completion	Resources Needed	Indicators of Success	Current Status
<i>Strategy 5.1 Develop a capital campaign</i>					
1) Analyze Market in Order to Estimate Cost and Size	The Board of Directors and the Executive Director	September 2018 - Ongoing	Staff and Volunteer Time	The costs of construction vs purchasing and renovating have been estimated and reviewed.	-
2) Secure Sponsorship	The Board of Directors and the Executive Director	May 2019 - Ongoing	Staff and Volunteer Time	Multiple sponsors have been secured and The M.E.L. Society has enough matching funds for a CIP grant.	-
3) Create a Capital Reserve Fund	The Board of Directors and the Executive Director	September 2018 - Ongoing	Staff and Volunteer Time	A capital reserve fund has been established.	-

The Medical Equipment Lending Society of West Central Alberta

2018-2019 Revised Proposed Income and Expense Report

Proposed Income Estimations Based on Application Approval

(may be less if partial or no funding received)

Source	Amount
Shell	\$ 5,000.00
CIP Operating	\$ 30,000.00
CIP Operating Development	\$ 7,500.00
CIP Project (one time grant for office improvement)	\$ 6,000.00
REPSOL (YR1 of 3YR contract)	\$ 10,000.00
Ladies Auxiliary	\$ 16,000.00
Next To New	\$ 10,000.00
Lions Club	\$ 2,500.00
United Way	\$ 1,500.00
Rocky Footballs Fan Club	\$ 500.00
Quilt Raffle	\$ 1,000.00
Thrive Wellness and Massage	\$ 250.00
TransCanada (YR1 of 3YR contract)	\$ 10,000.00
User Donations	\$ 14,400.00
Total Proposed Income	\$ 114,650.00

Proposed Expenses Based on Previous Year and Projected Increases

[Expenses in bold are not adjustable]

(expenses not bolded will be adjusted according to actual funds received)

Operational Expenses	Total
Wages	\$ 43,889.16
Travel	\$ 700.00
Rent (GST included)	\$ 25,200.00
Utilities (average \$175.00/Month)	\$ 2,300.00
Telephone	\$ 750.00
Internet	\$ 850.00
Insurance	\$ 3,100.00
WCB and Society Fees	\$ 400.00
Equipment Maintenance	\$ 4,500.00
Upkeep and Cleaning	\$ 3,300.00
Equipment	\$ 24,220.15
Administrative Expenses	
Advertising	\$ 2,000.00

Continued on Page 2

Proposed Expenses <i>continued</i>	
Office Supplies (paper, ink, tape, envelopes etc.)	\$ 3,000.00
Staff/Volunteer Training	\$ 1,000.00
Honorariums and Gifts	\$ 1,000.00
Staff/Volunteer Support	\$ 1,000.00
Other	
Infrastructure	\$ 2,400.00
Total Proposed Expenses	\$ 119,609.31

Income Vs. Expenses Difference -\$ 4,959.31

TA1:B48HE MEDICAL EQUIPMENT LENDING SOCIETY OF WEST CENTRAL ALBERTA

2018 PROPOSED INCOME AND EXPENSE BUDGET

2018

INCOME

SOURCE	AMOUNT
FCSS	\$ 22,000.00
REPSOL(\$30,000 over 3 years)	\$ 10,000.00
HOSPITAL AUXILIARY	\$ 8,000.00
NEXT TO NEW	\$ 10,000.00
LIONS CLUB	\$ 2,500.00
UNITED WAY	\$ 1,500.00
ROCKY FOOTBALLS FANS CLUB	\$ 500.00
QUILT RAFFLE	\$ 600.00
THRIVE WELLNESS & MASSAGE	\$ 250.00
USER DONATIONS(average \$1200/mnth)	\$ 14,400.00
TOTAL PROPOSED INCOME FOR 2018	\$ 69,750.00

EXPENSES

	AMOUNT
SALARIES	
EXECUTIVE DIRECTOR	\$28,833.72
DIRECTOR OF FINANCE AND ADMINISTRATION - 15 HRS PER WEEK	\$15,055.44
RENT AND GST	\$25,200.00
NATURAL GAS (average \$175/mnth)	\$2,100.00
TELEPHONE & INTERNET (\$116.00/MNTH)	\$1,395.00
COOPERATORS INSURANCE	\$3,000.00
WCB & SOCIETY FEES	\$360.00
OPERATING EXPENSES	\$6,000.00
ADMINISTRATION SUPPLIES	\$1,200.00
EQUIPMENT	\$22,000.00
wheelchair washer \$15000+install\$3000	
photocopier \$300	
desktop computer \$800	
4 office chairs \$500 total	
EQUIPMENT REPAIR	\$6,000.00
PR/ADVERTISING SUPPLIES(\$2000-Proper Bldg MEL Signage)	\$3,000.00
STAFF APPRECIATION	\$550.00
INFASTRUCTURE	\$1,200.00
	\$115,894.16

INCOME LESS EXPENSES -/+	\$46,094.16
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Population Projection

Alberta and Census Divisions, 2018–2046

In 2046, Alberta's projected population is expected to:

- ◆ Reach 6.4 million, an increase of roughly 2.1 million people from 2017.
- ◆ Become older, with an average age of 41.6 years, up from 37.9 years in 2017.
- ◆ Become increasingly diverse, as arrivals from other countries account for about 48% of the expected growth.
- ◆ Become more concentrated in urban centres, especially along the Edmonton–Calgary corridor; by 2046 almost 8 in 10 Albertans are expected to live in this region.

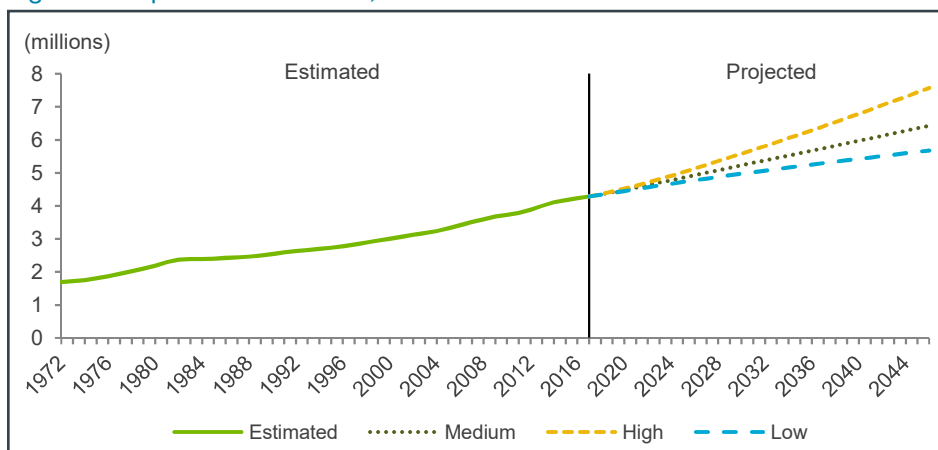
Population projections are now available for the period of 2018 to 2046 for Alberta and its 19 census divisions. Three different sets of assumptions (low, medium and high population growth scenarios) were prepared. This document highlights some characteristics of Alberta's projected population, focusing mainly on the results of the medium (reference) scenario unless otherwise indicated.

Alberta Population Projections

Alberta to see continued population growth overall

By 2046, Alberta is expected to be home to about 6.4 million people, representing an average annual growth rate of about 1.4% or an increase of about 2.1 million people from 2017 (Figure 1). This growth is lower than the 2.0% experienced over the previous 25 year period (1992 to 2017). Alberta's population is projected to surpass the 5 million mark by 2027, and will reach the 6 million mark by 2041. Under the low and high scenarios, Alberta's total population in 2046 is projected to be around 5.7 million and 7.6 million;

Figure 1: Population of Alberta, 1972-2046



Sources: Statistics Canada and Alberta Treasury Board and Finance

gains of 1.4 million and 3.3 million, respectively.

Following the recession, Alberta's economy posted a strong recovery and is likely to grow over the medium term. As a result, population growth is forecasted to improve from a low of 1.2% in 2017 (Figure 2). Between 2017 and 2021, average annual growth is expected to be 1.5%, compared to 2.0% in the 2012–2017 period. A slight recovery is expected between 2021 and 2026, where the average annual gain in population is expected to climb to 1.6%. In the latter part of the projection period (2026 to 2046), population growth is expected to slow gradually to an average annual rate of 1.3% due to moderating net migration, lower natural increase and population aging.

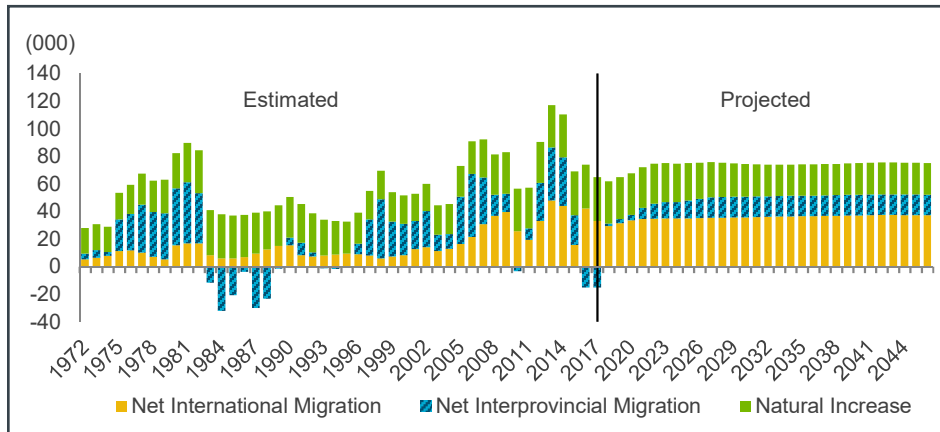
Migration to Alberta is heavily dependent on the prevailing economic situation. After two years of diminished net inflows, migration to Alberta is forecasted to pick up slowly alongside the improving economy. The net outflows of interprovincial migrants between 2016 and 2017 slowed population growth, however, Alberta has turned a corner and is forecasted to see net inflows of interprovincial migrants beginning in 2018. Immigration is forecasted to soften slightly in 2018, but should remain well above its long term historical trend, while net outflows of non-permanent residents are expected to taper off in the next few years in response to Federal changes to the Temporary Foreign Worker Program.

In all three scenarios, future population growth is mainly driven by migration, particularly international migration. Total net migration from all sources (1.42 million people)

is projected to account for about two-thirds of Alberta’s population growth under the medium scenario, with natural increase accounting for the remaining 34% (Figure 2). Of the anticipated net migrants, roughly three-quarters would come from other parts of the world. After hitting a low point in 2017, total net migration is expected to pick up as the economy improves.

Figure 2: Components of Population Growth, 1972-2046

Alberta



Sources: Statistics Canada and Alberta Treasury Board and Finance

International migration: a primary population growth driver

About 48% of the expected population growth over the projection period will be due to international migration (Figure 2), representing a net gain of about 1,037,000 people. The addition of new residents from other countries will continue to add to the diversity of the province.

Alberta remains attractive to interprovincial migrants

Reflecting the recent recession in 2015 and 2016, net outflows of interprovincial migrants occurred in 2016 and 2017 as interprovincial migration reacted with a lag to economic changes. This trend is expected to reverse itself as commercial activity recovers (Figure 2). The inflows are expected to increase as the economy improves over time. Net interprovincial migration will account for 18% of the growth, or around 379,000 new residents, between 2017 and 2046 under the medium scenario.

Natural increase remains a significant, but diminishing source of growth

Natural increase (births minus deaths) is expected to continue to have a positive impact on the province’s growth, adding about 722,000 people by 2046 (Figure 2). The magnitude that natural increase contributes to population growth is expected to be partly influenced by migration patterns. The majority of the over 1.4 million (net) migrants projected to arrive over the next 29 years will be young adults aged 18-34. This expansion of Albertans in child-bearing ages may result in an increased number of births over the projection period. Despite this, the impact of natural increase on growth will diminish over time, as deaths are expected to increase rapidly with the advanced aging of the baby boom cohort.

For instance, on an average day in 2017, 157 new Albertans were born while about 70 people died. By 2046, the average number of daily deaths is expected to double (140), while births will likely increase to around 202. The narrowing gap between births and deaths in the future means that the average daily population gain due to natural increase will drop to 62 by 2046 from 87 in 2017.

Albertans are expected to live longer

A girl born in Alberta in 2017 could expect to live to 83.4 years of age, while a boy could live to 79.0 years. Under the medium scenario, life expectancy at birth for females is projected to rise to 87.1 by 2046, while life expectancy for males is expected to reach 83.5 years. Consistent with historical trends, males are expected to see faster gains in life expectancy, and consequently the gap between females and males is also expected to narrow from 4.4 years in 2017 to 3.6 years in 2046.

A man reaching age 65 in 2017 could expect to live, on average, another 18.9 years, compared to 21.8 for women. Life expectancy at age 65 is projected to increase to 21.3 years for men and 24.2 for women by 2046.

Alberta’s population getting older

Alberta was the youngest province in 2017. However, its population is aging due to below replacement fertility and rising life expectancy. Despite the anticipated addition of a substantial number of young people through migration, population aging is expected to continue over the projection period (Figure 3). In 2017, the average age¹ of individuals in the province was 37.9 years and is projected to climb to 41.6 by 2046.

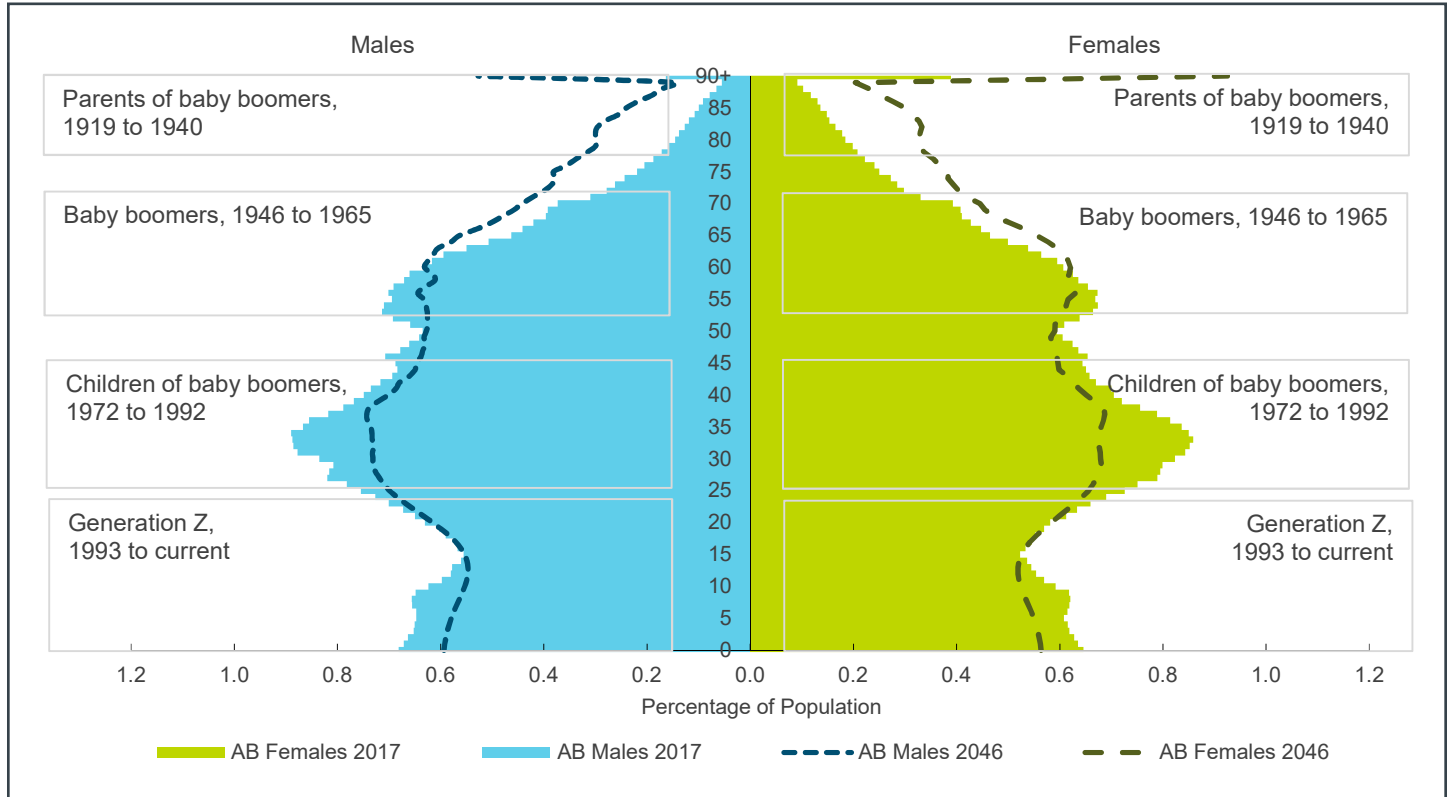
Baby boomers accelerate aging

The large baby boom cohort, who were born between 1946 and 1965, will have a significant impact on the rate of population aging over the next few decades. In 2017, these Albertans were aged 52 to 71 years and accounted for about 22% of the population (Figure 3). As the baby boomers get older, aging is expected to accelerate until 2030, when the last of that large group reaches the age of 65.

Those aged 65 and older represented about 12% of the population in 2017. Under the medium scenario, almost one in five, or 19% are expected to be 65 and older by 2046.

¹ Average age has replaced median age in these projections as it adjusts better for changes in the age structure as the baby boomers become increasingly older.

Figure 3: Alberta's Population Pyramids, 2017 vs. 2046



Sources: Statistics Canada and Alberta Treasury Board and Finance

Note: Information boxes indicate generations in 2017.

Males may continue to outnumber females

Alberta has consistently been home to more males than females, mainly due to the large proportion of working-age males migrating to the province. This trend in the sex ratio (ratio of males to females) is expected to continue.

While net migration inflows over the projection may continue to tip the province's overall sex ratio in favour of males, the aging of the large baby boom cohort into senior ages, and higher female life expectancies, may pull the sex ratio in favour of females. These two opposing forces will keep the sex ratio fairly stable over the projection at 103 males per 100 females.

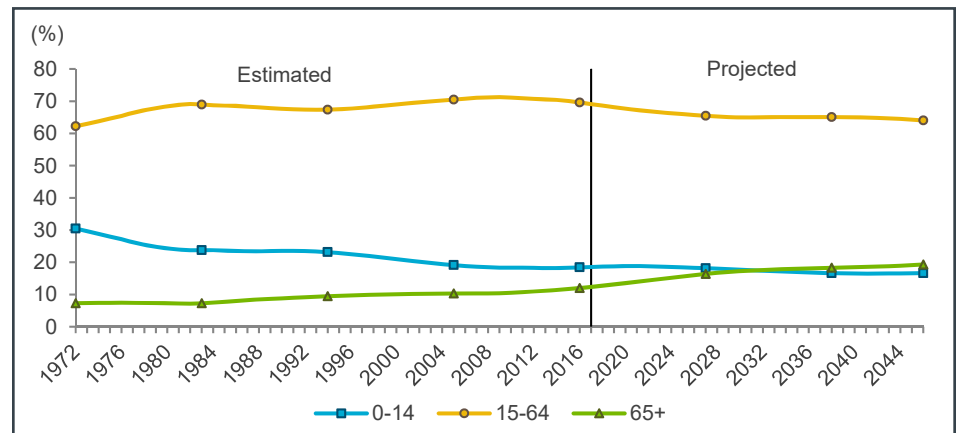
More people depend on the working-age population

The number of working-age Albertans (aged 15 to 64 years) is expected to grow under all scenarios,

increasing from about 3 million in 2017 to over 4.1 million by 2046 under the medium scenario. However, as a share of the total population, this age group is anticipated to shrink, falling from around 69% in 2017 to about 64% in 2046 (Figure 4).

Figure 4: Proportion of Total Population by Age Group, 1972-2046

Alberta



Sources: Statistics Canada and Alberta Treasury Board and Finance

Due to the rising share of seniors and the declining share of working-age population, the total dependency ratio² is expected to increase significantly over the projection period. In 2017, there were about 45 dependents for every 100 Albertans aged 15 to 64 years. By 2046, it is expected that the total dependency ratio will climb to about 56. The higher ratio will mainly be driven by the rapid increase in the senior (65+) portion of the population (Figure 5).

Age Structure of Alberta

By 2046, there will be more people of every age compared with 2017. The baby boomers will be swelling the ranks of the province’s oldest residents, while their children, who are the oldest of the ‘echo’ generation, will have just entered their senior years (Figure 6).

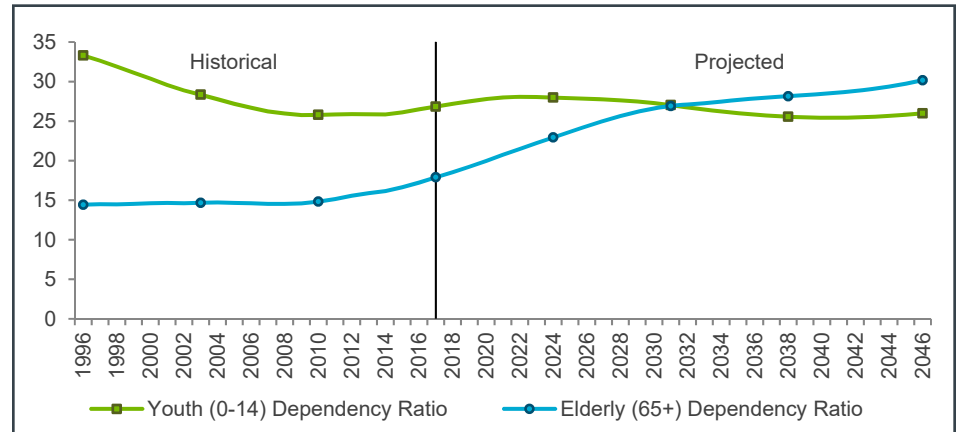
² The dependency ratio refers to the population not typically in the labour force (children and the elderly) to the population that typically is (those aged 15 to 64).

The next section outlines the projected size of specific age groupings.

Stable numbers of young children and growing in school ages

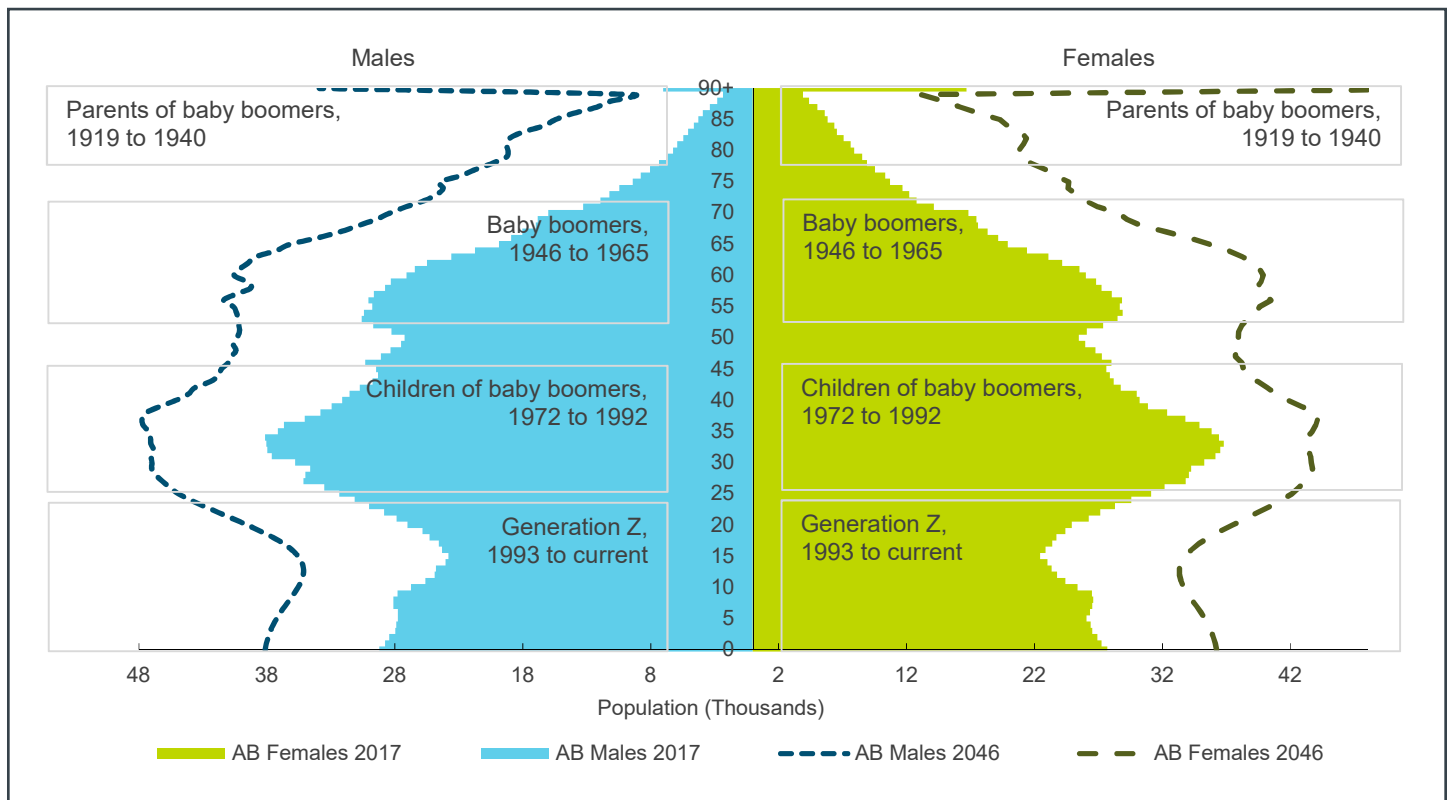
The size of the youngest age group (0 to 4 years) is mainly impacted by the number of births and is a good barometer of possible demand for elementary education in the near future. After an increase in the first few years, the size of this age group remains relatively stable at around 300,000 pre-grade school

Figure 5: Dependency Ratios (per 100 working age individuals), 1996-2046 Alberta



Sources: Statistics Canada and Alberta Treasury Board and Finance

Figure 6: Population by Age and Sex (Thousands), Alberta, 2017 and 2046



Sources: Statistics Canada and Alberta Treasury Board and Finance

Note: Information boxes indicate generations in 2017.

children until the last sixteen years of the projection, and by 2046 is expected to hit almost 370,000.

The population aged 5 to 17 years represents potential school demand. The number of school-aged children will likely continue to rise throughout the projection due to Alberta’s fertility and migration rates, and growth is particularly strong to 2025. Between 2017 and 2025, this age group is expected to increase at an average annual rate of 2.1% (Figure 7), adding roughly 120,000 new school-aged children. By 2046, this age cohort will likely number more than 910,000.

An expansion of those in working-ages, but a declining share

The young adult cohort (aged 18 to 24 years) is usually associated with attending post-secondary institutions or participating in the youth labour force. In 2017, the share of the population for this cohort was about 9% and is projected to be relatively stable throughout the projection. However, in the short term, the size of this age group will drop from about 380,000 in 2017 to about 375,000 in 2020 because of a smaller cohort moving into this age group. Thereafter the number of young adults is expected to increase steadily, as migration picks up, reaching just over 554,000 by 2046 (Figure 8).

The core labour force age group (25 to 54 years) will increase in size throughout the projection period, although the expansion is expected to be slower over the next few years. This is due to the impact of lower-than-expected levels of migration on this cohort in the short term, as well as the departure of the youngest baby boomers from the core labour force (Figure 8). Despite the growth in numbers, as a share of the total population this cohort will decline from about 45% in 2017 to 40% by 2046 as baby boomers leave the workforce. In 2017, the youngest baby boomers were 52 years of age; 9.2% in the core working-age group were baby boomers. By 2020, all of the baby boomers will have aged out of the core labour force, but numbers will continue to rise due to migration.

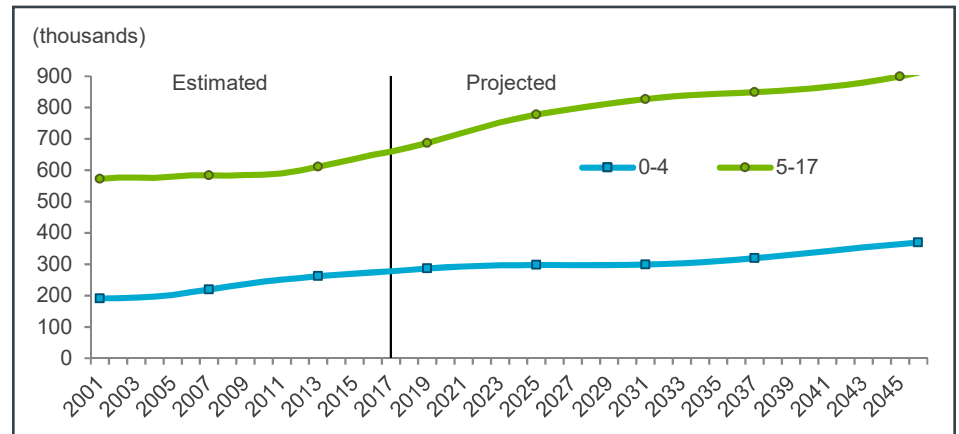
The overall working-age population (15 to 64 years) will also grow, but it shows a similar slowdown in the first few years of the projection (Figure 8). The working-age cohort is expected to expand by around 39% over the projection period, but since the overall population will also expand by 50%, this age group will make up a declining share of the total population.

Aging boomers accelerate growth of senior population

The population aged 65+ is expected to increase both in number and population share throughout the projection period. In 2017, almost 530,000 Albertans were aged 65 and older, accounting for 13% of the population. The number of seniors is expected to top a million by 2035 and exceed 1.1 million by 2040 (Figure 9). Under the medium scenario, about one in five Albertans in 2046 would be 65 or older. In 2017, there were about 406,000 more children (aged 0 to 17 years) than seniors. By 2046, this difference will likely shrink to under 40,000.

Figure 7: Population Aged 0 to 17 years, 2001-2046

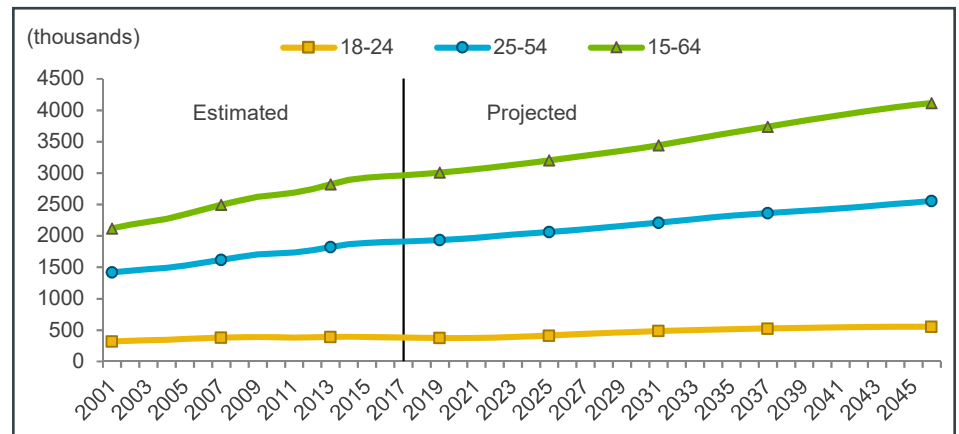
Alberta



Sources: Statistics Canada and Alberta Treasury Board and Finance

Figure 8: Population Aged 15 to 64 years, 2001-2046

Alberta



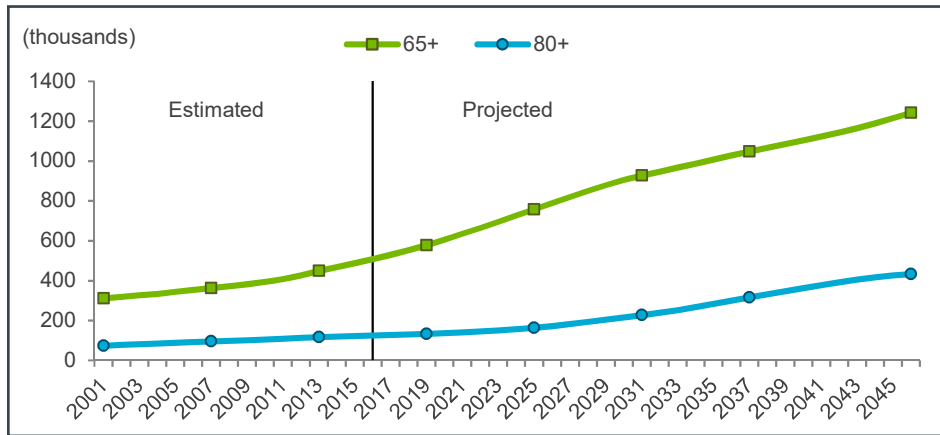
Sources: Statistics Canada and Alberta Treasury Board and Finance

Rapid growth of the oldest-old

In assessing demand for services such as health care, assisted living and seniors’ housing, it is especially important to look at those 80 years and older. This age group is expected to double as a share of the population, increasing from 3% in 2017 to about 7% in 2046, which represents an absolute increase of almost 305,000 people who are 80 years and older and a percentage increase of 238% (Figure 9).

Figure 9: Population Aged 65 and older, 2001-2046

Alberta



Sources: Statistics Canada and Alberta Treasury Board and Finance

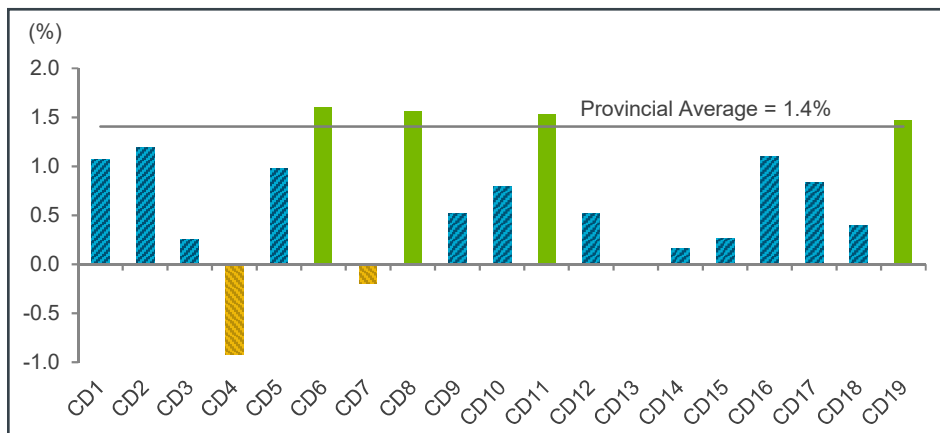
Regional Population Projections

Regional population growth is determined by the current age structure, natural increase and gains or losses through migration. The next section highlights some characteristics of the 19 census divisions (CDs) in Alberta.

The current age structure is a major determinant of the number of births and deaths. A region with a greater proportion of older people will likely experience more deaths, whereas a region with a large proportion of young adults will likely see more births. In addition, since migration is an activity undertaken primarily by young adults, the age structure will impact the region’s migration patterns.

Figure 10: Average Annual Population Growth by Census Division, 2017-2046

Alberta



Sources: Statistics Canada and Alberta Treasury Board and Finance

Older regions, with a greater share of seniors in the population, are more likely to experience very low or negative natural increase leading to downward pressure on population growth (Appendix - Map 1). The oldest regions of the province in 2017 were CD 4 (Hanna), CD 13 (Whitecourt) and CD 7 (Stettler) with average ages of 41.9, 41.0 and 40.5 years, respectively. These three are among the regions projected to see the least growth from natural increase over the projection.

Migration is a key determinant of population growth for most regions. It is common for regional patterns of migratory movements to be relatively consistent over time. Some regions have, for many years, seen their young people move to other regions of the province (intraprovincial migration); for example, CD 17 (Slave Lake), CD 19 (Grande Prairie) and CD 2 (Lethbridge). Other regions have a long-standing and significant attraction to interprovincial migrants. Some regions gain from the settlement choices of immigrants, while others receive almost none. Some regions, such as CD 16 (Wood Buffalo) tend to draw a significant number of interprovincial migrants, yet tend to lose population to other parts of the province at the same time, leading to lower growth from migration than might be expected.

In general, the largest centres in Alberta capture most of the growth from international migration sources, while also gaining from migratory movements both within Alberta and between provinces (Appendix - Map 2).

Most regions expected to see population growth

With the exception of three census divisions, CD 4 (Hanna), CD 7 (Stettler), and CD 13 (Whitecourt), all regions in Alberta are expected to see positive growth over the projection period. Although the population of CD 13 is expected to shrink, the decrease is marginal (average annual growth of -0.003%) and the population is relatively stable (Figure 10). CD 14 (Edson),

CD 3 (Pincher Creek) and CD15 (Banff) are also expected to have relatively stable populations due to minimal expected growth over the projection period. The strongest growth is projected to occur in the Edmonton-Calgary corridor (CDs 6, 8 and 11) and in CD 19 (Grande Prairie) (Appendix - Map 3).

Regional Age Structure

Overall increase in children, but shrinking share

There is considerable regional variation in the proportion of 0 to 14 year olds. At the top end, a little over 28% of CD 17's (Slave Lake) population was under the age of 15, and at the other end of the spectrum, the proportion of children in CD 15 (Banff) was close to 15% in 2017. The share of children is projected to drop or remain fairly stable in all census divisions. CD 15 and CD 16 are expected to show the greatest drop in share of 0 to 14 year olds (-3.75 and -3.19 percentage points, respectively), which is primarily due to population aging and the shrinking proportions of their childbearing cohorts. CD 15 also has the lowest fertility of all regions. CDs 17 and 15 will continue to have the highest and lowest population shares of children, respectively, in 2046.

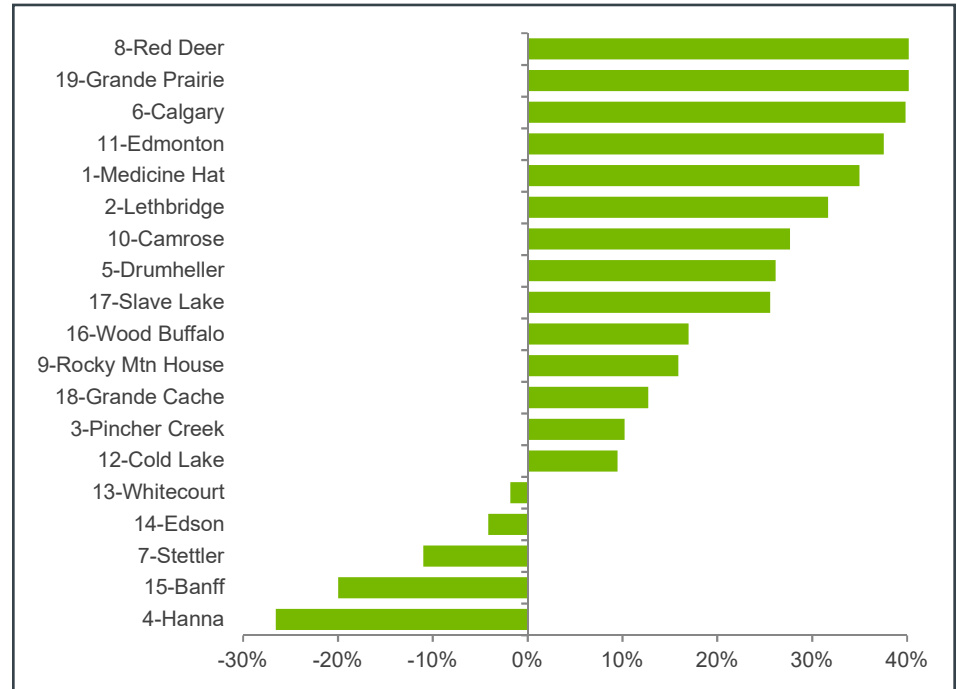
While regional population shares of children are expected to drop, the absolute number of children will increase in most census divisions (Figure 11). Due to their large populations, the largest absolute increases in the number of children are expected in CD 8 (Red Deer), CD 6 (Calgary), and CD 11 (Edmonton). These three census divisions, together with CD 19 (Grande Prairie) and CD 1 (Medicine Hat), make up the five regions with the largest percent growth of children over the projection period.

Proportion of working-age to shrink in every region

All but six census divisions are projected to have increased numbers in the working-age population (15 to 64 years) between 2017 and 2046 (Figure 12). Since migrants are predominantly young adults, regions

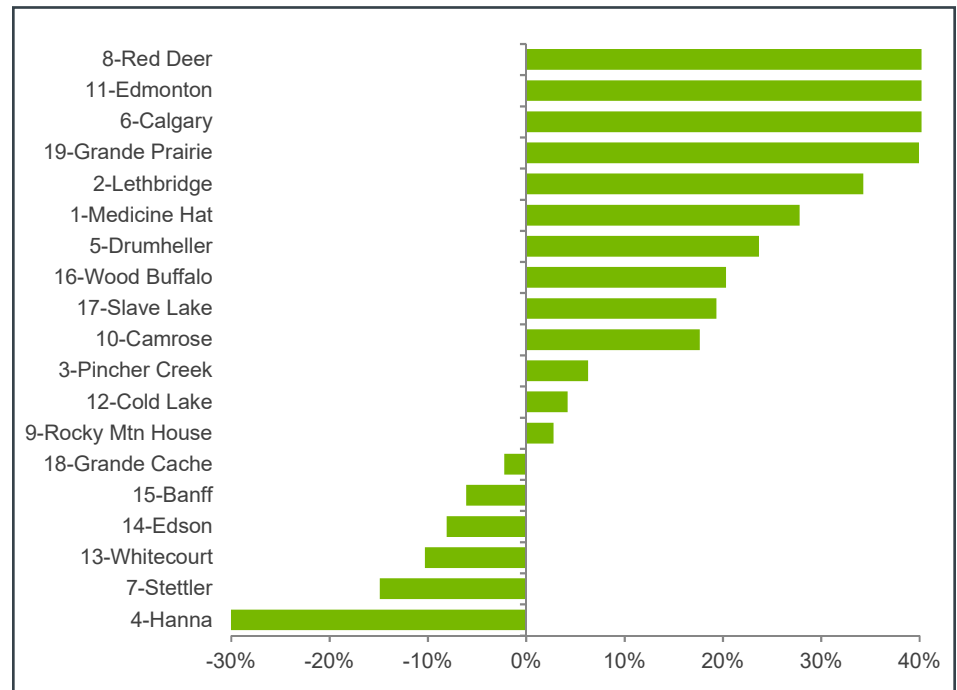
receiving the most net migrants are expected to see the greatest gains. The three census divisions that make up the Edmonton-Calgary Corridor claim the top spots, followed by CD 19 (Grande Prairie) and two southern regions, CD 2 (Lethbridge) and CD 1 (Medicine Hat). Not surprising, given the projected

Figure 11: Percent change of 0 to 14 year olds, 2017-2046



Sources: Statistics Canada and Alberta Treasury Board and Finance

Figure 12: Percent change of 15 to 64 year olds, 2017-2046



Sources: Statistics Canada and Alberta Treasury Board and Finance

contraction of its overall population, CD 4 (Hanna) is expected to see the largest drop in its working-age population.

In 2017, the regions with the highest share of the working-age population were CD 16 (Wood Buffalo), CD 15 (Banff), CD 6 (Calgary) and CD 11 (Edmonton); all had shares over the Alberta average of about 69%. In contrast, close to 6 out of 10 people in CD 3 (Pincher Creek) were of working-age. The share of population aged 15 to 64 will decline in all census divisions between 2017 and 2046. CD 11, CD 16 and CD 6 will continue to have the highest shares above the provincial average of 64%.

Regional differences in population aging

In 2017, almost one in eight Albertans was 65 years of age and over, while this number is expected to be close to one in five by 2046. The proportion of the population aged 65 and older varies regionally throughout the province due to different age structures and migration flow patterns (Figure 13). In 2017, CD 3 (Pincher Creek) and CD 4 (Hanna) had the highest shares of seniors among the CDs at 19.8% and 19.6%, respectively, while Wood Buffalo (CD16) had the lowest share (3.2%). In 2046, it is expected that CD 4 (Hanna) will have the highest share of seniors at 29.7%, whereas CD 17 (Slave Lake) will have the smallest share with 13.5% of the population aged 65 years and over.

Focus on selected regions

The following sections highlights some of the factors contributing to projected growth for select regions in the province.

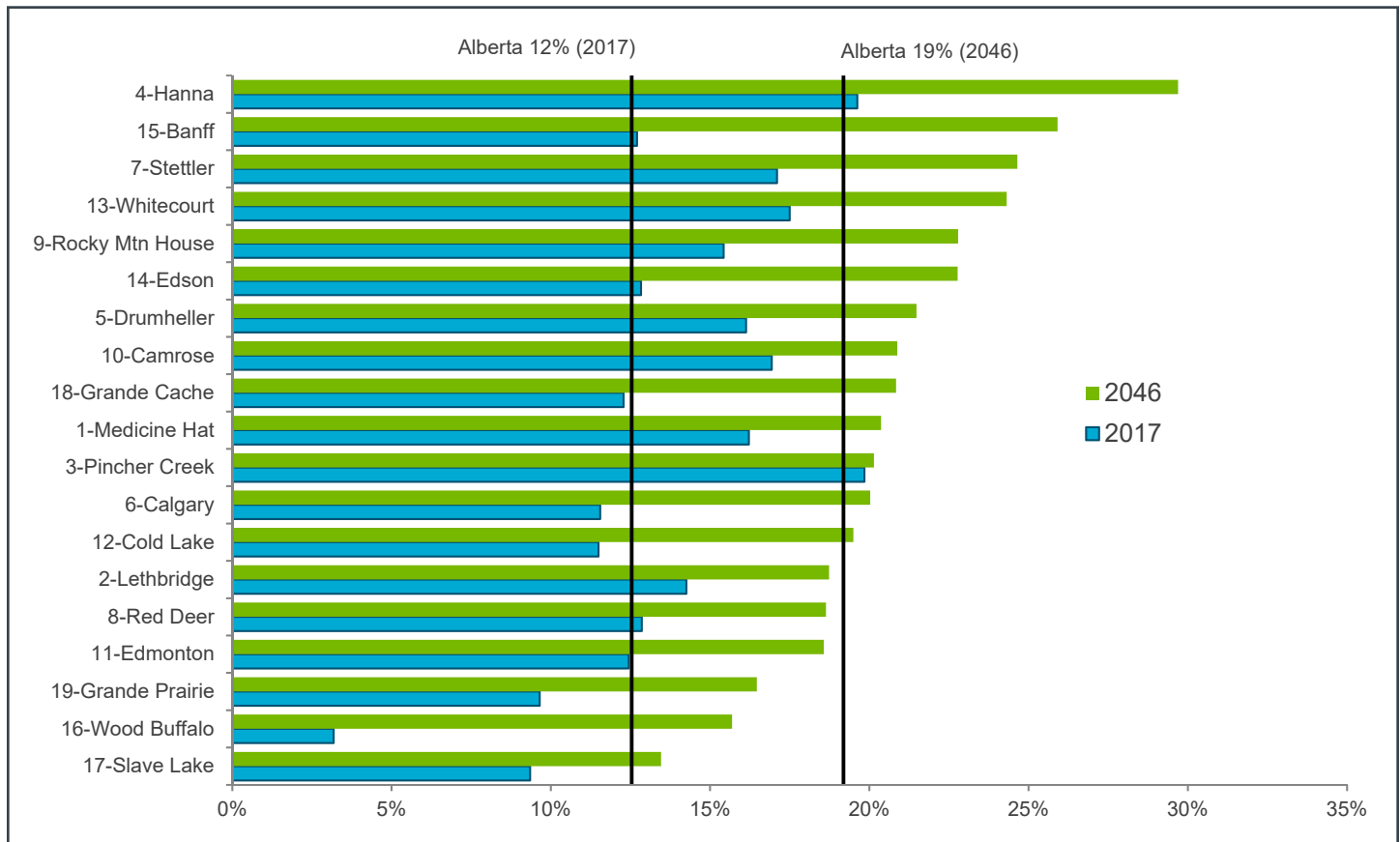
Edmonton-Calgary corridor: urbanization continues

The Edmonton-Calgary corridor consists of three CDs (6, 8 and 11) and includes the Census Metropolitan Areas of Edmonton and Calgary, as well as the city of Red Deer. Covering only 6% of the land area, the corridor is home to 76% of the population and is the most urbanized area of the province³. Projected growth in all three of these CDs will outpace the provincial average (Appendix - Map 3). By 2046, four out of five Albertans are expected to live in this region.

The anticipated growth in the Edmonton-Calgary corridor is supported by historical migration patterns within the province. As the most populous region of Alberta, this area attracts most of the international migrants to the province, as well as about two-thirds of the migrants from other parts of Canada. On average,

³ 2011 Census of Canada, Statistics Canada

Figure 13: Population Aged 65 and over as a Percent of Total Population, Census Divisions, 2017 and 2046



Sources: Statistics Canada and Alberta Treasury Board and Finance

about nine out of ten immigrants originally migrate to this region. In addition, these CDs tend to gain residents through migration from other parts of the province.

Wood Buffalo: Resumes Growth

CD 16 (Wood Buffalo) was hit hard by the economic slowdown. Strong net outflows of interprovincial migrants caused this region's population to shrink from 2015 to 2017, as the economy adjusted to lower oil prices.

However, confidence seems to be returning as some new projects have been announced and construction activity following the Fort McMurray fire continues. This region is expected to gradually return to a more moderate level of positive net migration, recovering from the net outflows of the last three years. Between 2024 and 2028, this region is forecast to see a boost in migration from the economic activity that oil investment should generate.

Over the entire projection, natural increase is expected to contribute 32.0% to CD 16's growth—the second highest contribution among the province, and well above the provincial level (Appendix - Map 1). Due to its young population, there are relatively few deaths and a significant number of births. Overall, average annual growth for CD 16 is projected at 1.1% between 2017 and 2046, up from last year's projection (0.8% between 2016-2041).

Grande Cache: Turning a Corner

After a few years of negative news in this region, CD 18 (Grande Cache) appears to be turning a corner. With increased investment, economic activity is expected to recover in the area. After two years of tough economic times and negative population growth, this is expected to have a positive impact on the population over the projection period.

In December 2015, one of the largest employers in this region, Grande Cache Coal, closed down, putting many people out of work. However, this company has now been sold and the mine is expected to reopen. In addition, the town of Grande Cache

received a \$325,000 tourism grant from the Government of Alberta in 2018, under the Coal Community Transition Fund. The Grande Cache Institution, a medium security federal institution, has also just signed a 25 year renewal on their lease.

With this increased investment, population projections have been increased from last year. CD 18 is expected to see modest inflows of migrants in the next few years before returning to long term net outflows. This region is expected to grow by 0.4% between 2017-2046, up from -0.05% between 2016-2041 in the previous version of these projections.

Renewable Energy: Southern Alberta

Under Alberta's Renewable Electricity Program, three companies were approved to build wind power projects in three CDs: CD 1 (Medicine Hat), CD 4 (Hanna) and CD 3 (Pincher Creek). These are expected to generate economic activity in the next few years, leading to a slight increase in migration in 2019 for CD 3 and CD 4 as these projects are built and begin electricity production.

Grande Prairie: a service centre for Alberta and British Columbia

CD 19, which includes the city of Grande Prairie, has experienced robust growth over the last decade. At 1.5%, the region's average annual growth (between 2017 and 2046) is expected to remain slightly above the provincial average over the long term (Appendix - Map 3).

The regional economy has a large natural resources component, including oil and gas, forestry, and agriculture. The city of Grande Prairie is a service area for northwestern Alberta and northeastern British Columbia, regions with abundant reserves of oil and gas. While resource activities may attract more males, the service sector is expected to attract a more balanced mix of people. Compared with CD 16 (Wood Buffalo), for example, CD 19's (Grande Prairie) sex ratio is much less skewed to males, and the region is more attractive to young adults of both sexes. As a result,

the population in CD 19 contains momentum for future growth.

CD 19 was impacted by low oil prices, and saw net outflows of migrants between 2016 and 2017. However, because of its economic diversity and the up-tick in conventional drilling, CD 19 should see its migration levels recover faster than other oil-dependent regions such as CD 12 and CD 16.

Lethbridge: Growth Potential

Lethbridge (CD 2) is an economically diverse region with industries such as agriculture, government, and manufacturing. Given its diversified economy, CD 2 has become an increasingly attractive destination for migrants to the province, drawing families and, due to its post-secondary institution, young adults to the region. Given its young age structure and higher-than-average fertility, CD 2 has the potential for continued future growth.

For more information on the [Population Projections](#) see:

Data for Alberta Population Projections.

Includes estimated (1996-2017) and projected (2018-2046) population of Alberta and its 19 Census Divisions by single year of age and sex as well as some summary statistics.

Population Projection Methodology and Assumptions.

Details the methodology and assumptions of the long-term population projections.

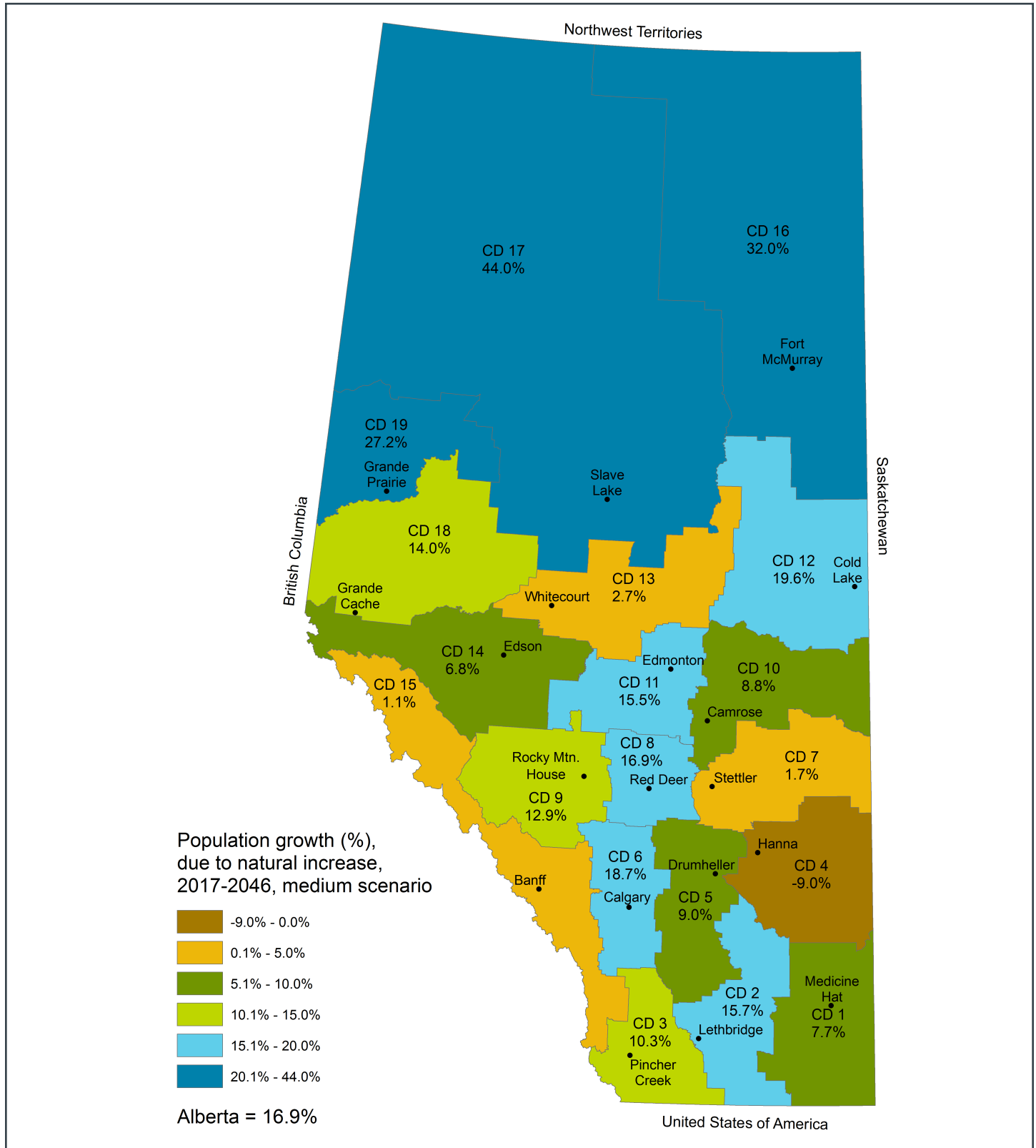
Contact

[Jennifer Hansen](#)

780.427.8811

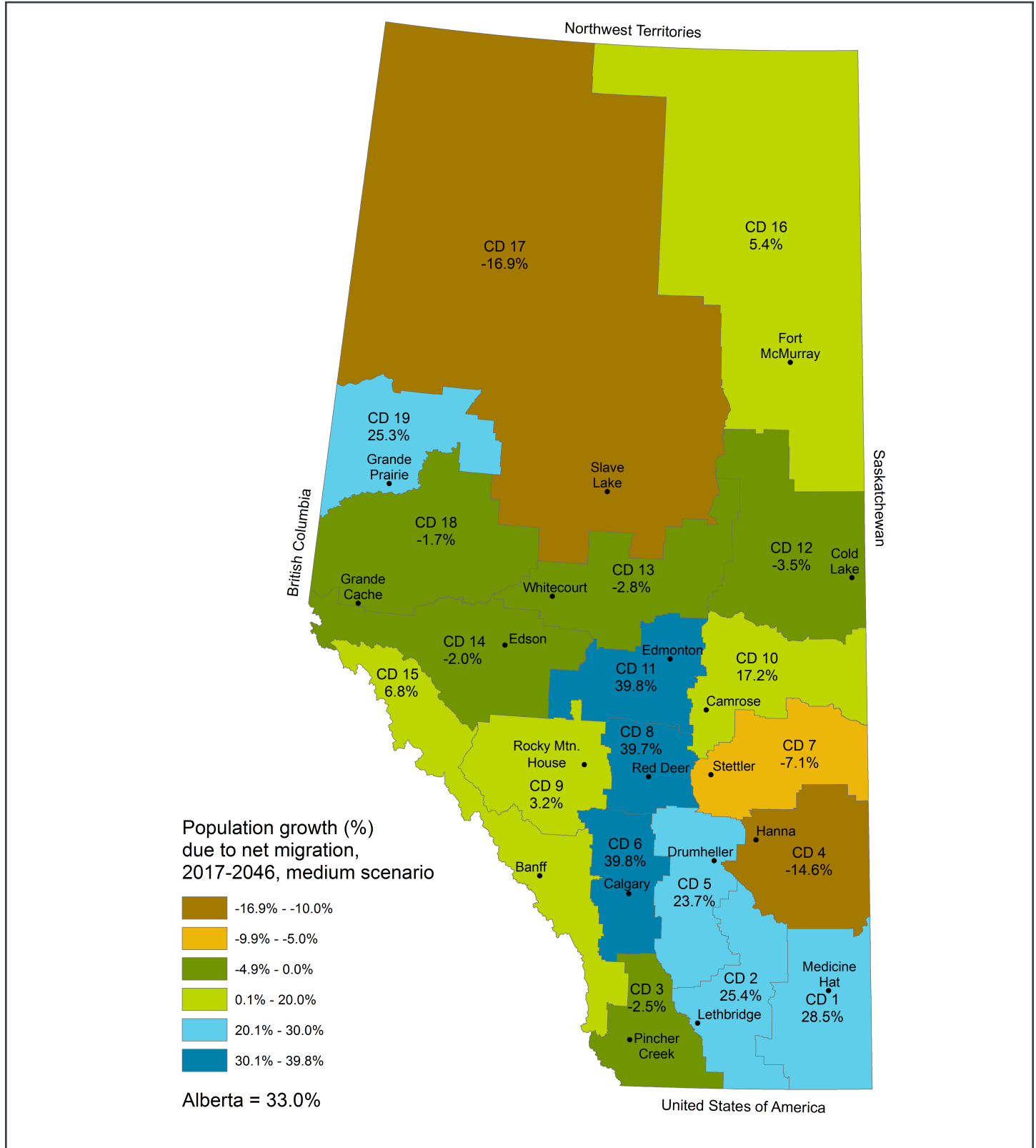
Appendix

Map 1: Population Growth Due to Natural Increase, 2017-2046, Medium Scenario



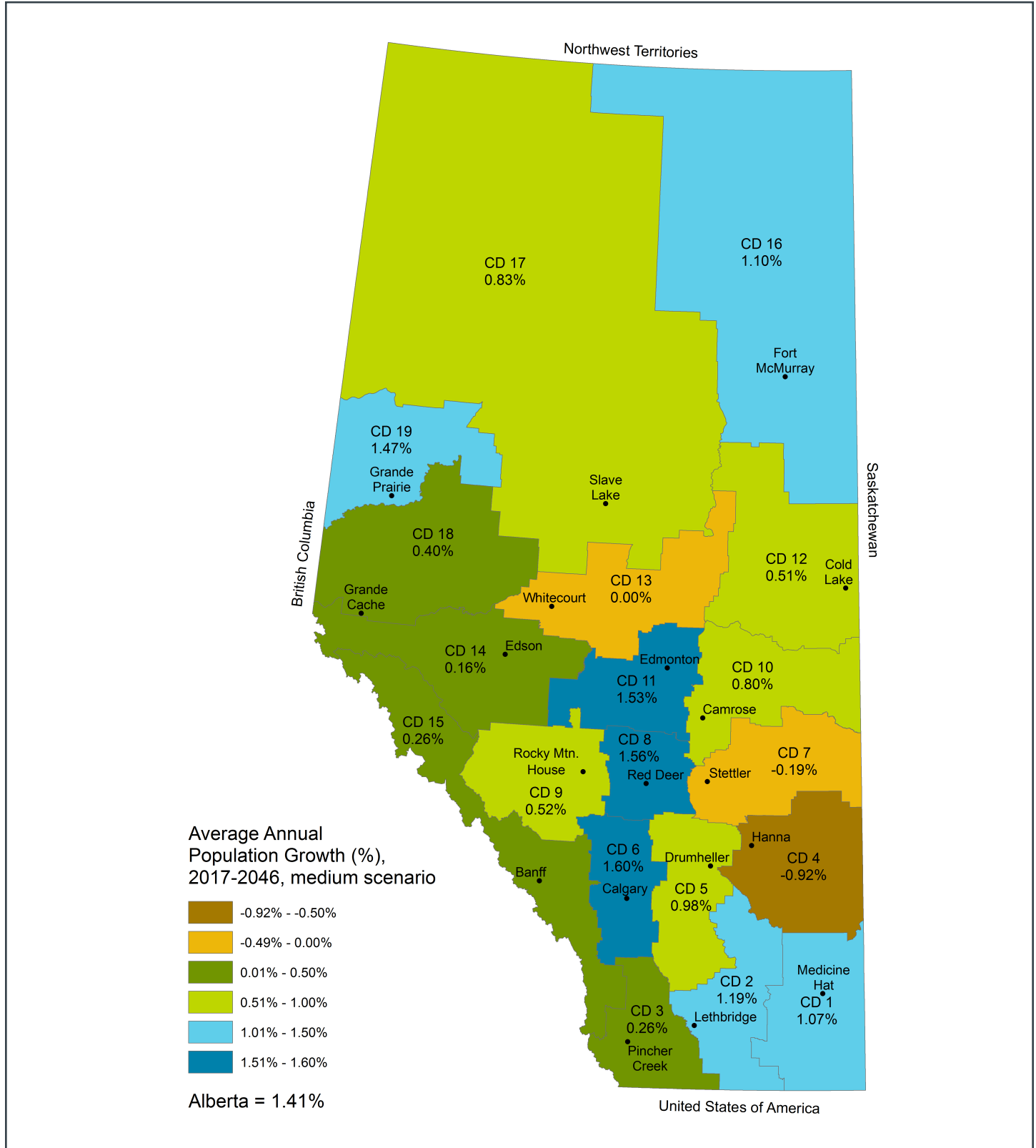
Sources: Statistics Canada and Alberta Treasury Board and Finance

Map 2: Population Growth Due to Net Migration, 2017-2046, Medium Scenario



Sources: Statistics Canada and Alberta Treasury Board and Finance

Map 3: Average Annual Population Growth (Percent), 2017-2046, Medium Scenario

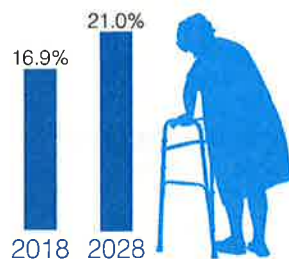


Sources: Statistics Canada and Alberta Treasury Board and Finance

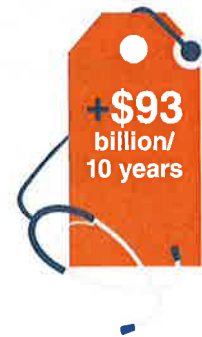


Meeting the Care Needs of Canada's Aging Population.

Canada's population is aging. The proportion of seniors in the Canadian population will rise from **16.9%** to **21.0%** over the next **10 years**.



The provinces and territories are struggling to meet the care needs of our aging population, and over the next 10 years population **aging** will add **\$93 billion** to health care costs.



Meeting the health care needs of an aging population will drive the costs of Canada's publicly funded health care system higher: the cost of health care for the average senior is about **\$12,000 per year**, compared with **\$2,700** per person for the rest of the population.

This additional **\$93 billion** is roughly equivalent to **1.8%** of all provincial and territorial **government spending** over the next 10 years.

Federal health transfers to the provinces and territories do not currently account for population aging. With no further action, the federal share of **health care funding** will **fall below 20%** by 2026.



The federal, provincial, and territorial governments need to work together to ensure that Canadians have the care they need.





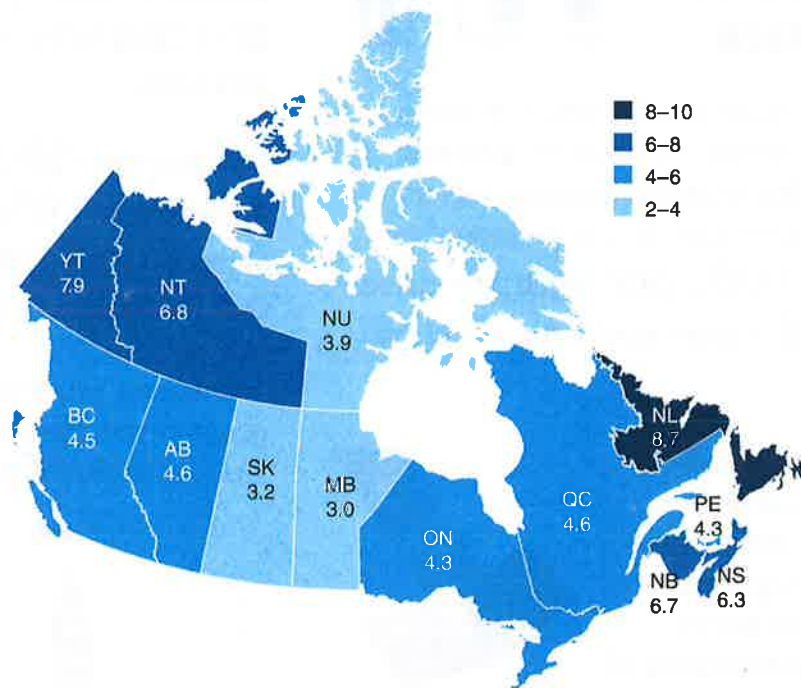
Over the next 10 years, **5.1 million** Canadians will reach age 65.

Canada's Aging Population

Canada, like much of the developing world, has an aging population.

The large baby-boom generation born in the post-war years has dominated Canadian demographic trends since the 1950s. That generation began entering retirement earlier this decade, a process that will accelerate over the next few years. Over the next 10 years, 5.1 million Canadians will reach age 65. (See Exhibit 1.)

Exhibit 1
Every Province and Territory Is Getting Older
 (percentage change of over-65 population, 2017–28)



Source: The Conference Board of Canada.

This report focuses on the challenge of ensuring Canada's health care systems can meet the needs of this aging population.

Canadians aged 65 and above make up less than one-fifth of the population, but nearly half of all health care spending.

The Health Care Costs of an Aging Population

Canada’s demographics were very different when universal Medicare was introduced five decades ago.

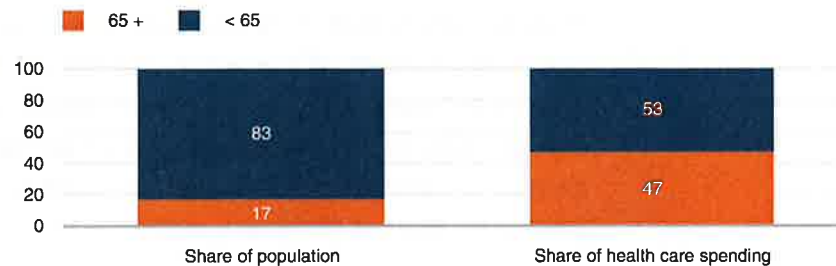
In 1966, the median Canadian was 25.5 years old. In 2017, the median age was 40.6, and in the next decade we expect that to rise to 42.4 years.

An aging population can make a significant difference in the cost of health care. The average per-person spending on health care for Canadians aged 64 and below is \$2,700. The average per-person spending on Canadians aged 65 and over is more than four times higher at \$12,000.

As a result, although Canadians aged 65 and over are currently less than one-fifth of the population, they consume nearly half of all health care dollars. (See Chart 1.) This cohort will make up a greater share of the population over the next decade, and meeting their care needs will drive health care spending higher.

Chart 1

Seniors Are One-Fifth of Population But Half of Health Spending (forecast, per cent, 2017–18)



Sources: The Conference Board of Canada; Statistics Canada; Canadian Institute for Health Information.

The Conference Board of Canada estimates that provincial and territorial governments will need to find \$93 billion in funding for health care over the next 10 years because of population aging. At the same time, an aging population will reduce labour participation, and consequently employment and tax revenues.



Federal government transfers for health care in 2017–18: **\$37 billion.** Total health care costs (public): **\$167 billion.**

There are four main drivers that will push up demand for health services over the next 10 years: population growth, population aging, improvements in quality of care, and inflation due to rising drug prices, physician services, hospital maintenance, and other expenses.

Aging is a significant driver of increased health care costs. After isolating the impact of each of the four major drivers of health spending, the Conference Board estimates that population aging by itself will drive 20 per cent of all health care spending growth over the next 10 years.

Federal Funding Does Not Currently Address Population Aging

While providing health care is primarily the responsibility of the provinces and territories, the federal government shares responsibility for funding the system.

The federal government fulfills this role by transferring funds to provincial and territorial governments for health care, primarily through the Canada Health Transfer (CHT).

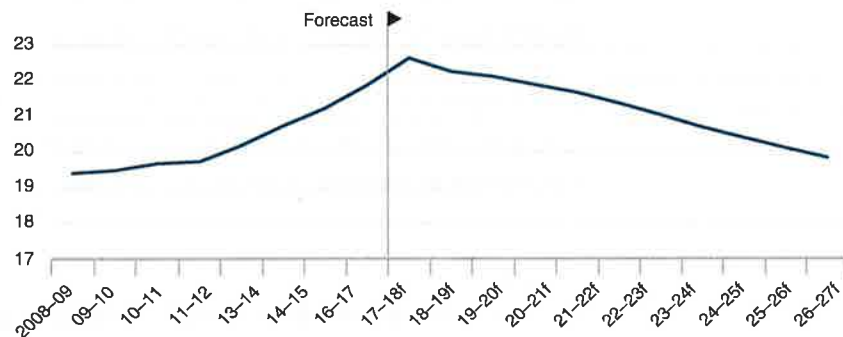
Today, the Canada Health Transfer accounts for about 22 per cent of the total public funding for the health care system. (See Chart 2.) The amount of funding under the CHT that each province and territory receives is shared out on an equal per capita basis. Over the past decade, the CHT grew by 6.0 per cent per year. As of 2017, the growth rate of the CHT is limited to 3.0 per cent or the growth of the economy, whichever is greater.

If health care costs grow faster than the economy, provincial and territorial governments must absorb the shortfall, and that is exactly the situation we foresee over the coming years. While we forecast that the federal health transfer will grow at an average of 3.7 per cent per year over the next decade, we expect health care costs to grow by 5.1 per cent per year. (See Chart 3.) That means the federal government's contribution will not keep up with health care costs. We project that, with no further action, the federal share of health care funding will fall below 20 per cent by 2026.

The Conference Board of Canada

Chart 2
Federal Funding Covers Approximately 22 Per Cent of Health Care Spending

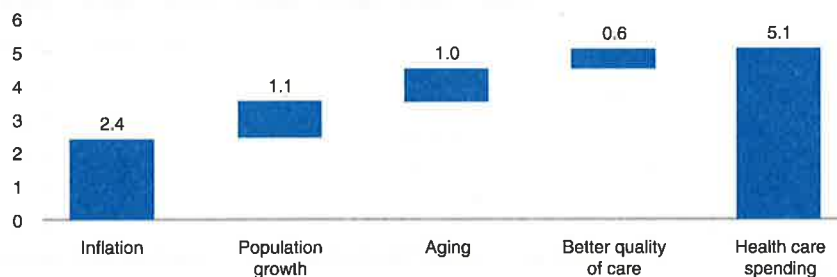
(CHT as percentage of total public health spending)



Source: The Conference Board of Canada.

Chart 3
Why Are Health Care Costs Increasing?

(forecast average annual percentage increase, 2017-26)



Source: The Conference Board of Canada.

How Will We Fund Health Care Into the Future?

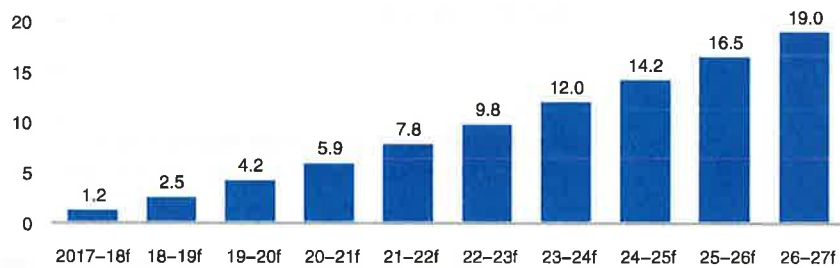
Health care is an essential service, and governments need to figure out how they will continue to fund it in the future.

Chart 4 below shows the Canada-wide total cost associated with caring for our aging population; Exhibit 2 shows how the funding burden is distributed between the provinces and territories over the next 10 years.

Chart 4

Health Care Costs Attributable to Population Aging

(\$ billions, all provinces and territories relative to 2016–17 demographics)

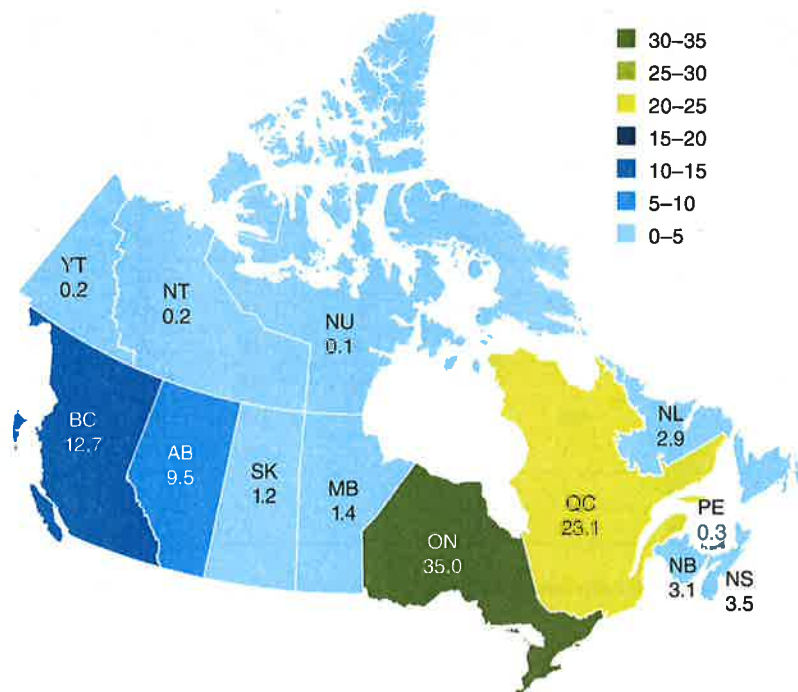


f = forecast

Source: The Conference Board of Canada.

Not surprisingly, the most populous provinces will experience the largest costs. But what Exhibit 2 does not reveal is the relative burden facing provinces. Population aging will be most acute in Atlantic Canada and Quebec, and these regions will incur the largest relative increase in health care costs.

Exhibit 2
Health Care Costs Associated With Population Aging
 (\$ billions, 2017–26)



Source: The Conference Board of Canada.

The provincial, territorial, and federal governments will need to work together to ensure Canadians continue to have access to the health care they need. Ensuring the sustainability of the health care system may include tightening on other budget items, additional sources of revenue, or working toward more efficient delivery of care. Given the cost pressures created by population aging, the federal government could provide additional funding to help provinces deal with the cost of caring for our aging population. We calculated how much it would cost the federal government to cover the same fraction of the costs associated with caring for our aging population as they currently contribute to the health care system as a whole (roughly 22 per cent at present). As shown in Table 1, the costs to the federal government start at \$281 million in 2017–18 and rise to \$4.3 billion by 2026–27.

Table 1
Potential Demographic Top-Up
(\$ millions)

	2017*	2018	2019	2020	2021	2022	2023	2024	2025	2026	Cumulative 10-year total
Canada**	281	573	948	1,342	1,765	2,224	2,716	3,219	3,748	4,312	21,127
N.L.	5	13	23	33	43	53	62	73	83	95	483
P.E.I.	1	1	2	3	5	7	10	13	16	19	78
N.S.	8	21	35	50	66	85	105	125	146	168	810
N.B.	10	23	37	52	67	85	103	121	140	160	798
Que.	79	157	241	328	420	517	620	735	857	986	4,940
Ont.	108	210	368	535	715	915	1,129	1,345	1,569	1,805	8,699
Man.	2	6	12	18	25	32	41	45	49	53	282
Sask.	1	5	9	13	18	23	30	38	47	56	241
Alta.	28	59	91	125	163	202	247	291	339	393	1,938
B.C.	40	80	136	194	257	325	397	467	541	620	3,057
Y.T.	0.3	1	1	1	2	2	3	4	4	5	24
N.W.T.	0.1	0.4	1	1	1	2	2	3	3	4	17
Nun.	0.1	0.2	0.3	1	1	1	1	1	1	2	8

*fiscal years

**total provincial-/territorial-level spending on health care across all provinces and territories (i.e., the sum of the other figures in the column), not spending by the federal government

Source: The Conference Board of Canada.

This additional funding would be worth a total of \$21.1 billion to the provinces and territories over the next decade, or from the perspective of federal affordability, roughly 0.6 per cent of federal government revenues over that time. For the provinces and territories, this additional funding would make a significant difference in their ability to meet the care needs of their populations. For instance, the funding would be equivalent to the cost of building approximately 66,000 new long-term care beds.

The Conference Board of Canada



Provincial and territorial governments will need to find an additional **\$93 billion** over the next 10 years to care for our aging population.

Summary

The provinces and territories are having challenges meeting the increased care needs of our aging population.

The Conference Board estimates that, over the next decade, provincial and territorial governments will need to find an additional \$93 billion to meet the care needs of our aging population. This comes at the same time as an aging population reduces labour participation, and consequently employment and tax revenues.

As it stands now, the Canada Health Transfer does not factor aging into its payments, and as such, federal transfers are not sufficient to support the additional care needs of Canada's aging population. While the federal government is currently facing its own fiscal challenges, funding for health care should be a priority.

In Canada, governments have collaborated for decades to provide health care for Canadians, and they must continue to do so to ensure we can meet the health care needs of our aging population.

Acknowledgements

Funding for this research was provided by the Canadian Medical Association.

Insights. Understanding. Impact.

Meeting the Care Needs of Canada's Aging Population—July 2018

Robyn Gibbard

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DELEGATION

SUBJECT: Rocky Mountain House Public Library Board		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Delegation	WRITTEN BY: Tracy Haight, Executive Assistant	REVIEWED BY: Matt Martinson, Director Agriculture & Community Services/Rick Emmons, CAO
BUDGET CONSIDERATIONS: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: N/A	PRIORITY AREA:	STRATEGIES:
ATTACHMENT(S): 1. November 1, 2018 Letter from M. Day, Chair, RMH Public Library Board 2. RMH Library 2019 Budget 3. RMH Library Salary Grid Review		

STAFF RECOMMENDATION:

That Council receives Rocky Mountain House Public Library Board Delegation's information as presented.

BACKGROUND:

Mike Day, Chair, Rocky Mountain House Public Library Board, and Ben Worth, Manager, Rocky Mountain House Public Library, will attend Council to present the Library's 2019 Budget.

Administration will present the Rocky Mountain House Public Library/Town/County agreement renewal to the November 27 regular meeting.

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 armh@prl.ab.ca
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Rocky Public Library



November 1, 2018

Dear Reeve Duncan and County Councilors,

Over the past few years with many community members in town and the surrounding county feeling the effects of economic hardship the Rocky Mountain House Public Library has seen significant increases in both library use, and greater demand for affordable community programming. In 2018 this demand has continued to rise as we respond to community feedback and work to offer more programming for a wider audience while reducing barriers for attendance. Attached you will find a copy of the Rocky Mountain House Public Library's 2019 budget. A budget in which the library requests shared local appropriation funding from the town and county in the amount of \$268,370.17.

The increased request in funding is in response to two factors that necessitate adjusting Rocky Public Library staff wages to ensure that our staff are fairly compensated for their work. As you know, beginning in 2016 the provincial government scheduled annual increases to the minimum wage, with the increase to \$15.00 per hour having just taken place on October 1st, 2018. As will be the case with businesses across Alberta, the library must adjust wages for entry-level positions to comply with minimum wage. Over the past two years as the library has adjusted for these minimum wage increases, other staff wages have remained fixed as to keep our expenses from increasing beyond our funding means. Unfortunately, this has left our current staff wage grid significantly compressed and the starting wage for Student Pages, and Library Clerk 1 (a role with considerably more responsibility) are both set at \$15.00 per hour. In working to address this problem, the library manager and board conducted a wage comparison of libraries within the Parkland Regional Library system of comparable population size as well organizations within our own community, including the town and county offices, which offer employment opportunities with very similar job descriptions to those at the library. Our findings indicated that across all positions our library is lacking competitive wages. As the Town of Rocky Mountain House itself had to address earlier this year with its own staffing, the library has been running lean for years, and it costs us in turnover, stress, and staff morale. We are fortunate to have a staff team that is passionate about their work and dedicated to serving the community. But the efforts of our staff have been subsidizing the library's operations, and this is unfair and unsustainable in the long run. This 2019 budget reflects our effort to catch-up in terms of competitive wages and approach pay parity with those organizations we looked to for comparison. We have budgeted for 2019 with a revised wage grid that better demonstrates the value library staff, and the library as an institution have in the community.

With so many people relying on the library as an inexpensive source of information, entertainment, and community connection, the library has seen continued increases in use over the past year. Despite declines to in-town population the library continues to see an overall increase in materials circulation, with an increasing reliance on digital e-content services that the library provides. This year alone the library has seen a 32% increase in online resource usage. More books, movies, audiobooks, and all of the other materials the library has available are being used by the community. Furthermore increases in program attendance have continued to grow this year with a 31% overall increase to date, demonstrating the community needs that the library is working to meet.

The library takes great pride in the fact that it is not just a place where people go to read anymore. It is a community hub with computers available for browsing, digital media available to borrow, free WiFi internet access, and spaces where people can meet and collaborate. Free computer and internet access best represent the library's commitment to providing universal access to resources, services, and technology. Our computers are increasingly popular with community members as a free resource for information, updating résumés, searching and applying for work, or simply free access to entertainment. Library service has become a social amenity, which while it assist everyone, is particularly important for the underprivileged members of our community. The Rocky Public Library has something for everyone, including people of all ages from all walks of life. So far this year the library has hosted 354 programs, which include seniors' outreach, teen hangouts, after school activities, adult books clubs, children's storytimes, and two of our newest programs of which we're very proud: Reading Tails, and Intergenerational Storytime.

In times of economic hardship communities rely on libraries more than ever. Expanding access to education, learning opportunities, and social connections for all is a challenge, but one that is essential to the health, vitality, and growth of a community.

I look forward to meeting with council in person to discuss this budget request.

A handwritten signature in black ink, appearing to read "Mike Day". The signature is fluid and cursive, with a large loop at the end.

Mike Day, Chair

Rocky Mountain House Library Board

	A	B	C	D	E	F	G	H
1	Rocky Mountain House Public Library							
2	Budget 2019							
3								
4		Budget 2015	Budget 2016	Budget 2017	Budget 2018			Budget 2019
5	REVENUE						REVENUE	
6								
7	Grant Revenue						Grant Revenue	
8	Local Appropriation (Town)	194,307.00	198,307.00	214,164.56	226,800.27		Local Appropriation (Town)	268,370.17
9	Library Operating Grant(Provincial)	39,409.00	40,515.00	40,515.00	40,515.00		Library Operating Grant (Provincial)	40,515.00
10	Rural Services (PRL & County)	44,472.00	47,010.60	47,010.60	47,010.60		Rural Services (PRL & County)	47,010.60
11	Total Grant Revenue	278,188.00	285,832.60	301,690.16	314,325.87		Canada Summer Jobs	3,600.00
12							Other Grants	500.00
13	Possible Grant Revenue						Total Grant Revenue	359,995.77
14	Canada Summer Jobs	3,000.00	2,000.00	2,000.00	3,000.00			
15	CIP Grant	0.00	0.00	0.00	0.00		Service Revenue	
16	Young Canada Works	0.00	0.00	0.00	0.00		Book Donations (Individuals)	3,000.00
17	CAP Intern	0.00	3,000.00	3,000.00	3,000.00		Donations (Individuals)	3,000.00
18	Other Grants	0.00	0.00	0.00	0.00		Donations (Other)	6,000.00
19	Total Possible Grant Revenue	3,000.00	5,000.00	5,000.00	6,000.00		Registration Fees	12,000.00
20							Overdue Fines	5,500.00
21	Service Revenue						Lost Books	1,200.00
22	Book Donations (Individuals)	2,500.00	4,000.00	4,000.00	3,500.00		Room Rental	600.00
23	Donations (Individuals)	1,000.00	1,000.00	1,000.00	4,000.00		Program Revenue (Children)	0.00
24	Donations (Friends Group)	-	-	-	3,002.94		Program Revenue (Other)	2,000.00
25	Donations (Other)	2,000.00	2,000.00	2,000.00	3,000.00		Copier Revenue	6,100.00
26	Registration Fees	14,000.00	14,000.00	14,000.00	12,000.00		Fax Revenue	1,200.00
27	Overdue Fines	7,000.00	8,000.00	8,000.00	7,000.00		Other Service Revenue	800.00
28	Fines (PRL Distribution)	600.00	-	-	-		Total Service Revenue	41,400.00
29	Lost Books	1,500.00	1,500.00	1,500.00	1,200.00			
30	Videoconference Programs	100.00	-	-	-		Other Revenue	
31	Room Rental	500.00	1,000.00	1,000.00	800.00		Interest	550.00
32	Program Revenue (Children)	1,500.00	1,500.00	1,500.00	0.00		GST Rebate	1,500.00
33	Program Revenue (Other)	1,000.00	1,000.00	1,000.00	4,000.00		Total Other Revenue	2,050.00
34	Equity in Capital Assets	-	0.00	0.00	0.00			
35	Copier	6,000.00	7,000.00	7,000.00	6,100.00		Fundraising	
36	Fax	1,200.00	1,500.00	1,500.00	1,200.00		Single Seat Sales	4,000.00
37	Other Service Revenue	1,000.00	1,000.00	1,000.00	800.00		Movie Passes	6,300.00
38	Total Service Revenue	39,900.00	43,500.00	43,500.00	46,602.94		Other Fundraising Activities	
39							Total Fundraising Revenue	10,300.00
40	Other Revenue							
41	Interest	1,200.00	1,200.00	1,200.00	800.00		TOTAL REVENUE	413,745.77
42	Reimbursement (PRL)	100.00	100.00	100.00	100.00			
43	Waste Management Recovery	1,500.00	2,000.00	2,000.00	1,200.00		EXPENSE	
44	Transfers from Reserves	-	0.00	0.00	6,000.00			
45	GST Rebate	2,000.00	2,000.00	2,000.00	1,500.00		Staff	
46	Total Other Revenue	4,800.00	5,300.00	5,300.00	9,600.00		Salaries	281,482.74
47							Benefits	12,697.92
48	Fundraising						Health Spending Account	1,600.00
49	Single Seat Sales	2,000.00	3,000.00	3,000.00	3,000.00		Group Pension Plan (LAPP)	18,971.09
50	Movie Passes	11,000.00	10,000.00	10,000.00	10,000.00		CPP	11,542.97
51	Total Fundraising Revenue	13,000.00	13,000.00	13,000.00	13,000.00		EI	7,135.49
52							WCB	1,100.00
53	TOTAL REVENUE	338,888.00	352,632.60	368,490.16	389,528.81		Summer Program Student	
54							CAP Grant Intern	0.00
55	EXPENSE						Professional Development	3,000.00
56							Staff Appreciation	500.00
57	Staff						Travel out of Town	1,500.00
58	Salaries	224,000.00	233,645.61	247,148.66	257,660.09		Travel In Town	2,000.00

	A	B	C	D	E	F	G	H
59	Benefits	6,000.00	6,806.99	7,004.15	12,697.92		Total Staff Expense	341,530.21
60	Health Spending Account	1,200.00	1,400.00	1,200.00	1,600.00			
61	Group Pension Plan (LAPP)	6,600.00	7,000.00	14,578.72	18,931.05		Materials	
62	CPP/EI	14,500.00	18,300.00	9,799.53	10,150.09		Books	6,500.00
63	EI	-	-	6,179.10	5,509.66		Electronic Resources	1,000.00
64	WCB	1,200.00	4,000.00	1,100.00	1,100.00		Periodicals and Newspapers	2,100.00
65	Summer Program Student	4,000.00	-	-	-		Audio Visual/ Materials	2,500.00
66	CAP Grant Intern	3,000.00	3,000.00	3,000.00	3,000.00		Other	100.00
67	Professional Development	3,000.00	3,000.00	3,000.00	3,000.00		Binding and Repair	
68	Staff Appreciation	-	-	500.00	500.00		Total Materials Expense	12,200.00
69	Travel out of Town	-	-	1,500.00	1,500.00			
70	Travel In Town	-	-	2,000.00	2,000.00		Administration	
71	Total Staff Expense	263,500.00	277,152.60	297,010.16	317,648.81		Audit	2,400.00
72							Bookkeeping	1,900.00
73	Materials						Advocacy/ Advertising	2,500.00
74	Books	6,500.00	6,500.00	6,500.00	6,500.00		Board Expenses	1,500.00
75	Electronic Resources	2,000.00	2,000.00	2,000.00	2,000.00		Copier Maintenance	2,500.00
76	Periodicals and Newspapers	3,000.00	3,000.00	3,000.00	2,100.00		Insurance Premiums	1,200.00
77	Audio Visual/ Materials	3,500.00	3,500.00	3,000.00	3,000.00		Freight/S&H/Courier	500.00
78	Other	-	-	500.00	100.00		Contract Fee (Town Payroll)	1,100.00
79	Total Materials Expense	15,000.00	15,000.00	15,000.00	13,700.00		Books (Lost ILL)	100.00
80							Bank Charges/Interest	130.00
81	Administration						Refunds	0.00
82	Audit	2,000.00	2,000.00	2,000.00	2,000.00		Cash Over/Short	0.00
83	Advocacy/ Advertising	2,558.00	2,000.00	2,000.00	2,500.00		Library Supplies	5,100.00
84	Board Expenses	1,500.00	1,500.00	1,500.00	1,500.00		Computer Software	200.00
85	Copier Maintenance	1,500.00	2,000.00	2,000.00	2,500.00		Association Memberships	350.00
86	Insurance Premiums	1,200.00	1,200.00	1,200.00	1,200.00		Licenses and Fees	785.56
87	Freight/S&H/Courier	500.00	500.00	500.00	500.00		Non-refundable GST	500.00
88	Contract Fee (Town Payroll)	1,100.00	1,100.00	1,100.00	1,100.00		Postage	200.00
89	Fines (Other Libraries)	1,000.00	-	-	-		Program Expense(Children)	3,500.00
90	Books (Lost ILL)	250.00	100.00	100.00	100.00		Program Expense (Other)	3,500.00
91	Bank Charges/Interest	100.00	100.00	100.00	100.00		POS Fees	600.00
92	NSF Cheque Returned	30.00	30.00	30.00	30.00		Telephone	3,500.00
93	Adjustment	0.00	0.00	0.00	0.00		Mobile Internet	150.00
94	Refunds	0.00	0.00	0.00	0.00		Volunteer Appreciation	200.00
95	Cash Over/Short	0.00	0.00	0.00	0.00		Office Supplies	5,000.00
96	Library Supplies & Accessories	3,000.00	3,500.00	3,500.00	3,500.00		Special Projects	0.00
97	Copier Paper	1,000.00	1,000.00	1,000.00	1,000.00		Movie Freight	350.00
98	Computer Software	500.00	500.00	500.00	200.00		Movie Distribution	3,100.00
99	Printer Ink	1,000.00	500.00	500.00	500.00		Movie Theatre Rental	3,200.00
100	Association Memberships	300.00	300.00	300.00	350.00		Movie Serv Chg/Int/Chqs	0.00
101	Licenses and Fees	100.00	100.00	100.00	400.00		Movie Circuit Fees	600.00
102	Postage	500.00	500.00	500.00	400.00		Total Administration Expense	44,665.56
103	Program Expense(Children)	3,500.00	4,000.00	3,800.00	3,500.00			
104	Program Expense (Other)	3,500.00	3,000.00	3,200.00	3,500.00		Building Maintenance	
105	POS Rental	0.00	0.00	0.00	0.00		Supplies	2,500.00
106	POS Fees	600.00	600.00	600.00	600.00		Carpet/ Floor Cleaning	4,000.00
107	Telephone	3,500.00	3,500.00	3,500.00	3,500.00		Window Cleaning	400.00
108	Mobile Internet	150.00	150.00	150.00	150.00		Painting	500.00
109	Travel/Hospitality/Apprecia (Staff)	2,000.00	2,000.00	-	-		Janitorial Service	6,000.00
110	Volunteer Appreciation	200.00	200.00	200.00	200.00		Security System	650.00
111	Travel In Town (Staff)	2,000.00	2,000.00	-	-		Waste Management	1,300.00
112	Furniture Under \$5000	2,000.00	2,000.00	2,000.00	2,000.00		Total Building Maintenance	15,350.00
113	Equipment Under \$5000	1,000.00	1,000.00	1,000.00	1,000.00			
114	Electronics Under \$5000	2,000.00	2,000.00	2,000.00	2,000.00		Capital Expenditures	
115	Special Projects	0.00	0.00	0.00	0.00		Capital Furniture \$500 and up	0.00
116	Movie Freight	300.00	300.00	300.00	350.00		Capital Equipment \$500 and up	0.00

	A	B	C	D	E	F	G	H
117	Movie Distribution	3,000.00	3,000.00	3,000.00	3,100.00		Capital Computers \$500 and up	0.00
118	Movie Theatre Rental	3,200.00	3,200.00	3,200.00	3,200.00		Total Capital Expenses	0.00
119	Movie Serv Chg/Int/Chqs	0.00	0.00	0.00	0.00			
120	Movie Circuit Fees	600.00	700.00	700.00	600.00		TOTAL EXPENSE	413,745.77
121	Total Administration Expense	45,688.00	44,580.00	40,580.00	41,580.00			
122							NET INCOME	0.00
123	Building Maintenance							
124	Supplies	1,800.00	2,000.00	2,000.00	2,300.00			
125	Carpet/ Floor Cleaning	3,000.00	4,000.00	4,000.00	4,000.00			
126	Window Cleaning	500.00	500.00	500.00	400.00			
127	Painting	1,000.00	500.00	500.00	500.00			
128	Janitorial Service	6,500.00	6,500.00	6,500.00	6,500.00			
129	Security System	400.00	400.00	400.00	400.00			
130	Waste Management	1,500.00	2,000.00	2,000.00	2,500.00			
131	Total Building Maintenance	14,700.00	15,900.00	15,900.00	16,600.00			
132								
133	Capital Expenditures							
134	Capital Furniture \$5000 and up	0.00	0.00	0.00	0.00			
135	Capital Equipment \$5000 and up	0.00	0.00	0.00	0.00			
136	Capital Computers \$5000 and up	0.00	0.00	0.00	0.00			
137	Total Capital Expenses	0.00	0.00	0.00	0.00			
138								
139	TOTAL EXPENSE	338,888.00	352,632.60	368,490.16	389,528.81			
140								
141	NET INCOME	0.00	0.00	0.00	0.00			

A

Rocky Mountain House Public Library Current staff wage grid						
Position	Base	Step 1	Step 2	Step 3	Step 4	Step 5
Page	15	15.45	15.91			
Clerk 1	15	15.45	15.91	16.39	16.88	17.39
Clerk 2	18	18.54	19.10	19.67	20.26	20.87
Programmer	18	18.54	19.10	19.67	20.26	20.87
Clerk 3 - Circ. Supervisor	21.40	22.04	22.70	23.38	24.09	24.81
Assistant Manager	22.67	23.35	24.05	24.77	25.52	26.28
Manager	30	30.90	31.83	32.78	33.77	34.78

B

Revised staff wage grid as budgeted for 2019 keeping ratio between all position starting wages the same with Clerk 1 starting at \$17.00/ hr							
Position	Base	Step 1	Step 2	Step 3	Step 4	Step 5	Past Step 5
Page	15	15.45	15.91				
Clerk 1	17.00	17.51	18.04	18.58	19.13	19.71	Annual COLA increase
Clerk 2	20.40	21.01	21.64	22.29	22.96	23.65	Annual COLA increase
Programmer	20.40	21.01	21.64	22.29	22.96	23.65	Annual COLA increase
Clerk 3 - Circ. Supervisor	24.25	24.98	25.73	26.50	27.30	28.12	Annual COLA increase
Assistant Manager	25.69	26.46	27.26	28.08	28.92	29.78	Annual COLA increase
Manager	34.00	35.02	36.07	37.15	38.27	39.42	Annual COLA increase

C

Revised staff wage grid for pay parity with comparable organizations keeping ratio between all position starting wages the same with Clerk 1 starting at \$18.00/ hr							
Position	Base	Step 1	Step 2	Step 3	Step 4	Step 5	Past Step 5
Page	15	15.45	15.91				
Clerk 1	18.00	18.54	19.10	19.67	20.26	20.87	Annual COLA increase
Clerk 2	21.60	22.25	22.92	23.60	24.31	25.04	Annual COLA increase
Programmer	21.60	22.25	22.92	23.60	24.31	25.04	Annual COLA increase
Clerk 3 - Circ. Supervisor	25.68	26.45	27.24	28.06	28.90	29.77	Annual COLA increase
Assistant Manager	27.20	28.02	28.86	29.73	30.62	31.54	Annual COLA increase
Manager	36.00	37.08	38.19	39.34	40.52	41.73	Annual COLA increase



Delegation

SUBJECT: Rocky Kinsmen/Kinettes Clubs Festival of Trees		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Planning and Development	WRITTEN BY: Jerry Pratt, Economic Development Officer	REVIEWED BY: Keith McCrae, Director, Planning and Development Rick Emmons, CAO
BUDGET CONSIDERATIONS: <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: 3. Community Well-Being	PRIORITY AREA: 3.1 Sustain the recreation, cultural and quality of life needs of the community.	STRATEGIES: 3.1.6 Continue to rely on volunteers, profit and not-for-profit organizations for the provision of recreation, culture or leisure programs not organized or offered by the local Recreation Boards.
ATTACHMENT(S): Festival of Trees Sponsorship Package		

STAFF RECOMMENDATION:

That Council receives the request for funding the Festival of Trees as information

BACKGROUND:

The Kinsmen and Kinettes are requesting \$700 to help fund the tractor and wagon ride during the Festival of Trees. Christina McDonald, Festival Of Trees Co-Chair, is presenting the request.



2018 Rocky Kinsmen & Kinettes Festival of Trees Information & Registration

Sunday, November 18 to Saturday, November 24, 2018

Hello Everyone!

Yes, it's that time again! Over the past seven years, many businesses and individuals from Rocky & area have participated in the Festival of Trees and made it a great success. This year, the Rocky Mountain House Kinsmen & Kinettes are truly proud to continue organizing this Community Event. We have made a few improvements and hope that you will once again make this year's Festival of Trees an event to remember!

There are a number of ways to become part of the fun & festivities.

- The most obvious is, of course, sponsoring/donating a decorated tree or wreath that will be sold at auction, with the proceeds going to the various Kinsmen & Kinettes Projects in our area. If you would like to sponsor a tree, there are a number of methods for you to do so, described on page two of this package. **We have made some exciting changes, please refer to the next page for details.**
- Sponsoring in any amount is rewarded in advertising.

"Bronze" sponsorship up to \$499 will receive advertising at the event with your sign and logo hung up all week.

"Silver" sponsorship of \$500 - \$1499 will add in print and radio advertising before, during and after the event.

"Gold" sponsorship of \$1500 - \$2499 offers advertising as a Signature Sponsor of a certain day of your choosing.

Finally, "Platinum" sponsorship of \$2500 or greater receives extra shout outs and advertising for the whole week, plus your sign and logo on the wagon rides.

All sponsorship money is greatly appreciated and will go towards the following events:

1. Tree Decorating Party (Food, refreshments, equipment)
2. Wagon Rides
3. Children's Store
4. Pictures with the Grinch/Santa
5. Senior's Holiday Reception now with 2 dates to accommodate the growing number of attendees
6. Community Viewing Time & Activities
7. Father/Daughter Dinner
8. Mother/Son Dinner
9. Deck the Halls Mingle & Auction



**2018 Rocky Kinsmen & Kinettes
Festival of Trees Information & Registration**
Sunday, November 18 to Saturday, November 24, 2018

- In the interest of turning the Festival into a Community Event we invite other Service Clubs or Not for Profit Groups to suggest/sponsor some coordinating events within the community that will add to the fun of the week. (If you come up with an idea please contact us so all vents are properly advertised.) **Please Contact Carolyn Lavalee @ 1-780-937-5815 or E-mail @ eclavallee531@gmail.com**

This year we want to make sure everyone knows that the Deck the Halls Mingle & Auction will be on Friday, Nov 23, 2018 and that this is an open event. Everyone (of adult age) is welcome to come and enjoy some entertainment, have a few drinks and partake in the auction.

****Even if you don't plan to do any bidding... spectating can be fun, come and watch all the action!**

Dancing and socializing to follow the auction, join us and get in the Christmas spirit among the beautiful trees and wreaths.

***For more information, application & registration forms please contact
Christina McDonald @ 403-844-6590 or Email ceepluscee@hotmail.com Or Kimberly Serverson
kimberlyseverson@gmail.com***

Options available to participate in Tree Sponsorship

1. You would supply a fully decorated tree of your choice (i.e. height, color, décor). There would be no entry fee. Allowing 10 trees over 5 feet and 10 trees 4' and under. Your tree would have signage



2018 Rocky Kinsmen & Kinettes Festival of Trees Information & Registration

Sunday, November 18 to Saturday, November 24, 2018

D3

advertising your participation and you would be recognized through the Kinsmen & Kinettes advertising program. At the end of the week your tree would be sold by auction and the proceeds would go towards the various Kinsmen & Kinettes Projects in our community. You and your staff are encouraged to participate in the tree decorating party at the beginning of the week's festivities on Sunday, Nov 18 2018

2. If you would like to participate but feel you do not have sufficient time or staffing to complete the decorations, the Kinsmen & Kinettes Club will have seven (7) trees 5 feet and taller with decorations as well as 4 mini trees 4 feet and shorter with decorations available for sale. Community volunteers will decorate your tree and of course your tree will be advertised. The tree will also be available for sale at auction. Tree decorations are available on a first come first served basis. Your cost for the larger tree option is \$500.00 and \$300.00 for the mini tree option. These packages include the tree and all decorations needed. The themes this year are yet to be decided and can be tailored to your needs and wants.

Throughout the week long event the visiting public is given the opportunity to vote or cast ballots for their favorite tree in each category, as well as their favorite wreath. Ribbons are awarded for first, second and third place for each.

Selecting the Tree of the Year

The 'Tree of the Year' is awarded to that tree which is sold for the highest price at auction. That award is further enhanced by being the selected tree used in all of the advertising and promotion in the following year. Note the tree being used this year is last year's winner.



**2018 Rocky Kinsmen & Kinettes
Festival of Trees Information & Registration**
Sunday, November 18 to Saturday, November 24, 2018

D3

Sponsorship Registration

Date: _____

All sponsors will be recognized in print and radio ads leading up to, during and after the Festival as well as on signage & programs during the event. **To guarantee every sponsor and participant receive the proper acknowledgement we need all paper work submitted no later than October 22, 2018.**

Sponsor Name _____

Sponsor Amount _____



**2018 Rocky Kinsmen & Kinettes
Festival of Trees Information & Registration**
Sunday, November 18 to Saturday, November 24, 2018

Platinum ⑦ \$2500.00 and greater

Gold ⑦ \$1500.00 - 2499.00

Silver ⑦ \$500.00 - 1499.00

Bronze ⑦ less than \$500

Tree Package Option (circle) Large Tree (\$500) Mini Tree (\$300)

Sponsor Contact Name:	_____
Phone:	_____
Address:	_____

Email:	_____
Kinsmen/Kinette Contact:	_____

Email Christina at ceepluscee@hotmail.com Or Kimberly Serverson kimberlyseverson@gmail.com
to select your signature date, tree package and logo.

Please provide us with a digital version of your Company Logo that we will use for our ads and Signs for the Festival of Trees.

***Cheques can be made out to Rocky Kinsmen and mailed to:
Box 777, Rocky Mtn House, AB, T4T 1B6***

Registration for Tree or Wreath Date: _____

Participant's Name:	_____
Phone:	_____
Address:	_____



**2018 Rocky Kinsmen & Kinettes
Festival of Trees Information & Registration**
Sunday, November 18 to Saturday, November 24, 2018

Email: _____

Type of Participation:

Tree Entry: The Tree & Wreath Decorating Party will be held at the Lou Soppitt from noon until 5:00 pm on Sunday, November 18, 2018. If you choose to decorate your Tree off site it must be at the Lou Soppitt ready to display by 4:00 pm.

Wreath Entry: The Tree Decorating Party will be held at the Lou Soppitt from noon until 5:00 pm on Sunday, November 18, 2018. If you choose to decorate your Wreath off site it must be at the Lou Soppitt and ready to hang by 4:00 pm.



REQUEST FOR DECISION

SUBJECT: 2018 Agriculture Survey Results		
PRESENTATION DATE: November 13 th 2018		
DEPARTMENT: Ag and Community Services	WRITTEN BY: Matt Martinson – Director Ag. and Community Services	REVIEWED BY: Rick Emmons - CAO
BUDGET CONSIDERATIONS: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: 1 managing our growth	PRIORITY AREA: 1.4 Natural Environment	STRATEGIES: 1.4.6 Support Agriculture
ATTACHMENT(S): Overview of livestock tax deferral program.		

STAFF RECOMMENDATION: That Council receives the survey results for information as presented.

BACKGROUND:

To ensure Council and Administration has appropriate and detailed information regarding current agriculture conditions, Ag and Community Services recently conducted a survey. The Survey ran from October 4th to 19th.

Though we have received favorable weather conditions for harvesting annual crop over the last two weeks, much of the data is still relevant as it focuses on crop quality as well as livestock feed availability and marketing decisions. Attached for Councils review is the survey results, which will be posted to the County website and proactively sent to appropriate agencies, including Agriculture Financial Services Corporation (AFSC), should Council receive as information.

CLEARWATER COUNTY AGRICULTURE SURVEY

RESULTS 2018



The following survey was developed to determine how producers in Clearwater County have been affected by the adverse weather and crop conditions in 2018.



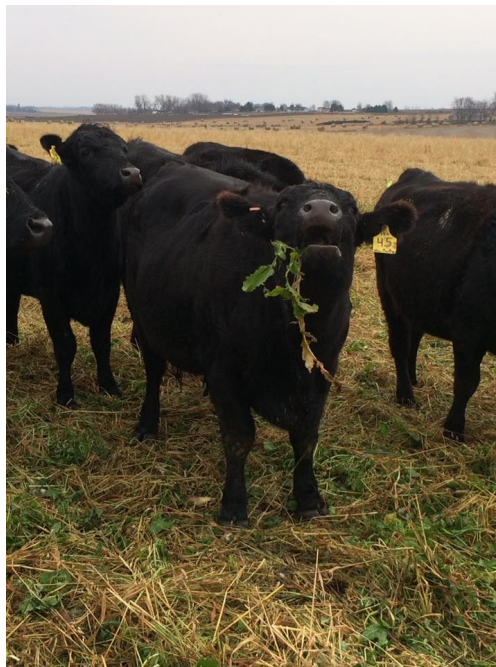
INTRODUCTION

Clearwater County Administration was recently concerned to see that Clearwater County was not included in the initial list of municipalities (prescribed areas) eligible for livestock tax deferral.

The following survey was developed to determine how producers in Clearwater County have been affected by the adverse weather and crop conditions in 2018. Survey results can help us better understand the challenges that our producers are facing and better position Clearwater County to assist and advocate on their behalf.

The survey ran for 2 weeks from October 4-19, 2018.

There were a total of 77 responses.



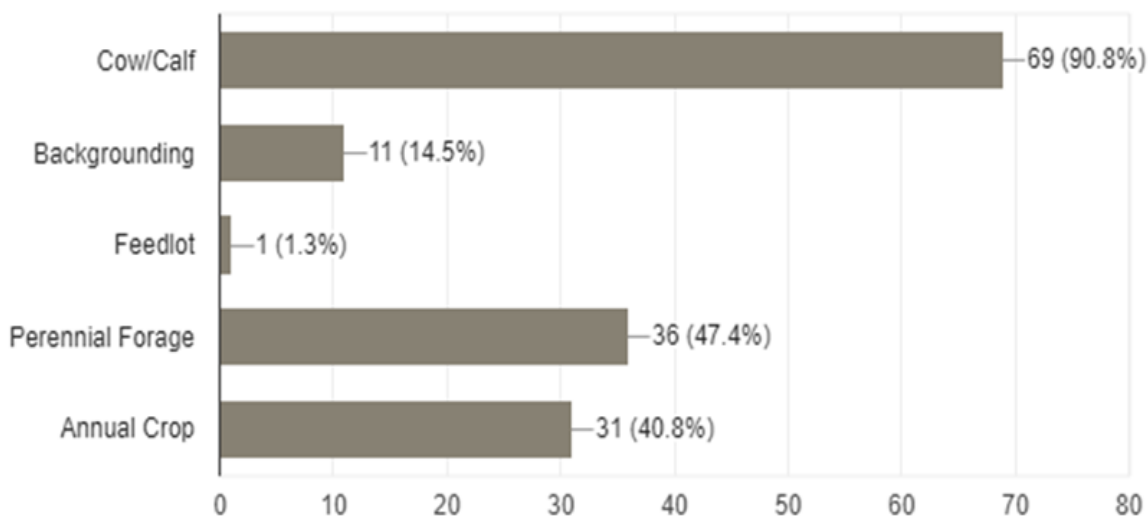
1. What is the location of your farm? (e.g. Twp 38 - Rge 7 - W5)

Unknown	3	38-6	3
34-4	1	38-7	7
34-5	1	38-8	2
35-4	1	39-4	2
35-5	1	39-5	5
35-6	1	39-6	4
36-5	3	39-7	4
36-6	2	39-8	2
36-7	1	40-5	6
37-4	2	40-6	5
37-5	2	40-7	2
37-6	4	41-2	1
38-0	1	41-5	3
38-4	3	41-7	3
38-5	2	43-6	1



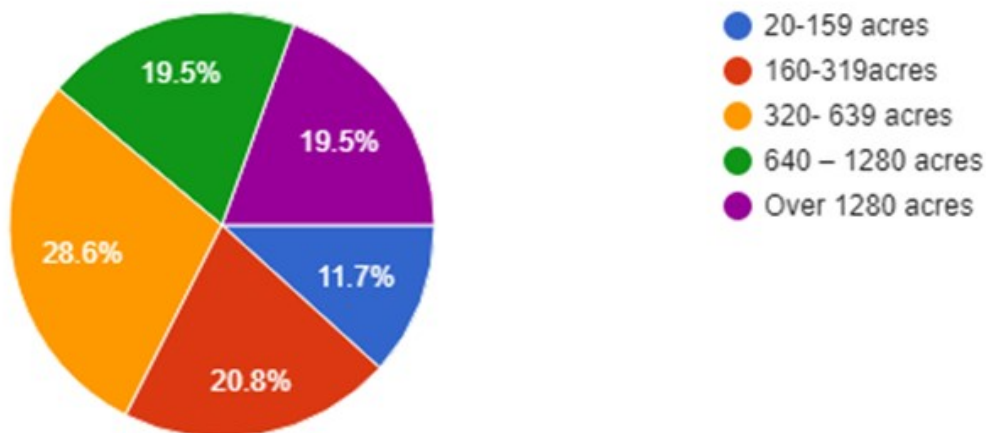
2. Which best describes your operation? (check all that apply)

76 responses



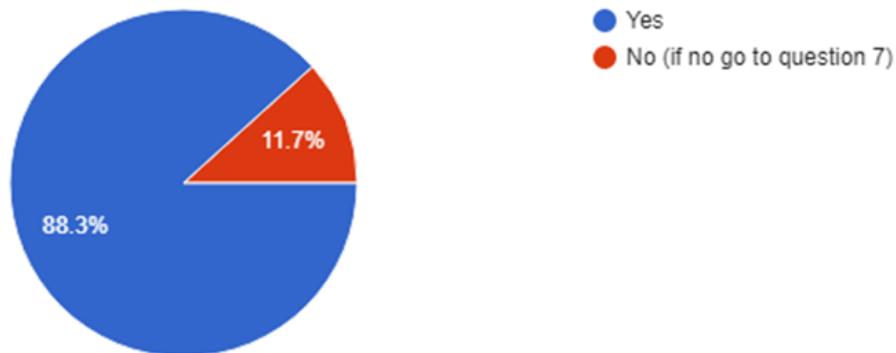
3. How many acres of land do you own/ manage?

77 responses



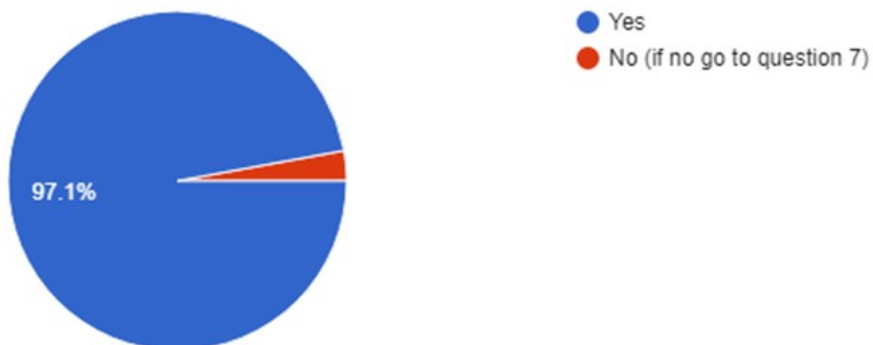
4. Do you put up hay, silage and/or greenfeed?

77 responses



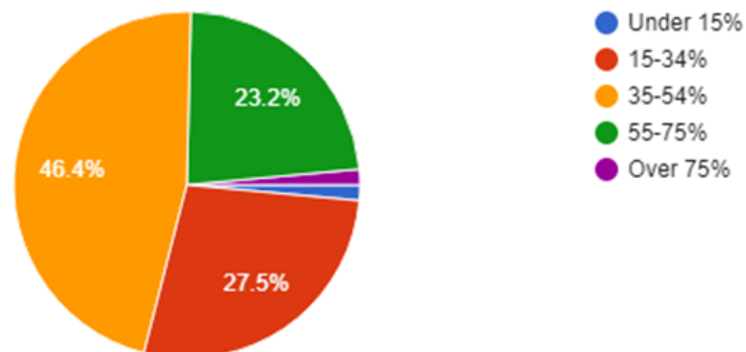
5. Did you see a reduction in your forage yield this year?

70 responses



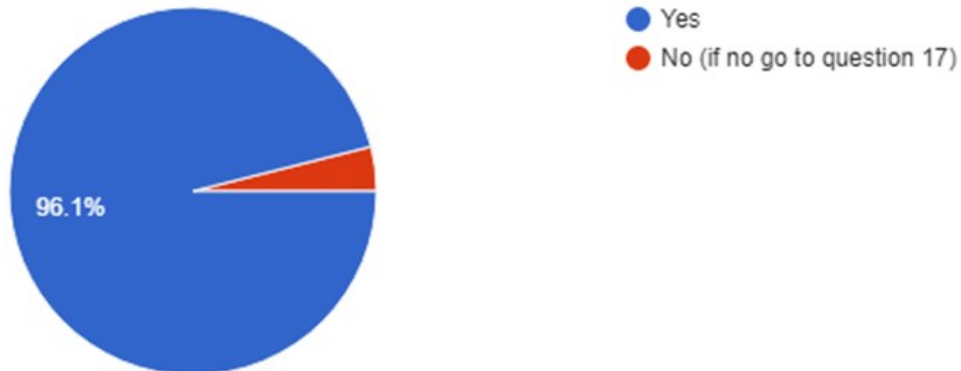
6. By how much would you estimate that your yield has been reduced?

69 responses



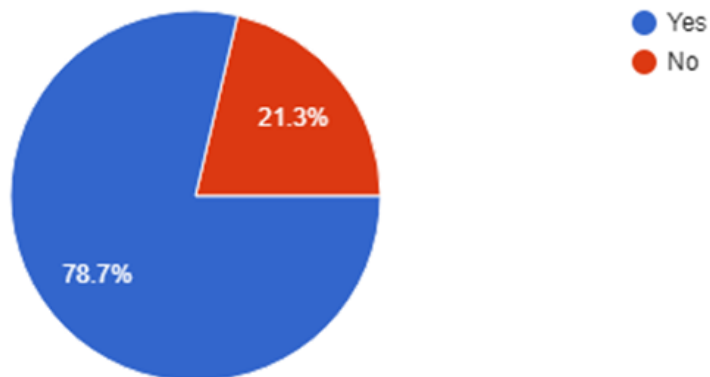
7. Did you have cows on pasture this year?

77 responses



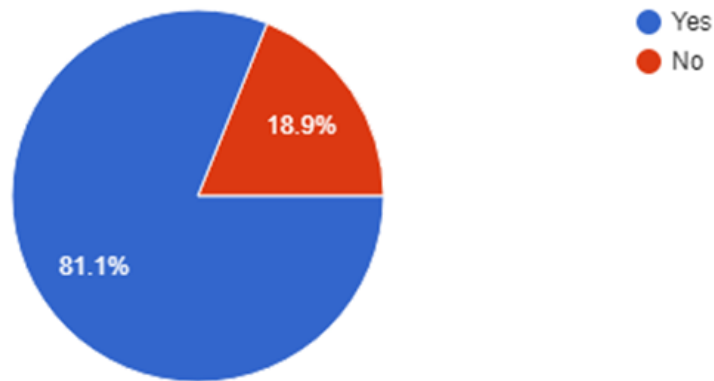
8. Did you have to adjust your stocking rate due to reduced pasture production?

75 responses



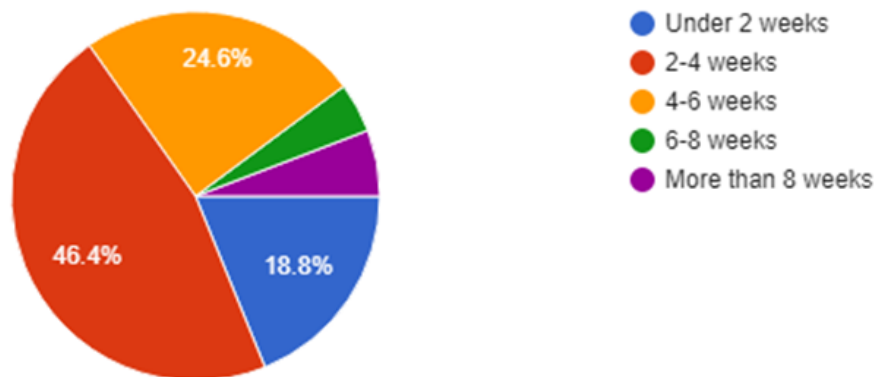
9. Did you have to pull your cattle off pasture early this year?

74 responses



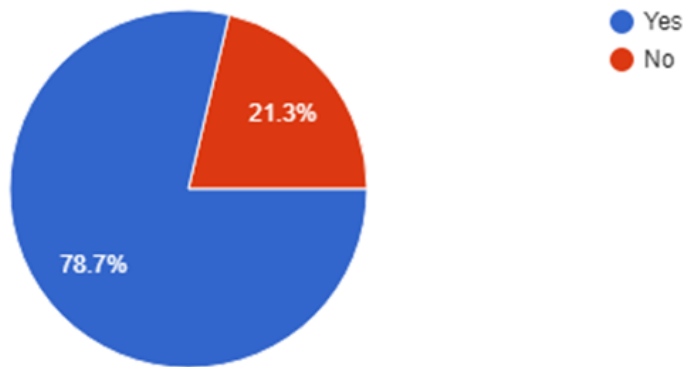
10. How many weeks earlier than average did you remove cows from pasture due to lack of grazing?

69 responses



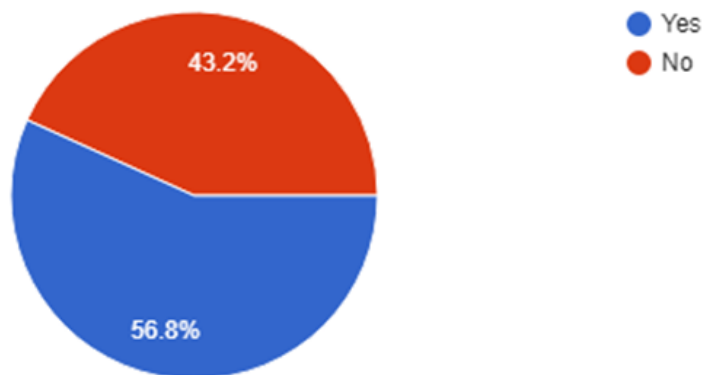
11. Are you feeding cows bales/silage/winter grazing/grain earlier than expected due to lack of pasture?

75 responses



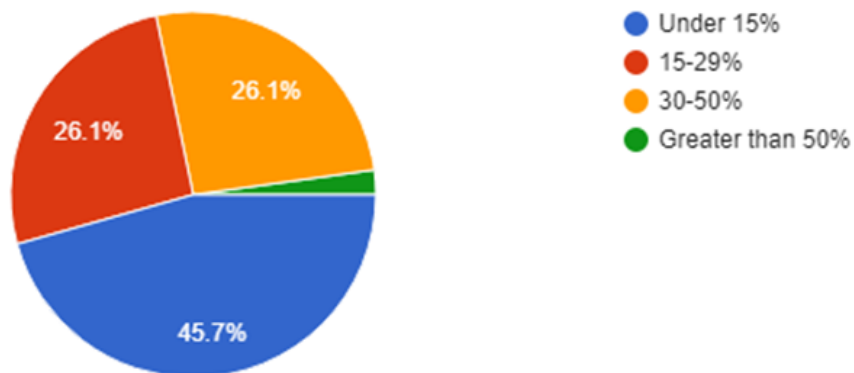
12. Do you anticipate buying more feed this year than you would on an average year?

74 responses



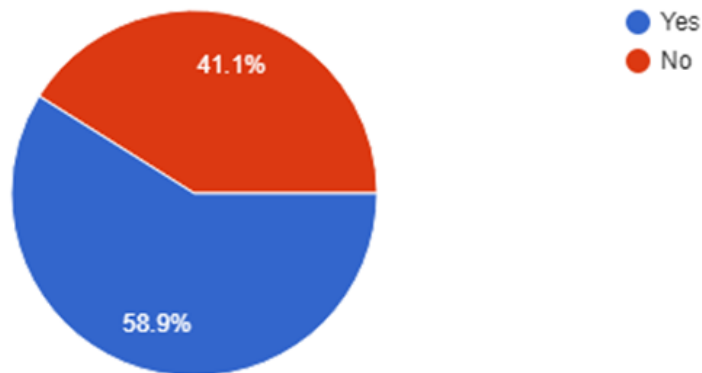
14. What percentage of your breeding herd are you planning to sell this year (including culls)?

46 responses



15. Due to weather and feed conditions this year have you changed your plans on when to sell your calves?

73 responses

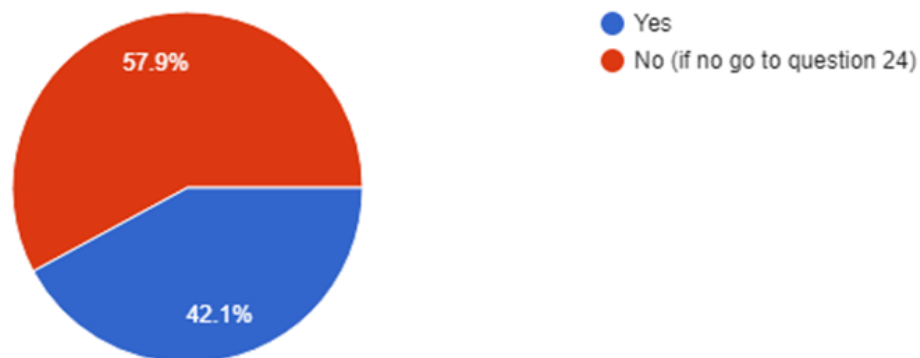


16. In what way did your calf marketing plans change due to the adverse weather and feed conditions?^{51 responses}

1. Selling calves earlier than usual	33
2. Selling all calves earlier and choosing not to background any	11
3. Not keeping any replacement heifers	3
4. Pasturing 2nd cut	1
5. No changes	2
6. Undecided. Watching the market	1

17. Did you seed any annual crops for grain this year? (do not include greenfeed)

76 responses



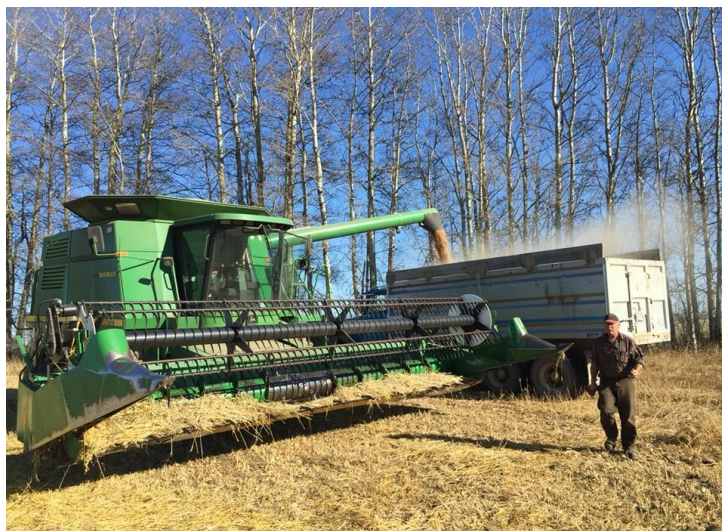
18. How many acres did you seed to be harvested for grain in 2018? 33 responses

20-49 acres	5
50-99 acres	6
100-199 acres	10
200-499 acres	5
500-999 acres	2
1000-1499 acres	3
Over 1500 acres	2

TOTAL ACRES SEEDED **11,887**

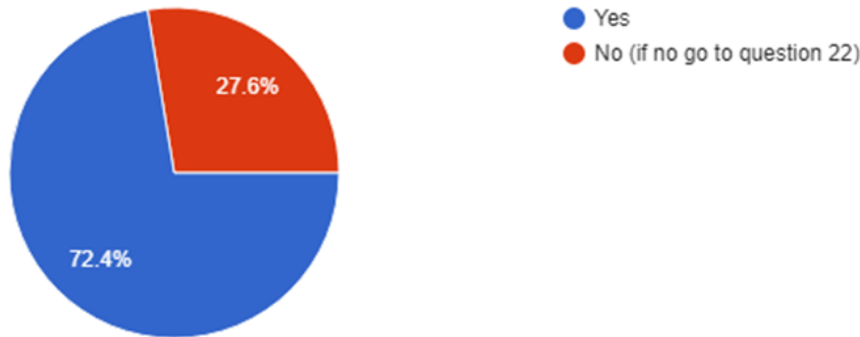
19. How many acres have been harvested to date? 33 responses

TOTAL ACRES HARVESTED TO DATE **1825**
CUT AND BALED **60**
UNHARVESTED ACRES **10,002**



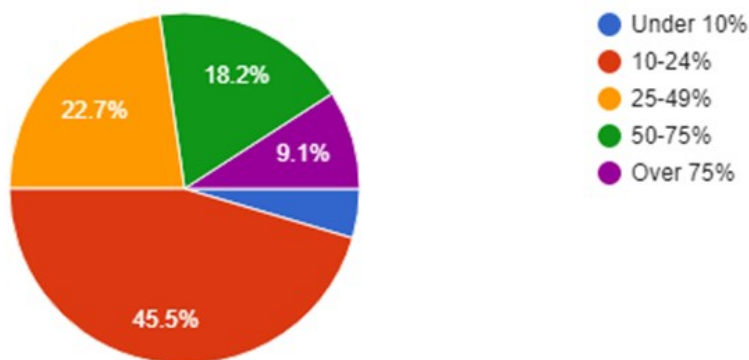
20. In regard to your harvested acres, have you seen a reduction in expected yield?

29 responses



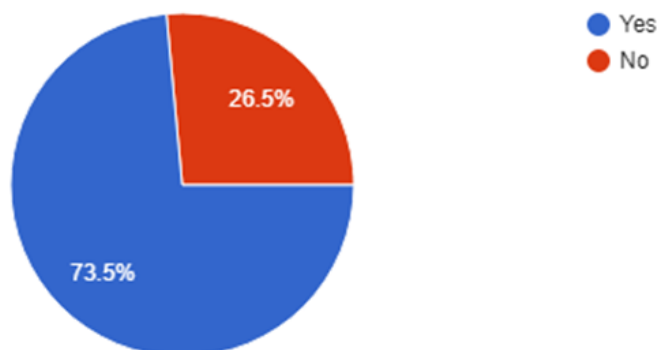
21. By what percentage would you estimate that the yield has been reduced?

22 responses



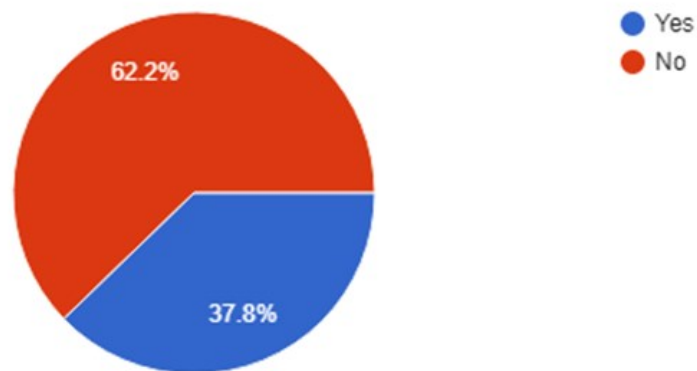
22. In regard to your harvested acres, have you seen a reduction in expected quality?

34 responses



23. Do you have crop insurance?

45 responses



24. Please provide any comments that you'd like to submit regarding this year's weather conditions and how it has affected your operation.

The impact of the drought followed by early snow has been devastating	16
Severe lack of feed	16
Hay prices are too high for beef herd to be sustainable	11
Necessity of culling the breeding herd	9
Tax deferral Program should be available to Clearwater County residents	5
No straw available for bedding	4
Little effect	2
Concerns with crop insurance claims being delayed	1
Quality of grain is poor	1



REQUEST FOR DECISION

SUBJECT: Clearwater County and Chedderville All Hallows Church and Cemetery Society Agreement Renewal		
PRESENTATION DATE: November 13th 2018		
DEPARTMENT: Ag. & Community Services	WRITTEN BY: Matt Martinson - Director, Ag and Community Services	REVIEWED BY: Rick Emmons - CAO
BUDGET CONSIDERATIONS: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: 3. Community Well-Being	PRIORITY AREA: 3.1. Sustain the recreation, cultural and quality of life needs.	STRATEGIES: 3.1.2. Facilitate a range of services
ATTACHMENT(S) 1) Agreement with Chedderville All Hallows Church and Cemetery Society 2) Aerial Photo of Chedderville Cemetery		

STAFF RECOMMENDATION:

That Council approves the Agreement with Chedderville All Hallows Church and Cemetery Society

BACKGROUND:

The Chedderville Cemetery is located 1.6 km's north of Dovercourt Hall on the west side of Highway 22. The land is owned by Clearwater County with the Cemetery operations historically managed by the Society through an agreement. The current agreement expires at the end of this year. Administration has reviewed the agreement, attached for Council's consideration. The proposed new agreement expires December 31, 2028 and allows both parties the opportunity to terminate the agreement with 30 days written notice.

This Agreement made in duplicate this ____ day of _____, 2018

BETWEEN:

CLEARWATER COUNTY
in the Province of Alberta,
hereinafter referred to as "**the Municipality**"

OF THE FIRST PART

And

CHEDDERVILLE ALL HALLOWS CHURCH AND CEMETERY SOCIETY

hereinafter referred to as "**the Society**"

OF THE SECOND PART

WHEREAS the Municipality is the owner of the lands legally described as Lot 1 Block 1 Plan 8323164 which contains the Chedderville Cemetery (hereafter referred to as "the Cemetery");

AND WHEREAS the Municipality is charged under the Alberta Cemeteries Act C-3, RSA 2000, with the responsibility of operating the Cemetery;

AND WHEREAS the Chedderville All Hallows Church and Cemetery Society was established for the purpose of overseeing and managing the Cemetery and has managed the Cemetery for numerous years;

NOW THEREFORE the Municipality and the Society hereby agree that the Society will be the managing body of the Cemetery subject to the conditions set out within this Agreement:

- 1) The term of this Agreement will be from the January 1, 2019 to December 31, 2028 unless otherwise terminated by the Municipality or the Society as set forth herein.
- 2) The Society is hereby authorized to manage the use of the cemetery so as to sustain and achieve a long term availability of burial plots in order to meet the internment needs of the Chedderville community and its residents.
- 3) The Society will ensure that, to the greatest extent possible, the existing developed cemetery lands are used to the fullest extent and to develop the unsurveyed portion of the Cemetery lands in an orderly manner.
- 4) The Society will maintain the Cemetery in a neat and orderly condition.
- 5) The Society may, from time to time, set and collect such fees, establish rules or regulations and expend such monies as the Society deems necessary to fulfill the terms of this Agreement.
- 6) The Society shall provide annually to the Municipality a list of names and locations of all persons who are interned within the Cemetery.

- 7) The Society will be responsible for the safe state and operation of the Cemetery. The Society acknowledges that it is the "prime contractor" as defined in the Occupational Health and Safety Act. The Society assumes all the responsibilities of the "prime contractor" and shall as a condition of this Agreement implement a safety plan that will ensure compliance with the Occupational Health and Safety Act and regulations by other contractors and employers, as defined under the Act.
- 8) The Society indemnifies the Municipality, its councillors, employees, and agents from and against any and all losses, damages, claims, costs and expenses of every kind and nature whatsoever including, without limiting the generality of the foregoing, all legal costs and expenses on a solicitor and his own client full indemnity basis and any payment made in good faith and settlement of any claim arising out of, occasioned by or in any way whatsoever related to the operation, management or the use of the cemetery.
- 9) The Municipality shall provide insurance for the Society, as an additionally named insured, for the cemetery grounds.
- 10) The Society or the Municipality may terminate this Agreement upon thirty (30) days written notice, which notice shall be sent to:
 - a) For the Municipality:
 - Clearwater County
 - Box 550
 - Rocky Mountain House, AB
 - T4T 2A4
 - b) For the Society:
 - Chedderville All Hallows Church and Cemetery Society
 - C/O Bonnie Miller
 - Box 46, Site 2, RR3
 - Rocky Mountain House, AB
 - T4T 2A3

IN WITNESS WHEREOF the parties hereto have hereunto set their seals under the hands of their duly authorized officers the date and year first above written.

CLEARWATER COUNTY

Reeve

Municipal Manager

CHEDDERVILLE ALL HALLOWS CHURCH AND CEMETERY SOCIETY

Authorized Representative



Chedderville All Hallows Church and Cemetery





Agenda Item

SUBJECT: Investment Readiness Assessment		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Planning and Development	WRITTEN BY: Jerry Pratt / Economic Development Officer	REVIEWED BY: Keith McCrae / Director, Planning & Development
BUDGET CONSIDERATIONS: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: 1. Managing our Growth	PRIORITY AREA: 1.3 Generate an innovative local economy that stimulates opportunities for investment, business and training	STRATEGIES: 1.3.1 1.3.3 1.3.5
ATTACHMENT(S): Investment Readiness Assessment Workshop slides		

STAFF RECOMMENDATION:
That Council receives for information as presented and directs Administration to incorporate the proposed action plan in the creation of the Economic Development Strategy.

BACKGROUND:

County Administration, with support from a CARES Grant through CAEP and the Ministry of Economic Development and Trade, performed an Investment Readiness Assessment with the assistance of McSweeney & Associates.

The Investment Readiness Assessment involved performing a walk through of the County assets and abilities to attract business to the area. McSweeney & Associates created a mock Request For Proposal (RFP) of a small machine parts manufacturer with about 20 employees looking for a place to establish itself. The RFP provided details about the business requirements regarding land, buildings, utilities, work force skills and experience, transportation access, and community facilities and amenities. The County supplied information about land availability, zoning processes, costs, time frame for approvals, utilities, community resources and amenities, and demographic trends for the region, including skills and education.

McSweeney & Associates staff came out and visited the proposed development site, and interviewed County staff, local utility and service providers, and a local company that employs staff with similar experience as to the simulated business.

A summary of the results of the Investment Readiness Assessment include:

The County needs a comprehensive community profile to better communicate its advantages and assets to potential investors. A community profile can help the County understand what industries to target that will have the greatest opportunity for success. It can also help identify who the County's main competitors are and what advantages or disadvantages other municipalities have.

A lack of land that is zoned, serviced and shovel ready is a significant barrier to businesses coming here, or even for local businesses to expand. Business owners typically want to purchase land and start building immediately, not go through a re-zoning process and the installation of utilities and services. There are many communities that are development ready where a business can purchase land and start building in just a few months, and those will be first on the list of choices.

Ideally, there should be a variety of land sizes and building types available to purchase or lease to attract businesses to the area. Having only one type of land available limits the diversity of businesses willing to come to the County. Land with minimal services has limited uses and is attractive to a narrow number of businesses, often more focused on bare industrial land than on creating jobs.

A website specifically for economic development may be required. This site would have and present relevant and up-to-date information to potential investors and developers, including maps for zoning and services, demographic trends, labour force information and current business statistics. It could also be used to target specific industries and businesses that the County is trying to attract. An economic development website would serve a different audience than the traditional municipal website meant for the County's ratepayers.

The municipality may want to look beyond just being ready for business development and also review what helps businesses to attract and retain the skilled employees they need to develop and grow. Businesses want to invest and build in communities where their employees want to reside. This includes looking at housing prices and availability, land available for construction, year-round recreation, health and education facilities, as well as general consumer services and retail amenities. Business needs people available with the appropriate skills to make an investment worthwhile.

McSweeney & Associates presented preliminary results to Council at a workshop and worked with Council and Administration to create some next steps that can be incorporated into an Economic Development Strategy.

These steps proposed at the workshop are:

1. Collect current data concerning population, demographics and business.
2. Develop a complete community profile.
3. Find out the number and type of businesses that are in the County.
4. Create a business database for client and emergency management use.

5. Consider one Economic Development website for the region, name it so it supports growth.
6. Reach out to businesses more. Get stakeholders like the Chambers and the Ignite group together for input.
7. Plan for shovel-ready parcels for both industrial and residential use.
8. Develop consistent positive messaging from Council to ratepayers that economic development is good for the community.
9. Perform an economic base analysis.
10. Review the Investment Attraction Matrix and identify key sectors to focus on.
11. Look at ways to do more strategic planning for economic development together with the neighbors, including first Nations.
12. Review processes and assets to remove barriers for existing businesses.
13. Start regular focus groups/forums for businesses.
14. Review local supply chains and how they could be enhanced.
15. When reviewing Municipal Development Plans consider how business friendly they are.

The above action plan will be used in the creation of an Economic Development Strategy.

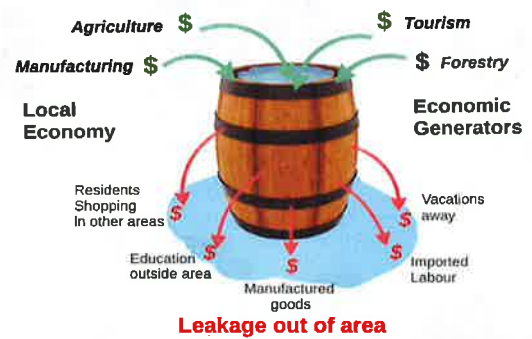


INVESTMENT ATTRACTION READINESS

Clearwater County | October 15, 2018



Community Wealth



Traditional Approach to Ec Dev

1. Attract business & industry...
2. Which will attract people to live and work in community...
3. Both of which will provide us with the taxes and resources to improve the quality of life in our community



Today's Approach...

- High quality of place...
- Will attract and retain the people and talent required to support business...
- Providing one of the essentials of business/investment attraction and retention...
- That provides the tax assessment to maintain a great quality of life





Formula for Economic Development Success®



Where is Your Wagon Heading?



Political vs. Staff Role in EcD

- Councillors provide the economic development leadership, cheerleading, strategic direction approval, ambassador role
- Staff are operational, implement, do.
- Confidentiality of client must be respected.

Investment Readiness Overview

Clearwater County



Investment Readiness Assessment What was done?

- Assessments of investment marketing materials, available property inventory, and website(s)
- Mock site selector request & evaluation of response
- Mock site selector visit & evaluation
- Assessment reports, action planning, training/information session



Best Practice: Components of Investment Readiness

- Current Data & Information Readiness
- Community Profile, Quick Facts
- Maps, ED website
- Available zoned properties with infrastructure
- Sector specific profiles/data
- Competitive analysis – Who are our competitors?



Components of Investment Readiness

- Labour force availability & analysis, SWOT analysis, cost competitiveness
- Strategies, studies
- Marketing strategy, collateral
- RFP Response Capability
- Site Visit Capability
- Ability to close the deal



Community Profile

- A statistical and data piece to be used by investors as they conduct their due diligence on an area
- **It is NOT a marketing piece.**





Community Profile

An inventory of all economic development-related community assets including:

- Location & climate
- Demographics
- Income
- Labour force
- Wages
- Key industries
- Taxes & utilities
- Communications
- Business support programs & services, incentives
- Transportation facilities
- Building & development information
- Education facilities
- Quality of life



Profile: Assessment

- Do not have a community profile, therefore not assessed
- The 'Quick Facts' uses 2016 data, not current



Quick Facts

- Usually a double-sided full colour marketing piece
- Provides key demographic & LF data
- Provides key competitive advantages
- Indicates key sectors, major employers
- Location map
- Provides contact information



ED Website

- Dedicated economic development site
- Current year data & information
- Most profile type data downloadable in PDF, Excel formats
- Key Sector information
- Search for available properties
- Labour force data





ED Website

ED Website: Assessment

- Google search placement
- Maps, maps, maps
- Site structure
- Navigation / # clicks
- News, events
- Social media links/integration
- Contacts

- Assessed both www.clearwatercounty.ca and www.strongertogether.ecdev.org
- Fresh new design looks great and categories are good
- Further data and details need to be built out
- Three EcD sites still exist, emphasis needs to shift to one new site
- Brand/design inconsistency within the site (tools). Is "Stronger Together" the right brand? (try Googling stongertogether.ca...)



17



18



Available Properties, Inventory

Shovel Ready Land

- Without properties zoned, available and serviced **NOW**, you are not in the game (a deal breaker)
- Mix of available buildings, tenures, types, sizes suitable to market
- Available land, sizes, types, locations
- Online searchable inventory

- Available for immediate sale, motivated sellers, environmental assessments
- Serviced with gas, electricity, water, sewer, road, telecom, broadband
- Appropriate Official/Master Plan designations and zoning in place
- Ready to apply for site plan and building permit.



19



20



Infrastructure

- Business cannot operate without the infrastructure required to support their particular type of business:
 - 3 phase power; road/highway access; broadband; natural gas; water; sewer; fire protection; cellular service, etc.
- Limited services attract limited uses that do not create jobs (e.g. storage)



Investment Attraction Marketing

- Marketing plan identifying branding, tools, priorities, target industries, markets
- Consistent branding, ideally built on competitive advantages
- Profile, Quick Facts, ED website
- Full suite of materials suited to key sectors



One Shot, No 2nd Chances So let's keep in mind...

- It is a process of site elimination
- Consultants are looking for reasons to eliminate
- A lot of RFPs are being reviewed in a short period of time
- If consultant has to chase info, forget it
- Responses are not read cover to cover
- Responses need to be concise, clear, well organized, provide all info requested



Response to RFP: Assessment

- Overall: a good base to build upon
- Critical issues:
 - ⊖ No shovel-ready, zoned property available for use
 - ⊖ Water/waste water concerns
 - ⊖ No proof labour needs can be met
 - ⊖ Incomplete data/info
- Areas for improvement:
 - ⊖ Sharpen the value proposition and pitch for this use
 - ⊖ Cater the response to the client's needs and what was asked for in the RFP (in the same order)



Conducting Site Visits



Typical Site Visit

- Community Orientation
- Labour interviews (confidential with employers)
- Meetings with utility representatives
- Community tour
- Visits of proposed sites
- Technical school visit
- Taxes & development time & cost information
- Development Incentives

Site Visit Team

- Need a response team in place (Team Clearwater – Department heads, ministries, utilities, education, CFDC, etc.)
- Are they prepared to make the site visit a priority?
- Can we pull it together in 5 days?



Site Visit Team

- Site visit team aware of roles, knowledgeable, practiced?
- Can we pull it together on short notice? Arrange local business visits?
- Are we able to respond to all requests?



Site selectors look for...



Sites / Buildings

- Does community have an inventory of available sites and/or buildings that are "ready to go"?
- Size appropriate
- Zoning
- Setting, environment
- Ingress/egress
- Infrastructure
- Costs, fees, incentives



30



Utilities

- Are all utilities in place & able to support new and future operations?
- System capacity
- Service size
- Quality
- Reliability
- Rates and fees
- Infrastructure cost
- Service provider



31



Labour

- Does the community have a labour pool in place that is trained/trainable, cost effective, available?
- Cost
- Availability – skills
- Availability – other
- Worker/management
- Work ethic
- Training resources
- Post-secondary
- Recruiting



32

Transportation

Community Appearance

Is the community and the site accessible for inputs, outputs, labour force?

- Air service
- Highways
- Local roads
- Rail
- Trucking services
- Courier services

- Does community appearance reflect pride and unity within?
- Is a good Quality of Life apparent?

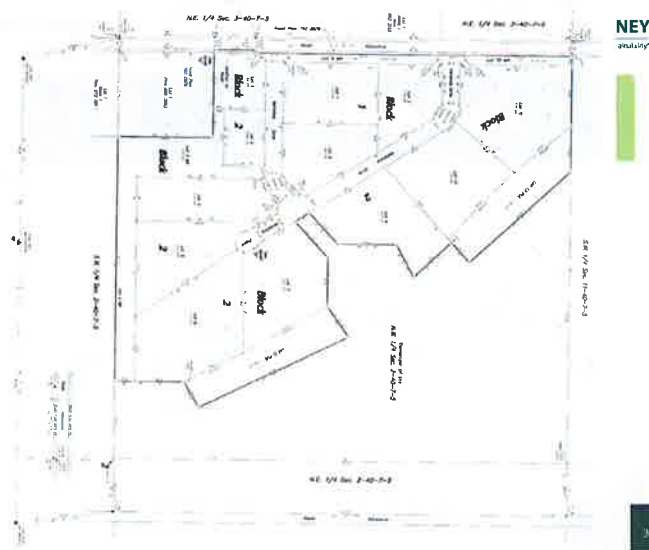
- Downtown districts
- Government & institutional
- Streetscape
- Parks
- Schools
- Housing
- Sewage plant



First Impressions Matter



Metal Dog Site



Project Scheduling

- Does the community have undue time constraints on development? Fast-track process?
- Permitting and approvals process
- Resident support of business
- Current status of due diligence on available sites (sites surveys, environmental studies, etc.)



Community Stability

- Does community represent a good place to invest in the long term, does it support growth?
- Population growth/decline
- Industrial history
- Government
- Public opinion
- Business retention program



Site Visit: Assessment

- Overall: Great internal team, right attitude & approach. Coordinate team approach before
- Critical issues:
 - Need strong value proposition: introduce early, proof points throughout day, summarize in closing
 - Need zoned, serviced, shovel-ready sites
 - Stronger focus on community assets and quality of life
 - Prepare for close
- Areas for improvement:
 - Maps, location, labour info, site
 - Investment shepherding



What can you do to improve Investment Readiness?

NEXT STEPS...



The Next Steps for Clearwater County are...

1. Get current data
2. Develop Community Profile
3. Find out who businesses are
4. Create business database for client and emergency management
5. 1 Ec Dev website for all 3 municipalities (name to portray USP)
6. Reach out to businesses. Chamber, Ignite – bring together all stakeholders for Ec Dev
7. Plan for shovel-ready parcels for both industrial and residential.



The Next Steps for Clearwater County are...

8. Develop consistent positive messaging from Council to citizens that ec dev is good and is good for Community
9. Get economic base analysis done
10. Go through Investment Matrix and identify key sectors to focus on
11. Do more strategic planning together (Town/County/Village/FN)
12. Remove barriers for existing businesses
13. Start regular business focus groups/forums
14. Local supply chain development
15. Adopt new, business development-friendly MDP





THANKS!

Questions?





REQUEST FOR DECISION

SUBJECT: Council, Board and Committee Remuneration Policy Update		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Corporate Services	WRITTEN BY: Murray Hagan, Director, Corporate Services	REVIEWED BY: Rick Emmons, Chief Administrative Officer
BUDGET CONSIDERATIONS: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation To be reflected in draft 2019 operating budget		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy (cite) Council, Board and Committee Remuneration Policy		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Engagement	STRATEGIES: 2.3.2 Review the input received from various committees and boards, from industry and business stakeholders, and from County residents.
ATTACHMENT(S): Council, Board and Committee Remuneration policy with recommended revisions, Council Remuneration Committee approved recommendations		

STAFF RECOMMENDATION:

That Council approves the revised Council, Board and Committee Remuneration policy effective January 1, 2019.

BACKGROUND:

At the regular meeting held June 12, 2018, Council approved the recommendations of the Council Remuneration Committee regarding rates of pay to take effect January 1, 2019.

The revised policy reflects those approved rates as well as some minor wording changes as deemed appropriate.



**CLEARWATER COUNTY
COUNCIL, BOARD & COMMITTEE REMUNERATION**

POLICY

EFFECTIVE DATE:	January 1, 2018 2019
SECTION:	Administration
POLICY STATEMENT:	<p>To provide a fair and equitable means of reimbursing Council and Citizens-at-Large for their time while attending meetings, conferences, training seminars and other municipal business and community events.</p> <p>In determining remuneration amounts, Council may consider any of the following:</p> <ul style="list-style-type: none"> a. Discussion and decisions made by Council; b. Informal survey data; c. Formal survey data provided by an independent consultant; d. Recommendations of a Council Compensation Committee as per Appendix 'A'.
DEFINITIONS:	<p>'Meeting'</p> <p>Within the context of this policy, the term meeting shall include: Council meetings, Special Council meetings, Committee meetings as well as when requested by the C.A.O. or a Department Head, meetings between Councillors and County staff.</p>
COUNCIL RATES	<ul style="list-style-type: none"> 1. Council remuneration for time spent while traveling to or from meetings, and while in attendance at a meeting, will be based on the following rates and time sections: <ul style="list-style-type: none"> a. \$161.00 \$169.00 – First four hours b. \$127.00 \$133.00 – Second four hours c. \$127.00 \$133.00 – Third four hours d. \$288.00 \$302.00 – Maximum payable for any regular Council meeting [Two (2) time sections]. e. \$415.00 \$435.00 – Maximum payable for any single day [Three (3) time sections]. <p>For clarity, any meeting or number of meetings that include more than one portion of the above time sections [i.e. meetings in excess of four hours] a Councillor is entitled to a combined remuneration for each time section involved. Councillors are expected to exercise discretion when applying for remuneration for meetings that include</p>



CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

one time section and extend into another time section in a minor fashion.

2. In addition to meeting and travel fees, each Councillor, **other than the Reeve**, will be paid ~~\$1,003.00~~ **\$1083.24** per month to compensate for time spent on such matters as meeting preparation, telephone calls and individual meetings with electors.
3. Council remuneration associated with convention attendance will be for time spent while traveling to or from a convention location and while in attendance during the formal convention sessions based on the following rates and time sections:
 - a. ~~\$161.00~~ **\$169.00** – First four hours
 - b. ~~\$127.00~~ **\$133.00** – Second four hours
 - c. ~~\$127.00~~ **\$133.00** – Third four hours
 - d. ~~\$415.00~~ **\$435.00** – Maximum payable for any single day [Three(3) time sections].

For clarity, time incurred for travel to or from the convention location and attendance at the formal convention sessions that include more than one portion of the above time sections in excess of four hours, a Councillor is entitled to combine remuneration for each time section involved.

For example, a Councillors drives to a seminar in Edmonton from Rocky Mountain House, leaving the night before the seminar begins as the seminar starts at 8:00am the next morning. The seminar ends at 4:00pm the following day. At conclusion of the seminar the Councillor would be entitled to ~~\$161.00~~ **\$169.00** associated with the night before the seminar. The Councillor would also be entitled to another ~~\$161.00~~ **\$169.00** relating to the first four hours of attendance at the seminar; another ~~\$127.00~~ **\$133.00** associated with the second four hours of the seminar; and ~~\$127.00~~ **\$133.00** for the third four hours associated with return travel time to Rocky Mountain House.

4. Councillors are authorized to attend special meetings associated with a Council appointed committee without Council approval. However, to the greatest extent possible, Councillors should receive prior approval of Council for attendance at



CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

COMMUNITY EVENT ATTENDANCE

REEVE ~~AND DEPUTY~~ REEVE RATES

any other special meeting a Councillor may wish to attend [eg. A community group meeting]. However, Council recognizes that situations may preclude a Councillor from Advising Council of a meeting prior to attendance. In such cases the Councillor is to seek Council's approval for attendance prior to the Councillor submitting a remuneration sheet.

5. The Reeve and two Councillors are approved to attend the annual conference of the Federation of Canadian Municipalities (FCM). The intention is to provide all Councillors with the opportunity to attend one conference during their term of office. All Councillors will be permitted to attend when the conference is held in Alberta.
6. If a spouse accompanies a Councillor to a convention, the Municipality will cover the spousal registration fee, banquet tickets, and approved travel expenses.
1. All Councillors are authorized to participate in the Rocky Rodeo Parade, Caroline Rodeo Parade and Rocky Parade of Lights. In addition to this, the Reeve or designate is authorized to participate in the Ponoka Stampede Parade and Westerner Days Parade.
2. With the exception of the aforementioned parades, attendance at any other community event will be considered by Council on a case-by-case basis.
3. Council remuneration associated with approved community event attendance will be for time spent while traveling to or from a community event location and while in attendance during the event based on the following rates and time sections:
 - a. ~~\$161.00~~ \$169.00 – First four hours
 - b. ~~\$127.00~~ \$133.00 – Second four hours

To a maximum of eight hours [or ~~\$288.00~~ \$302.00] per day.

1. It is recognized that in addition to the above procedures, that the Reeve and/or Deputy Reeve



CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

COUNCIL BENEFITS PROGRAM

CITIZENS-AT-LARGE

will receive additional requests with respect to meetings with federal, provincial, municipal and/or community organizations, representatives or officials. The Reeve or Deputy Reeve are authorized to attend such meetings at their discretion without Council approval and receive remuneration in accordance to this policy. To the greatest extent possible, the Reeve or Deputy Reeve should endeavor to inform Council of these meetings prior to attendance.

2. The Reeve will be paid \$2,014.00 per month to allow for extra administrative duties such as cheque signing, bylaw signing, contract signing, etc.

~~3. The Deputy Reeve will be paid \$1250.00 per month to allow for extra duties.~~

1. A Councillor may enroll in the County's Group Benefits program designed for Council which includes:
 - a. Life Insurance
 - b. Accidental Death & Dismemberment Insurance
 - c. Critical Illness Insurance
 - d. Extended Health & Medical Insurance
 - e. Dental Plan Insurance
 - f. Access to Employee Assistance Program (E.A.P.)

Eligibility for participation in plans is determined by the benefit carrier.

2. The cost-sharing of premiums for participation in the Group Benefits program for Councillors:
 - Life Insurance: 50% + 50% cost-shared
 - AD & D: 100% paid by Councillor
 - Critical Illness: 100% paid by Councillor
 - Extended Health: 100% paid by County
 - Dental Plan: 100% paid by County
 - E.A.P.: 100% paid by County

1. Citizens-at-Large appointed to the Municipal Library Board[s], the Clearwater Regional Family



CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

GENERAL

and Community Support Services Board, and the Recreation Boards will be paid ~~\$560.00~~ \$588.00 per annum.

2. Citizens-at-Large appointed to other boards or committees will be paid at the Councillor remuneration rates established by this policy.

1. A completed 'Councillor and Board Remuneration Statement' form is to be submitted to the Payroll and Benefits Administrator after the end of each month by the Thursday prior to the next Council meetings. Forms received after the deadline will not be processed for payment until the following month. Copies of Councillors' completed forms will be included in Council's Agenda package.

2. Councillors and Citizens-at-Large will be reimbursed for expenses in accordance with the Travel and Subsistence for Staff and Council Policy.



CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

Appendix A

Council Compensation Committee Terms of Reference

Purpose:

The Council Compensation Committee is a temporary committee with a mandate to review the remuneration paid to Council and board/committee Citizens-at-Large; and, to make recommendations to Council on remuneration.

Term of Council Compensation Committee:

1. The Committee will be established on or before March 1 of the year following a general election.
2. The Committee may make regular reports to Council in closed sessions during the course of their review, however, the Committee shall present their final report and recommendations to Council, in public sessions, on or before June 30 of that same year.
3. The Committee will be dissolved when Council receives the report and recommendations of the Committee; and, when Council determines remuneration rates effective January 1 of the next year.

Council Compensation Committee Composition and Requirements:

4. No more than 5 [five] public members in total which will include any, or both, of the following:
 - a. A minimum of three (3) individuals with experience in governance, finance and/or business.
 - b. A maximum of two (2) past Councillors, as determined by Council and invited by the Reeve.
5. Members must be residents of Clearwater County for a minimum of six (6) months.
6. Members shall be appointed by Council resolution.
7. If a member resigns or is unable to serve, a replacement member will be appointed by Council.
8. Members will nominate and endorse a chairperson at first meeting. Meetings will be called by the Chair.
9. Members shall observe and keep confidential matters relating to the business of Clearwater County which may either directly or indirectly come to their knowledge. Each member shall not discuss or disclose information to any person who is not entitled to such knowledge or information.
10. Quorum shall consist of a minimum of 3 [three] members. Quorum is required to present a report and recommendations to Council.



CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

Council Compensation Committee Responsibilities:

11. The Committee is deemed to be an advisory group, making recommendations to Council only.
12. To permit free and open discussion Committee meetings are closed sessions not open to the public.
13. Discussion is to be based on the consensus-based approach. Consensus does not mean a decision that is perfect for all participants, but it does mean a decision that all participants will agree to support. Where consensus cannot be achieved the majority vote will determine the outcome of the item.
14. The Committee will review relevant survey data and practices of other rural municipal Councils that are comparable to Clearwater County. Information and/or data may include, but is not limited to:
 - Information posted on other municipal websites;
 - Information derived from individual interviews with, and/or survey results from past and/or current Clearwater County Council members;
 - Information attained through Alberta Urban Municipalities Association (A.U.M.A), Alberta Association of Municipal Districts and Counties (A.A.M.D.C.) resources;
 - Formal data conducted by an independent survey consultant.
15. Members who serve on the Committee will be compensated for their time as identified within this policy.
16. Members are expected to attend meetings and recognize that they may be asked to leave by Council for lack of attendance. If a member is unable to attend a meeting they are expected to inform the Chair.

As chair, on behalf of our committee, it has been our great pleasure to be a part of the remuneration discussion for Clearwater Council Members. Our mandate was to review and provide a recommendation regarding the current Council Remuneration and hope Council takes our report as information for their future deliberations.

As you are aware, our committee was made up of two (2) past Council members and three (3) Members at Large, of which had business and government experience and resided within the county itself. Our backgrounds allowed us to express multiple points of view, of which some were similar while others were not. Over several great discussions we are comfortable with providing Council a recommendation that is a fair representation of the work being done.

Comparisons to other like county's remuneration - based on size of the county and annual budget to name the larger categories, as well as a survey sent to each Council member that broke down their duties, time accounted for and not accounted for within the current remuneration amounts were the key items the Committee deliberated to formulate our recommendation. The survey feedback was key to move forward, and we thank each of you for your candid responses and comments.

Although there is no legislated requirement regarding minimum or maximum hours a Council member must work, we found that the required Council and Committee meetings each member must attend, along with the homework required for each meeting as well as engaging with the public within their Divisions, made a Council position equivalent to approximately a 0.75 Full Time Equivalent position once we normalized the survey hours submitted to the committee.

Council receives remuneration in two different ways, a regular monthly salary and a Per Diem paid for all meetings they attend. The Committee believes that the current remuneration rate does not compensate Council Members enough for the number of hours and work they do within the community and that their average annual salary should be increased to \$55,000. This increase would move the remuneration rate slightly under the 50th percentile of the 2016 comparative analysis information Administration had provided rather than the bottom quarter they are currently at.

There were several options the committee debated regarding structure of the increase and recommend the following for consideration:

- Council Monthly Salary increase by 8% totalling \$1083.24 (from \$1003.00) which equates to \$12,999 annually,

pg. 1

Council Compensation Committee 'Remuneration Recommendations Report'

As submitted by Committee Members:

Darryl Park, Chair

Lynn Webster

Ken Qually

Dick Wymenga

June 12, 2018

- Deputy Reeve Monthly Salary decreased to \$1083.24 (from \$1250.00) to match regular Council which equates to \$12,999 annually (From \$15,000)
- Reeve Monthly Salary remain the same at a rate of \$2014.00 which equates to \$24,168 annually,
 - *With respect to the position of Deputy Reeve, within our deliberation of the hours being worked, the committee believed this position's current annual salary should be decreased to the same rate as a regular Council member. Any duties the Deputy Reeve would engage in as the alternate to the Reeve would be compensated by a Per-diem.*
 - *With respect to the position of Reeve, the committee found that although the Reeve has more responsibilities than a Council member, that position is compensated on a Per Diem basis for the meetings they hold/attend at this position level and that their current salary rate is sufficient to compensate for time spent outside of meetings.*
- An increase of 5% to the Per Diem rates,
- Our committee did not include Benefit value within Councils' total compensation package and that they continue to receive this at the current rate.

Using 2016 meeting information and updating the increased number of mandatory Council and Procedures meetings, the Division Remuneration calculations were as follows:

Salary & Per Diem Increase	Div 1 (Reverted to council rate)	Div 2	Div 3	Div 4	Div 5	Div 6	Div 7 (Reeve)	
% Increase	8%	8%	8%	8%	8%	8%	8%	0%
2019 Salary	\$12,999	\$12,999	\$12,999	\$12,999	\$12,999	\$12,999	\$12,999	\$24,168
2019 Per Diem (Based on 2016 PLUS twice # of mandatory council meetings/mth - \$288 paid for each regular council meeting x 24)	\$36,933	\$37,284	\$31,065	\$46,497	\$39,690	\$30,488		\$47,411
Per-Diem Increase %	5%	5%	5%	5%	5%	5%	5%	5%
Per-Diem Increase Total	\$38,780	\$39,148	\$32,618	\$48,822	\$41,675	\$32,012	\$49,782	Avg
Total	\$51,779	\$52,147	\$45,617	\$61,821	\$54,673	\$45,011	\$73,950	\$55,000
New Monthly Salary								
Councilor	\$1,083.24	<i>Difference</i>						
Reeve	\$2,014.00	\$930.76						

It is important to note that the actual remuneration amounts at the end of the 2019 year may differ as the number of meetings we used for our calculation from 2016 and only adjusted for what we know has changed in 2018.

pg. 2

Council Compensation Committee 'Remuneration Recommendations Report'

As submitted by Committee Members:

Darryl Park, Chair

Lynn Webster

Ken Qually

Dick Wymenga

June 12, 2018



REQUEST FOR DECISION

SUBJECT: Request for Tax Penalty Waiver		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Corporate Services	WRITTEN BY: Rhonda Serhan Manager, Financial Services	REVIEWED BY: Murray Hagan Director, Corporate Services Rick Emmons CAO
BUDGET CONSIDERATIONS: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Socially Responsible Governance for Long Term Sustainability	STRATEGIES: Fiscal Management
ATTACHMENT(S): Letter from owner of tax roll 4005284001		

STAFF RECOMMENDATION:

That Council reviews the information and instruct Administration accordingly.

BACKGROUND:

On October 18th, 2018 Clearwater County received a letter from the owners of tax roll 4005284001. They have indicated that due to a bank error, the taxes remain unpaid for this property until October 8, 2018. Verbally they confirmed that the error was that there were insufficient funds in the account to cover the payment.

Taxes were due September 17th. Notices were sent out the last week of May, and the back of the tax notice states all methods of payment including; in person, after hours drop box, postdated cheque, on line & telephone banking, tax installment plan, and EFT.

Additionally, ads ran in 3 papers noting taxes are due September 17th (Mountaineer, Western Star and Sundre Roundup) for the weeks of Sept 3, and Sept 10. As well, the ads were posted to the County's website homepage and on social media.

All penalty waiver requests must be made to Council and in the past Council as been reluctant to waive penalties for fear of setting precedent.



To Clearwater County Mountain House Committee.

I have been told to write this letter to get a credit for the \$9 late penalty on our taxes.

Please credit us \$15.62 as there was a banking error on our payment.

As I have enclosed a copy, our other taxes paid at RBC for \$1381.60 went in OK, but an error occurred at the Scotiabank for the \$195.24 payment.

I have paid the \$195.24 Oct 8th as soon as I found the error in payment.



Tax Roll # 4005284001

* Please note, our taxes have always been paid on time, for the last 12 yrs., since we bought the property.



REQUEST FOR DECISION

SUBJECT: Canadian Natural Resources Ltd. (CNRL) Letter of Request re: Bill C-69		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Council	WRITTEN BY: Christine Heggart / Manager, Intergovernmental & Legislative Services	REVIEWED BY: Rick Emmons / CAO
BUDGET CONSIDERATIONS: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: 2.5 Advocate in the best interests of our community and region.	STRATEGIES:
ATTACHMENT(S): CNRL Letter dated October 30, 2018 CAPP Bill C-69 Impact Assessment		

STAFF RECOMMENDATION:

That Council reviews and directs Administration regarding a response to CNRL regarding Bill C-69.

BACKGROUND:

On October 30, Council received an email letter from CNRL requesting support in lobbying the Canadian government to “pause and review Bill C-69” to get it right before passing it into legislation. CNRL’s letter indicates that proposed changes will have significant negative impact on industry, making regulatory processes more complicated and time consuming while also eroding public and investor confidence.

Attached to this Request For Decision is the Canadian Association of Petroleum Producers (CAPP) Impact Assessment report on Bill C-69. As well, this [link leads to a list of amendments within Bill C-69](#).

CNRL suggests sending letters to the Prime Minister and various Ministers to encourage better consideration of industry and stakeholder concerns. Administration requests Council’s direction on responding to CNRL and if any associated lobby efforts are desired.

From: Jennifer Paterson <Jennifer.Paterson@cnrl.com>
Sent: Tuesday, October 30, 2018 9:42 AM
To: Jim Duncan - Division One <jduncan@clearwatercounty.ca>; John Vandermeer - Division Four <jvandermeer@clearwatercounty.ca>; Tracy Haight <THaight@clearwatercounty.ca>
Subject: Bill C-69: your voice is needed - government must pause and review to get it right

Dear Clearwater County,

As a community who relies heavily on the energy sector as one of the key drivers of your local economy, we want to bring to your attention concerns the oil and natural gas sector has regarding Bill C-69 *Impact Assessment Act*.

The proposed changes to the National Energy Board Act and the Canadian Environmental Assessment Act contained in Bill C-69 will make the regulatory process more complicated, time consuming, legally vulnerable and, ultimately, erode public and investor confidence. Bill C-69, in its current form, will have significant negative effects on industry, communities, and families across the country, creating a significant barrier to future investment and putting jobs at risk.

In order to make investment decisions that create jobs and prosperity for all Canadians, businesses and investors require a federal regulatory process that reviews oil and natural gas projects in a clear, efficient, and timely manner.

The Canadian government must pause and review Bill C-69 to get it right before passing it into legislation. By working collaboratively with the communities that will be most directly impacted by the Bill as well as the oil and natural gas industry and other stakeholders, the government can make the Bill what Canada needs it to be – a framework for an efficient process that maintains high environmental standards and in which Canadians and investors can be confident.

Across the country, Canadians who are concerned with the Bill in its current form are speaking up – including a [resolution unanimously \(100% approval\) passed by the Canadian Chamber of Commerce](#) to suspend and clarify Bill C-69 (see resolution 01). **As important stakeholders, your voices are also needed.** We ask that you consider sending a letter to: Prime Minister Justin Trudeau; Minister of Environment and Climate Change Catherine McKenna; and Chair of the Standing Senate Committee on Energy, the Environment and Natural Resources Senator Rosa Galvez, encouraging better consideration of industry and stakeholder concerns and urging the government to pause and review Bill C-69 to get it right before passing it into legislation. A copy of CAPP's industry concerns and suggested amendments to Bill C-69 [are available here](#) and can be included in your letter.

Additionally, Energy Citizens has initiated a letter writing campaign to ask members of the Canadian Senate to slow down on Bill C-69 to ensure we get this right. The letter can be [found and signed here](#).

Thank you for your support.
Sincerely,

Jennifer Paterson
Public Affairs, Canadian Natural
Jennifer.Paterson@cnrl.com





CANADA'S OIL & NATURAL GAS PRODUCERS

BILL C-69 IMPACT ASSESSMENT



As Canada's environmental and regulatory processes are updated, the Canadian Association of Petroleum Producers (CAPP) wants to ensure that federal environmental assessments and regulatory reviews foster public and investor confidence while helping to get Canada's resources to market.



GLOBAL ENERGY DEMAND WILL GROW BY 30% BY 2040.

Canada's upstream oil and natural gas industry takes pride in meeting some of the world's highest environmental standards, and employs more than half a million Canadians. Industry is proud of its role in economic reconciliation, with more than \$3.3 billion in procurement from Indigenous-owned businesses in 2017. Canada should be the supplier of choice in a world that needs energy to grow the global middle class. The Canadian oil and natural gas sector presents a significant opportunity that provides broad benefits to Canadians. **Under Bill C-69 these benefits are at risk.**

The Senate of Canada is currently debating Bill C-69. In its current form, the Bill will diminish the global competitiveness of Canada's oil and natural gas industry and be a significant barrier to future investment, putting Canadian jobs at risk. It will make an already complex system more complicated, with added uncertainty for the project review and EA processes. Project reviews that are subject to multiple appeals and litigation have become the norm.

The Canadian government needs to pause and review Bill C-69 to get it right before passing it into legislation.

CAPP has prepared a full analysis of the challenges in Bill C-69 and has proposed solutions to improve the regulatory framework that provides absolute clarity, certainty and shorter timelines to address these challenges. All stakeholders must be equipped to understand what is required to make Bill C-69 what it is intended to be – a solution to the uncertainty that exists in Canada's current project review system.

Canada should be the supplier of choice in a world that needs energy to grow the global middle class.

SUMMARY OF SPECIFIC CONCERNS AND SUGGESTED IMPROVEMENTS

ISSUANCE OF APPROVALS AND THE PATH TO CONSTRUCTION

Bill C-69 increases complexity and will encourage further multiple litigations on project decisions. As written, it will continue the long, drawn-out, uncertain regulatory and judicial processes that have faced projects like the Trans Mountain Expansion Project (“TMEP”). These complex and expensive processes have made significant drains on proponents, communities and governments, and created deep division amongst Canadians. Bill C-69 creates even greater regulatory uncertainty and litigation risk, both of which will result in decreased investor confidence. In addition, areas of public policy debate have been further entrenched into project review on existing areas such as climate and new ones such as the intersection of sex and gender with other identity factors.

RECOMMENDATION 1

Factors relevant to project review and material to decision-making must be defined with certainty early in the process and trust needs to be placed in the expert staff of the agency and regulator to make evidence-based decisions. Political interference must be restricted. Public policy debates need to be firmly removed from project assessments and adjudications and put where they belong in strategic assessments or policy forums.



PUBLIC PARTICIPATION

Public participation must be meaningful. There is concern that the voices of local communities will be drowned out by distant commentators. Lacking the discretion to make determinations about how different groups will participate in the process, any slight differentiation between parties will make processes vulnerable to legal challenge.

RECOMMENDATION 2

The assessment process itself needs to be clearly defined as creating means to ensure meaningful participation. Review panels need to have the discretion to hear from those directly affected by a project and to consider the information, expertise and opinions of other knowledgeable persons as they see fit.



In its current form, the Bill will diminish the global competitiveness of Canada’s oil and natural gas industry.

TIMELINE CERTAINTY

There are numerous provisions in the Act that create potential for delay and that allow the Governor in Council to extend timelines without providing justification. There is no hard time cap for the overall process.

RECOMMENDATION 3

Improve predictability of timelines including an overall maximum. Encourage discipline from all parties by requiring publication of reasons for extensions.

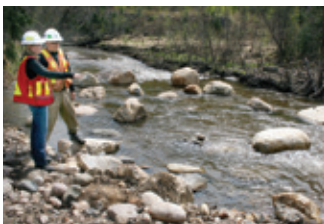


PROJECT PLANNING CERTAINTY

As currently worded, the proposed Act prohibits a proponent from doing any act or thing in connection with a designated project. Currently, this is so broadly drafted that it would preclude any activity including those that would generate positive benefits to Indigenous or local communities, making the routine planning and preparation work to develop a project proposal subject to penalties.

RECOMMENDATION 4

Clearly link the prohibited pre-approval actions of proponents to real changes to the environment more in line with similar prohibitions in other legislation.



DECISION MAKING / PUBLIC INTEREST

When making public interest decisions on designated projects, there is no express requirement for decision makers to consider the economic benefits of projects. Jobs, economics and infrastructure development are positive legacies that should be included in public interest deliberations. In addition, the Act gives complete discretion to the Minister regarding whether or not to designate a project for assessment, as well as granting them the power to refuse to undertake an assessment at all. This sort of political uncertainty is not acceptable.

RECOMMENDATION 5

Restrict the broad discretionary powers granted to the Minister. Make explicit in the Act that decision makers must specifically consider the economic and social effects, including benefits, of projects.

INVOLVEMENT OF LIFE CYCLE REGULATORS IN REVIEW PANELS

Offshore projects on Canada's East Coast are specifically required to undergo panel review assessments regardless of scope or scale. Where an impact assessment includes activities regulated by a life cycle regulator and is referred to a review panel, the panel chairperson may not be a member of the life cycle regulator nor may members of the life cycle regulator make up a majority of the review panel. In short, life cycle regulators are, by design, denigrated despite their expertise and experience.

RECOMMENDATION 6

Remove the requirements that marginalize the involvement and use of the expertise of regulators. Allow flexibility for the best placed candidates to comprise and/or chair review panels. Allow flexibility to scale assessment reviews to project complexity and scope.



NAVIGABLE WATERS

The Navigation Protection Act has been broadened to address all changes to water flows and water levels.

RECOMMENDATION 7

Focus the consideration and associated approval conditions allowed under this Act to proponent-induced impacts, not the remedy of natural flow conditions or cumulative impacts over which proponents may have no control.



The oil and natural gas industry with its high environmental standards is important to Canada. It contributed:

- **\$109 BILLION** in direct real GDP in 2017 (6.25 per cent of Canada's total);
- **\$12 BILLION** in average annual revenue to governments between 2014 and 2016;
- **\$3.3 BILLION** was invested in 399 Indigenous businesses in 65 communities in 2015 and 2016;
- **533,000** direct and indirect jobs in 2017 (includes the range of 200,000 in the service sector.)



REQUEST FOR DECISION

SUBJECT: 2019-2022 Strategic Plan		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Council	WRITTEN BY: Christine Heggart / Manager, Intergovernmental & Legislative Services	REVIEWED BY: Rick Emmons / CAO
BUDGET CONSIDERATIONS: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <i>Public Participation Policy</i>		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA:	STRATEGIES:
ATTACHMENT(S): DRAFT 2019 – 2022 Strategic Plan 2019 – 2022 Strategic Plan Public Participation Plan		

STAFF RECOMMENDATION:

1. That Council reviews input from public engagement, amends the 2019-2022 Strategic Plan as required and adopts the 2019-2022 Strategic Plan.

BACKGROUND:

At their September 25, 2018 regular meeting, Council reviewed their draft 2019-2022 Strategic Plan and directed Administration to provide the draft Plan for public comment on the County website during the month of October – asking for public feedback by October 31. The opportunity for input on the plan was advertised in local papers and via social media during the month of October and hard copy feedback forms were also made available at the front desk at the County office.

Council received input via the website from five members of the public – this input in full was delivered by confidential email to Council. There were no hard copy forms received. The feedback from the five respondents was varied and generally supported Council's plans for growth and community/social development. Two respondents indicated that broadband wasn't necessary for development and one mentioned the need to focus on Nordegg development.

Administration recommends Council review public input, amend the draft 2019-2022 Strategic Plan as desired and adopt the Plan.



DRAFT STRATEGIC PLAN 2019 TO 2022

FIRSTLY THANK YOU

This strategic plan was created by Clearwater County Council, in consultation with administration and 13 Ways Inc.
© 2018 13 Ways.



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THE GENERAL COUNCIL EXECUTIVES

The purpose of this plan is to ensure that Council and administration are working in a common direction. However, this plan also ensures that Council is accountable to the public and demonstrates our commitment to action and attainable results. It will also help Council and administration determine how to best allocate our resources to projects and initiatives that are most important and timely for our community.

As always, we invite your feedback and suggestions as you review this proposed strategic plan.

Sincerely,
Clearwater County Council

Throughout early 2018, Clearwater County Council and senior administration met to identify a strategic direction and common vision for our community. At these meetings, we determined that it was most important for Council to pursue an economic development agenda over the next four years, and beyond. We combined the perspectives and concerns that we heard from our community during the most recent election with the knowledge and experience of our senior administrators to identify some strategies to grow Clearwater County's economy. These goals and strategies are the basis of this strategic plan.

This strategic plan began with community engagement, both before and since the most recent election. We brought what we heard from you to our senior administrators to search for innovative and forward-thinking solutions to ensure a sustainable future for our community. Together, we created this plan. Once finalized and approved, this plan will pass to administration for implementation and action.



TOP ROW: RICK EMMONS (CAO), TIMOTHY HOVEN, DARYL LOUGHEED, JOHN VANDERMEER, JIM DUNCAN
BOTTOM ROW: CAMMIE LAIRD, MICHELLE SWANSON, THERESA LAING

INTRODUCTION AND

EXECUTIVE SUMMARY

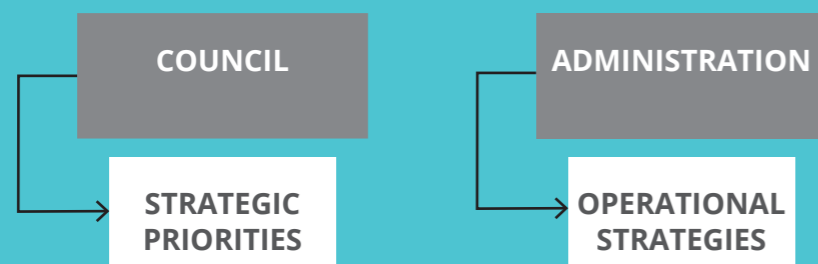
BACKGROUND

A strategic plan is essential to ensure over the next four years Council, administration, and the public are aligned in a vision for the community. This document comprises the strategic priorities of Clearwater County Council and provides residents, businesses, administration, other orders of government, and other stakeholders with a clear direction for the future.

Council, together with senior administration have identified a plan to grow Clearwater County's population through strategic development and innovative investment. County administration will execute the priorities outlined in this plan through operational strategies

GOVERNANCE VS. MANAGEMENT PLANS

The governance role of the Council is to provide strategic direction for the County. This high-level plan helps the administration build its own operational plans. Examples of administration plans that will be aligned to this plan may include a Business Plan, Operational Plan, or Capital Plan, among others.



STAKEHOLDERS

Council identified their overarching philosophy includes the importance of communications, transparency and keeping the public informed and educated about Council's future directions.

Below is a list of the many stakeholders Council takes into consideration in its strategic plans.

- Community Residents/ Local Businesses
- County Administration/ Staff
- Provincial and Federal Leaders, Agencies and Departments
- Neighbouring Municipalities
- First Nations Communities
- Natural Resources Sector/ Organizations
- Agricultural Industry/ Organizations
- Economic Development Organizations
- Educational Institutions and School Boards
- Health Care Providers and Institutions
- Local Media
- Real Estate Agents/ Developers
- Visitors/Tourism Organizations
- Potential Investors/ new businesses (outside region)

Supplementary to this strategic plan, Council will develop a communications strategy to outline its communications priorities and strategies, in an effort to better communicate with the aforementioned stakeholders.

VISION AND MISSION



... A VISION STATEMENT COMMUNICATES COUNCIL'S DESIRED FUTURE STATE FOR CLEARWATER COUNTY, 15 TO 30 YEARS FROM NOW.

... THE MISSION STATEMENT DESCRIBES THE PRESENT-DAY ACTIONS THAT COUNCIL WILL TAKE TO ACHIEVE THAT LONG-TERM VISION.

WE ARE HERE BECAUSE OF OUR COMMUNITY and we can do more

Together, the vision and mission provide direction and purpose for Council as an organization and clear guidance to administration as they create and implement their operational plans to align with the vision and mission.

A community vision indicates what a successful community in future looks like to the current Council and provides a long-term strategic direction for the community. A vision should be simple, clear and should identify what makes Clearwater County a unique and desirable to community to join. Council, through some facilitated work derived the following vision statement:

VISION STATEMENT 
Community, prosperity and natural beauty - connected.

A mission statement declares the core purpose of the Council and administration and describes how Council will achieve its vision for the community. A mission has a present-day focus and describes how the organization will bring benefit to its community.

MISSION STATEMENT 
Through proactive municipal leadership, we will invest innovatively to generate and support economic and population growth, to position Clearwater County for a sustainable, prosperous future.

HOW WE BUILD OUR FUTURE and execute our goals



FOCUSING ON IMPROVEMENTS TO BUILD AND GROW A PROSPEROUS COMMUNITY

Community Building Pillars are used and referenced throughout this plan. Clearwater County created this strategic plan around five pillars: Economic Prosperity, Governance

Leadership, Fiscal Responsibility, Environmental Stewardship and Social Conscience. An overview of each pillar follows on the next page.



ECONOMIC PROSPERITY

This pillar includes actions by Council to grow the population of the County by attracting investment and business opportunities to the region. Such actions may include industry-targeted investment (i.e. agri-business), innovative infrastructure, business incentives, human capital development or marketing strategies.



GOVERNANCE LEADERSHIP

This pillar includes actions by Council to ensure that Council remains transparent and accountable to the general public. Such actions might include election policies, engagement with other orders of government, communication and engagement strategies with the public, and bylaw and policy reviews.



FISCAL RESPONSIBILITIES

This pillar includes actions by Council that reduce the fiscal burden of future Councils, as well as the community, for generations to come. Such actions might include reserve management policies, budget reviews, long-term investment strategies, and strategies that grow the tax base.



ENVIRONMENTAL STEWARDSHIP

This pillar includes actions by Council to responsibly maintain the physical spaces in and surrounding County limits, as well as on or below ground. Such actions might include proactive infrastructure replacement, hamlet development strategies, environmental conservation strategies, trail maintenance or sustainable development planning.



COMMUNITY SOCIAL GROWTH

This pillar includes actions by Council to ensure the health and well-being of the community and its residents. Such actions might include housing strategies, cultural events, recreational activities or community heritage policies.



WHY?

“Building economic development enablers that position us for a more prosperous future”

From the Community Building Pillars, Council determined that Economic Prosperity was the most important and timely objective for Clearwater County to pursue and would like to become known as the Economic Development Council through repeated success.

An economic development mandate for Council’s term was formulated. Together with Administration, Council identified

goals and strategies aimed at growing Clearwater County’s population through innovative investments and private investment attraction. Council identified economic prosperity as the primary objective for Clearwater County over the next four years. The following pages contain Council’s Priority Initiatives.

FOCUSING ON ECONOMIC DEVELOPMENT



BROADBAND ACCESS

- Business Plan
- Demonstration
- Network Extension
- Backbone and Distribution System



INDUSTRIAL / COMMERCIAL LANDS

- Marketing & Business Attraction Strategy
- Strategic Development Area(s)
- Caroline Development



NORDEGG DEVELOPMENT

- Infrastructure Development
- Innovative Lot Sale Options
- Trails



INTERMUNICIPAL COLLABORATION

- Regional Services
- Village of Caroline
- Town of Rocky Mountain House
- First Nations / Other Municipalities



INNOVATIVE HOUSING

- Hamlet Growth
- Tiny House Policy
- Long-term Seniors’ Care





ADVOCACY

- Broadband Funding
- Crime Reduction Strategies
- Hospital Modernization
- Howse Pass

Note: These priorities are not Council’s only goals for the community. They are deemed to be the areas of highest priority today that will best position Clearwater County for the future.


ECONOMIC PROSPERITY PLAN 2019 - 2022

STRATEGIC DIRECTION

THEME	BROADBAND ACCESS 	INDUSTRIAL/COMMERCIAL LANDS 	NORDEGG DEVELOPMENT 
	"We will have Alberta's fastest rural Internet that enables both people and enterprise."	"We will pursue and develop Industrial/ Commercial Land that enables new enterprise investment."	"We will develop Nordegg into Alberta's next mountain resort community."
ACTION	<ol style="list-style-type: none"> 1. Infrastructure Masterplan 2. Demonstration Project 3. Construct Backbone 4. Continue Network Expansion 	<ol style="list-style-type: none"> 1. Strategic Business Development Areas 2. Caroline Industrial/ Commercial Development Phases/ SA (South) 3. Marketing & Attractio Strategies 4. Align Policies/ Bylaws 	<ol style="list-style-type: none"> 1. Marketing Strategy 2. Trail Development 3. Service Commercial Core 4. Fibre Infrastructure 5. Innovative Lot Sale Options
COMMITMENT	Development of municipally-owned open access broadband network.	Continued development of County-owned industrial and commercially-zoned lands.	Fulfill vision of Nordegg Development Plan.
OUTCOME	Best rural Internet system in Alberta, with majority of County population connected to internet via fibre or fibre-connected towers	More industrial and commercial land availability, to conserve agricultural land and minimize development conflicts.	Alberta's newest and fastest growing mountain resort community.

ECONOMIC PROSPERITY PLAN 2019 - 2022

STRATEGIC DIRECTION

INTERMUNICIPAL COLLABORATION 	INNOVATIVE HOUSING 	ADVOCACY 
"We will pursue deeper and more meaningful collaboration to achieve efficiency and economic development."	"We will be development ready, in order to attract new population growth."	"We will advocate for keeping our community safe, healthy, connected, along with encouraging tourism."
<ol style="list-style-type: none"> 1. Build Municipal Relationships 2. Refine and Grow Regional Services 3. Explore New Opportunities <ul style="list-style-type: none"> - Broadband - Economic Development - Asset Management 	<ol style="list-style-type: none"> 1. ASP's for Hamlets 2. Land Gaps Analysis 3. Align Tax Structure/ Policies & Bylaws 4. Efficient Development Process 	<ol style="list-style-type: none"> 1. Advocacy Plan (Broadband & Crime Reduction) 2. Committee Participation <ul style="list-style-type: none"> - Hospital - Phycian Recruitment 3. Rural Municipalities of Alberta (RMA) and Participation at Federation of Canadian Municipalities (FMC) 4. Howse Pass
Review of tri-municipality Stronger Together agreement.	Best practices research to inspire innovative housing solutions for new and existing demographics (i.e. agrihoods, tiny houses)	Advocacy strategies aligned to enhance social and community development.
Stronger regional community through governance efficiencies.	Clearwater County's population resurges due to increased housing options/ availability.	Healthy community.

CONCLUSION

This strategic plan provides a direction and purpose for Clearwater County, over the next four years and beyond. This plan was developed by Council members, in consultation with senior County administration, and 13 Ways Inc. to continue to build a strong and healthy community, and to position Clearwater County for success.

It is important to note that the political and economic reality of the region is always changing, and some of these changes are beyond the control of this Council. Likewise, as administration works to implement Council's strategic direction, the priorities outlined in this document will change as well. As with any plan, it is essential that Council and administration review and update this document at regular intervals to ensure that the plan reflects the current needs, priorities, and environment of Clearwater County.

COUNTY COUNCIL

YOUR MEMBERS OF COUNTY COUNCIL ARE:

Division 1

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jduncan@clearwatercounty.ca
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Division 2

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WE BUILD

OPPORTUNITIES

Council aims to build a strong community where opportunity for growth and sustainability are paved for generations to come.

CREATION CREDITS

Professional consultation for this strategic plan was provided by:
External Advisors, 13 Ways Inc.



FURTHER INFORMATION

**IF YOU HAVE ANY COMMENTS ABOUT THIS DOCUMENT
OR WOULD LIKE TO LEARN MORE ABOUT THE
STRATEGIC PLANNING PROCESS AND YOUR ROLE IN
HELPING TO REALIZE THE GOALS,
PLEASE CONTACT THE COUNTY OFFICE AT 403-845-4444.**



Project Name/Description: <ul style="list-style-type: none">• 2019-2022 Strategic Plan; Council's key priorities for the success of the community.
Project Background: <ul style="list-style-type: none">• Historically, Councils adopted a Strategic Plan to set out the vision for the community's future and prioritize the path to that future. Plans have evolved from single-year to a four-year Plan, to assist in transitioning the priorities document from one Council term to the next.
Municipal Stakeholders and Impact: <ul style="list-style-type: none">• Identify demographics of municipal stakeholders who are involved in or impacted by a decision or action and are invited to participate.<ul style="list-style-type: none">○ Residents, Industry & Businesses - high impact – inform and consult○ Neighbouring Municipalities (Town of Rocky Mountain House, Village of Caroline and Summer Village of Burnstick Lake) – high impact - inform and consult○ Provincial and federal government & neighbouring First Nations – low impact - inform
Engagement purpose/objectives: <ul style="list-style-type: none">• Have promises been made to stakeholders about their involvement? Yes, no, not sure. If yes, identify.<ul style="list-style-type: none">○ Yes, through <i>Public Participation Policy</i> (adopted May 22, 2018). Public Participation Opportunities section, item 1(a)ii.• Identify objectives of engagement program.<ul style="list-style-type: none">○ Inform stakeholders of Council's Draft 2019-2022 Strategic Plan, as well as Mission, Vision and Strategic Directions.○ Consult with the public requesting written feedback online.
Scope of Public Participation: <ul style="list-style-type: none">• Clarify the scale and level of engagement anticipated (i.e. inform, consult, involve, collaborate or empower) at the various stages of the consultation process. <p>1) Inform and Consult</p> <ul style="list-style-type: none">a. For all stakeholder groups - provide a digital copy of Draft 2019-2022 Strategic Plan via the County website.<ul style="list-style-type: none">i. Advertise the opportunity to review/comment via County's traditional communications mediums: website, social media, newsletter and newspaper.ii. Develop online feedback forms.iii. Other?b. Additionally, for municipal neighbours stakeholder group – send a copy of Draft 2019-2022 Strategic Plan through CAOs for their respective Council's information and opportunity to comment.
Timeframe/Budget: <ul style="list-style-type: none">• Describe the overall timeframe and milestones.<ul style="list-style-type: none">○ 1 month for public engagement advertised in local papers, included in legislative services budget – no additional budget required.<ul style="list-style-type: none">▪ Online feedback forms – October 2018.▪ Council review feedback/draft revisions – November 2018▪ Council review/approve final 2019-2022 Strategic Plan – December 2018.
Evaluation: Measurements of success: <ul style="list-style-type: none"><input type="checkbox"/> Compliance with policy principles<input type="checkbox"/> Completed within approved budget and timeframe<input type="checkbox"/> Results used by decision-makers and stakeholders understand how input used<input type="checkbox"/> Level of stakeholder satisfaction with process and outcomes



REQUEST FOR DECISION

SUBJECT: Rural Municipalities of Alberta (RMA) Fall 2018 Resolutions		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Council	WRITTEN BY: Christine Heggart / Manager, Intergovernmental & Legislative Services	REVIEWED BY: Rick Emmons / CAO
BUDGET CONSIDERATIONS: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: 2.5 Advocate in the best interests of our community and region.	STRATEGIES:
ATTACHMENT(S): RMA Fall 2018 Resolutions		

STAFF RECOMMENDATION:

That Council reviews, discusses and receives for information the RMA Fall 2018 Resolutions summary.

BACKGROUND:

Attached for Council's review is the listing of RMA Fall Convention Resolutions and respective administrative recommendations. At the RMA Convention taking place November 20-22 in Edmonton, each Councillor has the opportunity to vote on each resolution.

1-18F Provincial Contribution to Investing in Canada Infrastructure Program (ICIP) *(Mackenzie County)*
Request for provincial funding to municipalities for the provincial contribution required for ICIP grant.

2-18F Annual Release Date of Assessment Year Modifiers *(Mountain View County)*
Requests RMA lobby Government of Alberta to set annual date of release of base year modifiers to Sept 15, allowing municipalities to be more informed during budget deliberations.

3-18F Federal and Provincial Funding of Municipal Broadband Projects *(Clearwater County)*
Requests RMA lobby for federal and provincial funding be directed to municipalities for community broadband infrastructure projects.

4-18F Enabling High-Speed Internet Access for Rural Alberta *(MD of Taber)*
Requests RMA lobby for comprehensive rural broadband strategy to achieve 50mbps download/10mbps upload for fixed broadband services, for all residents of rural Alberta with: common carrier/shared access laws; partnership incentives; backhaul provision; and, enhanced competition.

5-18F Alberta Energy Regulator (AER) Requirements for Acquiring and Holding Energy Licences and Approval *(MD of Taber)* Requests RMA lobby AER to ensure outstanding municipal property taxes are paid prior to license transfers, that outstanding taxes form part of liability rating for oil and gas companies and that deposits for amount of outstanding municipal property taxes be paid to AER upon license transfer requests and forwarded to municipalities upon license approval.

6-18F Securing Municipal Property Taxes in the Event of Bankruptcy or Insolvency *(MD of Opportunity)* The request for RMA to advocate for amendments to MGA 348 to ensure municipal property taxes are legally assured a status as secured claim.

7-18F Municipal and Privately-Owned Protected Areas Inventory *(Mackenzie County)* Requests that the province recognize municipal and privately-owned protected areas in reporting towards Alberta's 17% protection of terrestrial areas and inland waters target and that RMA supports a provincial inventory development.

8-18F Restricting the Consumption of Cannabis based on Regulations for Liquor Consumption *(Thorhild County)* Requests RMA lobby province to amend *Act to Control and Regulate Cannabis* to reflect same consumption restrictions as alcohol under the *Gaming, Liquor and Cannabis Act*.

9-18F Impact of the Alberta Wetland Policy on the Cost of Maintaining Public Road Infrastructure *(Wheatland County)* Requests modification to Alberta Wetland Mitigation Directive to recognize existing road right-of-ways and to make compensation for municipal road maintenance/re-builds at a 1:1 ratio (or D to D value) for wetland replacement.

10-18F Community Peace Officer Access to the Canadian Police Information Centre *(Mountain View County)* Requests Ministry of Justice and Solicitor General work with CPIC to provide direct/mobile access to CPIC information to Community Peace Officers.

11-18F Rural Municipalities of Alberta Represents Municipalities on Water Act Approvals *(Rocky View County)* Requests RMA provide rural perspective and input to Ministry of Environment and Parks related to streamlining systems/process for Water Act approvals.

12-18F Multi-Stakeholder Committee to Work at Reducing the Use of Potable Water by the Oil and Gas Industry in Alberta *(Brazeau County)* Requests RMA lobby the province to strike a multi-stakeholder committee to reduce the use of potable water and explore alternate options for use by oil and gas industry.

13-18F TELUS Failure to Maintain Landline Operations *(MD of Spirit River)* Requests that Service Alberta direct TELUS to maintain their complete landline network until wireless networks are as secure, economical and stable as landlines and lobby CRTC to ensure TELUS is meeting their responsibilities.

14-18F Reclamation of Non-Producing Oil and Gas Sites on Agricultural Lands Owned by Bankrupt Companies *(Lac La Biche County)* Requests the Orphan Well Association prioritize reclamation based on the following: health, safety and environmental needs; agricultural land; and, all other lands.

15-18F Wetland Mitigation Directive – Restoration and Compensation *(Red Deer County)* Requests Alberta Environment and Parks adopt and follow their Alberta Wetland Mitigation Directive allowing for permittee-responsible replacement through Alternative Land Use Services program or wetlands constructed as part of stormwater management ponds.

16-18F Demand Meters and Rate Riders *(Brazeau County)*

Requests that RMA lobby the Alberta Utilities Commission (AUC) to create a separate rate class for municipal buildings and recreational facilities and that meters are reset and billed monthly.

17-18F Alberta Environment and Parks Additional Resources for *Water Act* Approvals *(Rocky View County)* Request for additional provincial resources to expediate *Water Act* approval process, to address the financial, social and environmental challenges related to delayed applications.

18-18F Utility Conflict in Municipal Right of Ways *(Red Deer County)*

Resolution requests RMA work with utility companies to develop a better process to assist/alleviate delays (and costs associated) with road construction projects.

19-18F Separation of Industrial Hemp from Cannabis Regulations *(Brazeau County)*

Requests RMA advocate that the province classifies industrial hemp as an agriculture product.

20-18F Decommissioning Costs for Wind Energy Developments *(MD of Pincher Creek)*

Requests AUC ensure funding in place to address abandoned wind energy plants for decommissioning and reclamation.

21-18F Scrap Metal (Copper) Theft *(Woodlands County)*

Requests that RMA lobby the province to proclaim the *Scrap Metal Dealers and Recyclers Identification Act* to deter copper and scrap metal theft.

22-18F Amendment to the Wildlife Regulations Regarding Cougars *(MD of Smoky River)*

Requests that RMA lobby the province to provide same hunting allowances for cougars on private lands that already exist for wolves and black bears, and the removal of the requirement of cougar kill reporting.

23-18F Social Well-Being of An Employee and Domestic Violence – OHS Act *(MD of Willow Creek)*

Requests definition of “social well-being” as described in the *Occupational Health and Safety Act* and responsibilities of employers related to domestic violence.

24-18F Review of Education Funding Formula *(Athabasca County)*

Requests the RMA lobby the province to review K-12 funding formula, as per Alberta School Boards Association position in an effort to minimize impacts on rural schools.

Administration recommends support for all of the aforementioned resolutions.

RMA Fall 2018 Submitted Resolutions

- 1) Call to Order
- 2) Acceptance of Order Paper
- 3) Resolution Session

- 1-18F** Provincial Contribution to Investing in Canada Infrastructure Program (*Mackenzie County*)
- 2-18F** Annual Release Date of Assessment Year Modifiers (*Mountain View County*)
- 3-18F** Federal and Provincial Funding of Municipal Broadband Projects (*Clearwater County*)
- 4-18F** Enabling High-Speed Internet Access for Rural Alberta (*MD of Taber*)
- 5-18F** Alberta Energy Regulator Requirements for Acquiring and Holding Energy Licences and Approval (*MD of Taber*)
- 6-18F** Securing Municipal Property Taxes in the Event of Bankruptcy or Insolvency (*MD of Opportunity*)
- 7-18F** Municipal and Privately-Owned Protected Areas Inventory (*Mackenzie County*)
- 8-18F** Restricting the Consumption of Cannabis based on Regulations for Liquor Consumption (*Thorhild County*)
- 9-18F** Impact of the Alberta Wetland Policy on the Cost of Maintaining Public Road Infrastructure (*Wheatland County*)
- 10-18F** Community Peace Officer Access to the Canadian Police Information Centre (*Mountain View County*)
- 11-18F** Rural Municipalities of Alberta Represents Municipalities on *Water Act* Approvals (*Rocky View County*)
- 12-18F** Multi-Stakeholder Committee to Work at Reducing the Use of Potable Water by the Oil and Gas Industry in Alberta (*Brazeau County*)
- 13-18F** TELUS Failure to Maintain Landline Operations (*MD of Spirit River*)
- 14-18F** Reclamation of Non-Producing Oil and Gas Sites on Agricultural Lands Owned by Bankrupt Companies (*Lac La Biche County*)
- 15-18F** Wetland Mitigation Directive – Restoration and Compensation (*Red Deer County*)
- 16-18F** Demand Meters and Rate Riders (*Brazeau County*)
- 17-18F** Alberta Environment and Parks Additional Resources for *Water Act* Approvals (*Rocky View County*)
- 18-18F** Utility Conflict in Municipal Right of Ways (*Red Deer County*)
- 19-18F** Separation of Industrial Hemp from Cannabis Regulations (*Brazeau County*)
- 20-18F** Decommissioning Costs for Wind Energy Developments (*MD of Pincher Creek*)

21-18F Scrap Metal (Copper) Theft (*Woodlands County*)

22-18F Amendment to the Wildlife Regulations Regarding Cougars (*MD of Smoky River*)

23-18F Social Well-Being of An Employee and Domestic Violence – Occupational Health and Safety Act (*MD of Willow Creek*)

24-18F Review of Education Funding Formula (*Athabasca County*)

- 4) Vote on Emergent Resolutions (if needed)
- 5) Closing of Resolution Session

Resolution 1-18F

Provincial Contribution to Investing in Canada Infrastructure Program

Mackenzie County

*Simple Majority Required
Individual Resolution*

WHEREAS the Municipal Sustainability Initiative (MSI) has allowed municipalities to undertake critical projects of benefit to all Albertans; and

WHEREAS MSI plays a major role in providing infrastructure renewal for communities throughout Alberta; and

WHEREAS municipalities across Alberta have come to rely on MSI funding to pay for critical infrastructure projects annually; and

WHEREAS the Government of Alberta has entered into an agreement with the Government of Canada to provide funding through the Investing in Canada Infrastructure Program (ICIP); and

WHEREAS the Government of Alberta has recently announced that municipalities must use MSI funds as the provincial share of the ICIP when applying for funds through the program;

THEREFORE, BE IT RESOLVED that RMA advocate to the Government of Alberta to provide additional funding to municipalities for the provincial contribution of Investing in Canada Infrastructure Program funding.

Member Background

Under the Government of Canada's [Investing in Canada Infrastructure Plan](#) (ICIP),

Alberta will receive \$159.7 million for rural and northern community projects over the next 10 years.

Rural and remote communities with populations of 100,000 or fewer can apply for funding to support projects that improve food security, local road or air infrastructure, broadband connectivity, efficient and reliable energy sources, and improved education and/or health facilities.

The federal government will cost share for eligible projects up to the following:

- 50% for provincial projects; or for municipalities with populations more than 5,000 and not-for-profit partners
- 60% for municipalities with populations less than 5,000

Mackenzie County applied for funding for a \$24 million project, of which ICIP funding would cover \$9,200,000 or 40%. Mackenzie County is left with the remaining \$6,134,100 or 27% as the municipal cost-share contribution as well as an expectation that Mackenzie County's Municipal Sustainability Initiative (MSI) funding allocation cover the remaining \$7,665,900 or 33% provincial contribution. Mackenzie County's MSI allocation is needed to fund core operations such as roads, graders, etc. leaving Mackenzie County with 60% of total cost to address the potential ICIP project. This will create strain on the county's daily necessary operations, further increasing the municipal infrastructure deficit. With additional funding, new infrastructure will be made possible in order to stimulate growth and industry in this area. As outlined on the Government of Alberta website:

The Municipal Sustainability Initiative (MSI) helps support local infrastructure priorities and build strong, safe and resilient communities. Municipal Affairs has allocated almost \$9.6 billion to municipalities since the program launched in 2007. This has meant communities across Alberta have been able to build and rehabilitate their roadways and bridges, water and wastewater systems, public transit facilities, and recreation and sport facilities, and address other key local priorities.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 2-18F

Annual Release Date of Assessment Year Modifiers

Mountain View County

*Simple Majority Required
Endorsed by District 2 (Central)*

WHEREAS Alberta Municipal Affairs sets the assessment year modifiers at no set timeline; and

WHEREAS the *Municipal Government Act* requires municipalities to pass a balanced budget; and

WHEREAS many rural municipalities receive significant revenue from linear properties; and

WHEREAS there has been volatility in linear assessment values in recent years; and

WHEREAS other types of funding have become more uncertain and the need for more timely assessment year modifier information has become more critical to ensure realistic budgets; and

WHEREAS municipalities are often required to develop budgets based on assessment year modifier estimates when final modifier figures are not yet available; and

WHEREAS if the final modifier figures vary from the estimates, the municipality's budget can be significantly impacted; and

WHEREAS many municipalities pass budgets prior to January 1st of the budget year;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request the Government of Alberta to set the annual date of release of assessment year modifiers at September 15th or the nearest business day afterwards to allow municipalities to be properly informed when making budget decisions.

Member Background

Assessment year modifiers are mechanisms to adjust the base assessment value of linear and other property types up or down to reflect present costs. Alberta Municipal Affairs sets the assessment year modifiers for valuation on an annual basis. The Minister of Municipal Affairs usually proclaims them in the preceding December of the tax/municipal budget year. Many rural municipalities' property tax base consists of a large portion of linear tax. This assessment class has experienced large swings and surprises that have made budgeting more difficult especially when the modifiers are released in December. This issue is compounded by the fact that the large swings have been negative in terms of their impacts on assessment and therefore indirectly property tax. 2017's linear modifiers are an example of this. The Ministry released preliminary numbers indicating a double-digit growth in both pipeline and well head modifiers which are both sub-classes of linear property. However, the modifiers later approved by the Minister were zero. As well, starting with 2019 budgets, there is a new requirement for municipalities to prepare three-year operating statements. Having the information earlier would allow municipalities more time to ensure that they have their revenues in place when passing their balanced budgets.

RMA Background

1-18S: Request for Implementation of the 2018 Assessment Year Modifier for Well and Pipeline Assessments

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta (RMA) lobby the Government of Alberta to immediately implement the 2018 assessment year modifier to well and pipeline assessments as identified in the draft calculation.

DEVELOPMENT: RMA has not yet received a government response to this resolution.

Resolution 3-18F

Federal and Provincial Funding of Municipal Broadband Projects

Clearwater County

*Simple Majority Required
Endorsed by District 2 (Central)*

WHEREAS the Canadian Radio-television and Telecommunications Commission (CRTC) deems broadband a “basic” or “essential” service for Canadians; and

WHEREAS the current CRTC targets and federal funding programs do not specifically address the many rural, remote, and northern communities in Canada that continue to be unserved or underserved by internet service providers (ISP); and

WHEREAS broadband service in rural, remote and northern communities is slower, with less capacity (bandwidth) and significantly more cost than services in urban centres; and

WHEREAS connecting to the Government of Alberta’s fibre-optic infrastructure backbone (the SuperNet) is cost-prohibitive to ISPs and municipalities; and

WHEREAS access to high-speed/capacity broadband is vital to municipal sustainability, economic development and diversification, and overall community and social development; and

WHEREAS municipalities across Canada are initiating broadband projects to leverage network-based technologies in order to strategically improve services to rural, remote and northern communities and their residents and businesses, thereby enhancing social capacity, retaining knowledge workers and allowing businesses the opportunity to compete globally;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request the governments of Alberta and Canada to provide direct funding to municipalities to support rural, remote and northern communities’ development of high speed (50 megabits per second and faster) community broadband, with federal government grants matching municipal and provincial investment in broadband network infrastructure.

Member Background

Rural Canada requires accessible, affordable and reliable high-speed internet.

Over the past decade, municipalities from across Canada have initiated dialogue with federal and provincial governments, as well as incumbent telecom and internet service providers (ISP), to voice the need to enhance broadband and mobility services in rural, remote and northern communities.

Access to broadband allows Canadians to fully participate in the digital economy and take advantage of quality of life services, including telehealth, e-learning and access to government and social services.

Access to broadband enhances community viability, economic competitiveness and the ability to attract and retain business and industry. In order to survive in a global economy, rural communities need access to broadband services to be able to innovate, develop and retain a knowledge workforce, and to gain ‘digital equality’ with their urban municipal counterparts.

Currently, the Canadian Radio-television and Telecommunications Commission (CRTC) targets 50 Mbps download/10 Mbps upload for fixed broadband services (by 2021, 90% of homes/businesses); an unlimited data option for fixed services; and, the latest mobile wireless technology available to all homes and businesses, and along major Canadian roads. A funding regime is being developed by an ‘arm’s length’ third-party, with \$750 million over the first five years for projects that complement existing and future private investment, in underserved areas.

Despite many federal and provincial programs aimed at supporting broadband development and access, rural communities remain unserved or underserved. High capital costs due to geography and population densities means low return on investment, limiting the ability for private sector investment in rural Canada even with federal and provincial grant programs and incentives. The business case for private sector investment simply does not exist in rural Canada, and this financial challenge has resulted in ‘final mile’ areas not being serviced or not serviced well, nor likely to ever be serviced by the private sector.

Broadband is now considered an essential service because it is a required social and community development tool. It is important for communities to plan wisely and be future ready, as with Canadian populations shifting toward urban centres, rural communities more than ever need to focus on community development and revenue diversification to remain viable. Broadband access remains the single largest barrier to digital advancement for rural communities.

Partnerships and government funding are critical to achieving broadband access for all Canadians. Federal and provincial governments' principle focus must be on improving broadband standards in low-density rural, remote and First Nation communities, before any further funding is dedicated to upgrading already-served urban centres.

RMA Background

3-17S: National Broadband Strategy

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties (AAMDC) request that the governments of Alberta and Canada declare broadband an essential service; and

FURTHER BE IT RESOLVED that the AAMDC request that the governments of Alberta and Canada provide direct funding and support to rural, remote and northern communities to ensure affordable access to, or the development of, high speed (100 Mbps and faster) community network infrastructure; and

FURTHER BE IT RESOLVED that the AAMDC urge the Government of Canada to develop a national broadband strategy; and

FURTHER BE IT RESOLVED that rural municipalities, internet service providers, education and health professionals, public safety organizations, and research and economic development authorities be actively involved in preparing the National Broadband Strategy.

DEVELOPMENT: The Government of Alberta response indicates broad support of the resolution's call for increased action on the part of government and industry in enhancing rural broadband availability and quality. RMA is pleased with the direction that the Government of Alberta has taken to this point in prioritizing rural final mile connectivity in their development of a new operating agreement. The Government of Alberta is currently in the process of developing a rural broadband strategy, and has convened an inter-ministerial working group to do so. In early 2018, RMA assisted Service Alberta in promoting a survey to members to gather baseline information on rural broadband service delivery. Unfortunately, RMA has received no indication that it, or any member municipalities, will be invited to participate in the working group.

At the federal level, RMA is pleased with the 2016 Canadian Radio-television and Telecommunications Commission (CRTC) that declared broadband as a basic telecommunications service, which is the telecommunications equivalent of an essential service, and empowers the CRTC to implement programs, policies, regulations and initiatives to improve broadband in underserved areas. One such initiative being undertaken in relation to the basic service declaration is a \$750 million fund to enhance broadband in rural areas, to be funded by industry. RMA has submitted input to the CRTC on how the fund should be structured, and the CRTC is expected to release these details by mid-2018. A second aspect of the CRTC's declaration of broadband as a basic service was to increase the threshold for underserved areas from those with service below 5mbps download / 1mbps upload to 50mbps download / 10mbps upload. In their 2018 budget, the Government of Canada also announced that \$100 million over five years has been dedicated to the Strategic Innovation Fund, will mainly be used to advanced low earth orbit satellite technology to improve broadband service in rural and remote communities.

Despite the positive progress made recently by the provincial and federal governments related to enhancing rural broadband, RMA is unaware of any federal initiative to develop a national broadband strategy. Therefore, this resolution is assigned a status of **Accepted in Part** due to the federal declaration of broadband as a basic telecommunications service, which meets the intent of part of the resolution.

Resolution 4-18F

Enabling High-Speed Internet Access for Rural Alberta

MD of Taber

*Simple Majority Required
Endorsed by District 1 (Foothills-Little Bow)*

WHEREAS the Canadian Radio-television and Telecommunications Commission (CRTC) regulates all Canadian broadcasting and telecommunications activities and enforces rules it creates to carry out the policies assigned to it; and

WHEREAS as per Telecom Regulatory Policy CRTC 2016-496, the CRTC recognizes that a well-developed broadband infrastructure is essential for Canadians to participate in the digital economy and has mandated that Canadians have access to broadband Internet speeds of at least 50 Mbps for downloads and 10 Mbps for uploads, with an unlimited data allowance by 2021; and

WHEREAS the CRTC recognizes that, while most Canadians today have access to CRTC mandated service levels, many rural and remote regions in Canada do not share this access due to a lack of suitable infrastructure; and

WHEREAS the CRTC maintains that a combination of a CRTC funding mechanism, private investments, other government funding, and public-private partnerships will be sufficient to meet its mandated service offerings by the end of 2021; and

WHEREAS Service Alberta plans to deliver a rural broadband strategy that realizes the path forward for all residents of rural Alberta to achieve the CRTC mandated service levels; and

WHEREAS for many rural Albertans, accessing high-speed Internet remains either exceptionally costly, impractical or outright unattainable; and

WHEREAS given the CRTC's and Service Alberta's acknowledgment that access to high-speed Internet access is a crucial factor in economic prosperity, as well as the persistent issues with accessing high-speed broadband service offerings from local internet service providers (ISPs) in rural areas, rural Albertans are justifiably concerned that their welfare and the future economic well-being of their communities is at risk; and

WHEREAS Canada has a competitive disadvantage in deploying infrastructure in comparison to international competitors because of geographical and demographic realities, but still must find efficient means of remaining at the leading edge of infrastructure advances;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta (RMA) urge the Government of Alberta to deliver a comprehensive rural broadband strategy that realizes the path forward for all residents of rural Alberta to achieve the CRTC's universal service objective targets of 50 Mbps download and 10 Mbps upload for fixed broadband services; and

FURTHER BE IT RESOLVED that RMA emphasize to the Government of Alberta that, for economic, political, and social concerns, the completed strategy should be made available to the public in the shortest possible time; and

FURTHER BE IT RESOLVED that such a strategy should include the following components to best serve the interests of rural Albertans and to facilitate the effective implementation of the strategy in pursuit of its goals.

- I. That the Government of Alberta should mandate (where legally permissible) and advocate for (where not within the scope of their authority) common carrier/shared access laws to allow for the more efficient deployment of infrastructure.
- II. That the Government of Alberta should incent partnerships and cooperation between municipalities, the Province, and private industry to develop rural broadband infrastructure, providing matching funds for qualified infrastructure deployments.

- III. **That the Government of Alberta should enable significantly more affordable access to the Supernet for Albertans, through their relationship with Bell Canada, to provide backhaul access for local network solutions.**
- IV. **That the strategy should enhance competitive access to the broadband industry in Alberta for more businesses and should promote an increasingly competitive business environment.**

Member Background

Access to high-speed broadband Internet access has become a necessity for Canadians. Communities with broadband access experience a wide array of economic, educational, and social advantages. However, while most Canadians today have access to high-speed Internet, many rural and remote regions in Canada do not share this access due to a lack of suitable broadband infrastructure. This growing gap in access to high-speed broadband Internet is often referred to as the 'Digital Divide'.

At the federal level, the Canadian Radio-television and Telecommunications Commission (CRTC) has officially recognized that a well-developed broadband infrastructure is essential for Canadians to participate in the digital economy. It has mandated that Canadian homes and businesses have access to broadband Internet speeds of at least 50 Mbps for downloads and 10 Mbps for uploads, as well as the option to subscribe to a service offering with an unlimited data allowance.

To facilitate the creation of suitable infrastructure for Canadians not meeting its mandated service levels, the CRTC maintains that a combination of a CRTC funding mechanism, private investments, other government funding, and public-private partnerships will be sufficient to meet its mandated service offerings by the end of 2021.

However, for many rural Albertans who continue to lack high-speed broadband Internet access, the prospect of receiving the CRTC mandated service levels by 2021 seems unlikely. Several factors contribute to this view. Almost all wireless Internet service offerings do not meet CRTC mandated service levels. Furthermore, local ISPs in Alberta have proven to be unwilling or unable to invest in the broadband infrastructure required for many rural Albertans to access the CRTC mandated Internet service offerings. Lastly, there is the perception among Albertans of anti-competitive behaviour among local ISPs regarding ownership of broadband infrastructure.

As a result, for many rural Albertans, accessing high-speed Internet service offerings has become either exceptionally costly, impractical or outright unattainable.

Ensuring high-speed broadband Internet access for rural Albertans will be a challenge. Canada's low population density, diverse geographic terrain, and its regulatory framework have made it difficult for the private sector to offer mandated service levels at an affordable price.

Investing in rural broadband infrastructure also has numerous economic payoffs. The advent of the connected farm is upon us, with boundless possibilities for productivity and efficiency growth as new technology spurs agricultural innovations. With the global demand for food set to nearly double by 2050, prioritizing rural broadband deployments to enable productivity growth in the coming years would be a wise decision.

Additionally, the monopolistic-style control of broadband infrastructure that currently exists in Canada has a stifling effect on expansion and innovation within the industry. The barriers to access for small companies is very high, and when or if they enter into competition with the incumbents, they operate at a significant disadvantage that stifles industry growth and innovation. Policy decisions that facilitate shared access to existing infrastructure in order to move the industry away from facilities-based competition and towards service-based competition would help provide a more competitive environment in which businesses can thrive.

In the early 1900's, the provincial government partnered with local municipalities and industry in Southern Alberta to embark on an ambitious project of canal and irrigation building. The foresight of government and industry leaders in building this network enabled a century of economic prosperity, innovation, and created an economic environment that continues to provide a high quality of life for the people of southern Alberta. Today, the Province has a chance to embrace an even grander project. Bold policy decisions today that enable the rapid expansion of broadband infrastructure throughout rural Alberta will yield immeasurable dividends in the decades to come. Alberta's rural municipalities stand ready to partner on this project.

Sources:

Broadcasting Act (S.C. 1991, c. 11)

Telecom Regulatory Policy CRTC 2016-496,

Haight, Michael; Quan-Haase, Anabel; Corbett, Bradley A (2014). Revisiting the digital divide in Canada: the impact of demographic factors on access to the Internet, level of online activity, and social networking site usage (Report). Information, Communication & Society.

Sciadas, George (2001). "The Digital Divide in Canada" Statistics Canada.

RMA Background

3-17S: National Broadband Strategy

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties (AAMDC) request that the governments of Alberta and Canada declare broadband an essential service; and

FURTHER BE IT RESOLVED that the AAMDC request that the governments of Alberta and Canada provide direct funding and support to rural, remote and northern communities to ensure affordable access to, or the development of, high speed (100 Mbps and faster) community network infrastructure; and

FURTHER BE IT RESOLVED that the AAMDC urge the Government of Canada to develop a national broadband strategy; and

FURTHER BE IT RESOLVED that rural municipalities, internet service providers, education and health professionals, public safety organizations, and research and economic development authorities be actively involved in preparing the National Broadband Strategy.

DEVELOPMENT: The Government of Alberta response indicates broad support of the resolution's call for increased action on the part of government and industry in enhancing rural broadband availability and quality. RMA is pleased with the direction that the Government of Alberta has taken to this point in prioritizing rural final mile connectivity in their development of a new operating agreement. The Government of Alberta is currently in the process of developing a rural broadband strategy, and has convened an inter-ministerial working group to do so. In early 2018, RMA assisted Service Alberta in promoting a survey to members to gather baseline information on rural broadband service delivery. Unfortunately, RMA has received no indication that it, or any member municipalities, will be invited to participate in the working group.

At the federal level, RMA is pleased with the 2016 Canadian Radio-television and Telecommunications Commission (CRTC) that declared broadband as a basic telecommunications service, which is the telecommunications equivalent of an essential service, and empowers the CRTC to implement programs, policies, regulations and initiatives to improve broadband in underserved areas. One such initiative being undertaken in relation to the basic service declaration is a \$750 million fund to enhance broadband in rural areas, to be funded by industry. RMA has submitted input to the CRTC on how the fund should be structured, and the CRTC is expected to release these details by mid-2018. A second aspect of the CRTC's declaration of broadband as a basic service was to increase the threshold for underserved areas from those with service below 5mbps download / 1mbps upload to 50mbps download / 10mbps upload. In their 2018 budget, the Government of Canada also announced that \$100 million over five years has been dedicated to the Strategic Innovation Fund, will mainly be used to advanced low earth orbit satellite technology to improve broadband service in rural and remote communities.

Despite the positive progress made recently by the provincial and federal governments related to enhancing rural broadband, RMA is unaware of any federal initiative to develop a national broadband strategy. Therefore, this resolution is assigned a status of **Accepted in Part** due to the federal declaration of broadband as a basic telecommunications service, which meets the intent of part of the resolution.

Resolution 5-18F

Alberta Energy Regulator Requirements for Acquiring and Holding Energy Licences and Approval

MD of Taber

*Simple Majority Required
Endorsed by District 1 (Foothills-Little Bow)*

WHEREAS the Alberta Energy Regulator (AER) recently released Bulletin 2017-21, announcing the “New Edition of Directive 067: Eligibility Requirements for Acquiring and Holding Energy Licenses and Approvals”; and

WHEREAS the changes to Directive 067 included requiring additional information at the time of application, increased discretion regarding the rejection of applications where an applicant possesses a risk, and requirements for keeping corporate structure information up to date; and

WHEREAS the changes to Directive 067 did not include any requirements or consideration of the status of municipal property taxes towards an application/transfer of license or liability rating, and the AER continues to transfer licenses of properties that have outstanding property taxes; and

WHEREAS the collection of outstanding oil and gas property taxes continues to a large challenge for many municipalities; and

WHEREAS the *Municipal Government Act* has provisions to collect such debts, but the methods have been largely unsuccessful in practice, and have led to lengthy legal proceedings in an effort to collect such unpaid taxes;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta advocate that the Alberta Energy Regulator (AER) be required to ensure that there are no outstanding municipal property taxes before licenses are transferred, including licensed properties declared as “Orphan Sites”; and

FURTHER BE IT RESOLVED that outstanding property taxes form part of the liability rating for oil and gas companies; and

FURTHER BE IT RESOLVED that oil and gas companies be required to post deposits in the amount of all outstanding municipal property taxes before they can apply for a license or transfer, and that these deposits are forwarded to the municipality from the AER upon the approval of the license or transfer.

Member Background

Public Statement

Calgary Head Office
Suite 1000, 250 – 5 Street SW
Calgary, Alberta T2P 0R4
Canada

www.aer.ca

Facing the liability challenge in Alberta: AER president and CEO Jim Ellis

For immediate release.

Calgary, Alberta (August 8, 2018)...The business of regulating oil and gas is a complex undertaking. Every day, Alberta Energy Regulator (AER) employees make countless decisions.

We do our best to make sure our rules reflect the social and economic realities of the day, that our processes are not unnecessarily burdensome, and that we have accurate and up-to-date information to make reasonable, well-informed decisions.

However, sometimes there are situations beyond our control. When this happens, it is our responsibility to identify and address any gaps in our requirements. Earlier this year, Sequoia Resources Corp. (Sequoia) informed us that it planned to cease operations without properly decommissioning more than 4,000 wells, pipelines, and facilities. As a result, we ordered the company to address its end-of-life obligations.

But how did Sequoia get to this point? What happened that caused them to be in this position?

This is where a gap in the system has been identified.

The AER has limited legislated authority to oversee corporate transactions. This is important to note because corporate transactions can result in AER licences changing hands without having to go through the scrutiny of our transfer process. Unfortunately, this can be used by some companies to avoid their responsibility, potentially leaving millions of dollars of liability for the Orphan Well Association.

This is what happened after a corporate transaction between Sequoia and Perpetual Energy (Perpetual), allowing Perpetual to pass licences, and all liability, for many unprofitable and unwanted assets to Sequoia.

Sequoia has since claimed bankruptcy, and a trustee has been working to better understand what happened to the company. The trustee has raised concerns that Sequoia took on significant liabilities that were not in the best interest of the company or its stakeholders. If these allegations are proven in court, it is most concerning – but we'll leave that for the court to determine.

For the AER, this situation has exposed a gap in the system and raised questions with respect to how we better manage liability in the future. In some cases, our governing legislation did not provide us the

necessary flexibility to do what is needed, while in other cases our own requirements and processes were limiting. We are working to fix both.

We now require considerably more information from companies applying for licences through our revised [Directive 067](#) and can reject applications we believe are a risk to public safety or the environment.

Companies are also required to inform us of material changes, which includes corporate transactions, within one month of the change taking place. With this information, we are better able to assess the risk associated with the change and limit the company's eligibility to hold licences to avoid situations like this in the future. Where our authority may be limited, we work with a trustee, which may have more power, to support their investigation any way we can.

We know we must strike the right balance between being protective without controlling a company's day-to-day business decisions. But we also know we must protect public safety and the environment while holding companies accountable.

The last few years have been incredibly hard on Alberta's energy sector as sustained weak commodity prices have left their mark. Since the [Redwater](#) decision first allowed receivers and trustees to walk away from unproductive energy sites, we've been working in a different environment, one that requires a different approach.

No matter what the Supreme Court of Canada decides on the Redwater case, we know we have to do things differently. That commitment is embedded into the [AER's new strategic plan](#), which prioritizes liability management over the next five years.

We have already begun a plan to update liability management, reviewing our processes to better understand what is working well and what needs to change. While we don't have all of the details yet, we have already begun work on a number of initiatives. For example, we are using more than the liability management ratings to assess risk, including using financial, behavioural, and inventory risk factors to identify which companies might be unable to meet their obligations. We are also developing a program, known as area-based closure, to encourage companies to work together to reduce inactive wells and infrastructure. This is new territory for the AER that has required us to expand our analytic capacity and skill sets to examine complex financial transactions.

Like other jurisdictions around the world, Alberta is faced with struggling companies, bankruptcies, and infrastructure left with no owner to manage it. We are working with other regulators to share information and get a better understanding of how we might apply learnings from elsewhere to what is happening in Alberta. And we are working with the Government of Alberta on their liability management review and will implement any policy changes that may occur as a result.

I'm confident that we're up to the challenge. We will continue to adapt to protect what matters to Albertans, public safety, the environment and economic benefit from the development of our energy resources.

Jim Ellis
Chief Executive Officer
Alberta Energy Regulator

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For more information, please contact:

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PS2018-03

Directive 067

Release date: December 6, 2017

Effective date: December 6, 2017

Replaces previous edition issued July 11, 2005

Eligibility Requirements for Acquiring and Holding Energy Licences and Approvals

The Alberta Energy Regulator has approved this directive on December 6, 2017.

<original signed by>

Jim Ellis

President and Chief Executive Officer

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1 Introduction

Acquiring and holding a licence or approval for energy development in Alberta is a privilege, not a right. This new edition increases the scrutiny the AER applies to ensure that this privilege is only granted to responsible parties. Changes include requiring additional information at the time of application, increased discretion regarding the rejection of applications where an applicant poses a risk, and requirements for keeping corporate information up to date.

2 Business Associate Codes

The *Oil and Gas Conservation Act* and *Pipeline Act* require that a person (which includes a corporation) must hold a subsisting identification code in order to apply to the AER for a licence or approval under those acts. The AER has referred to these as business associate (BA) codes. The AER no longer issues BA codes. These are issued through Petrinex.

Any party that seeks to apply for and hold AER licences or approvals must first apply for and obtain a BA code through Petrinex (www.petrinex.ca). Parties who hold a BA code are not permitted to hold AER licences or approvals unless the AER has determined they are eligible to do so.

3 Licence Eligibility Types

There are three eligibility types:

- 1) No Eligibility
 - Not eligible to acquire or hold licences to drill/construct wells, facilities, or pipelines.
- 2) General Eligibility
 - Eligible to hold licences for all types of wells, facilities, and pipelines.
- 3) Limited Eligibility
 - Eligible to hold only certain types of licences and approvals, or eligibility is subject to certain terms and conditions.

The AER may grant licence eligibility with or without restrictions, terms and conditions, or it may refuse to grant licence eligibility.

4 Process for Obtaining General Licence Eligibility

Once a person has a BA code, they may apply to the AER for licence eligibility by submitting schedule 1 and, if applicable, schedule 2. Upon review of the information provided, the AER may request additional information. The AER may audit the information provided for accuracy and completeness at any time before or after granting eligibility.

Requests for licence eligibility that do not contain all the information required will be summarily closed.

Basic requirements are as follows:

- Applicant is an individual or a corporation that meets the requirements of section 20 of the *Oil and Gas Conservation Act* or section 21 of the *Pipeline Act*.
- Applicant is a resident of Alberta or has appointed an AER-approved agent that is a resident of Alberta.
- Applicant has provided proof of adequate insurance.
- Applicant has paid the required fee.
- Applicant has signed a declaration attesting to the truth and completeness of the application, consenting to the release and collection of compliance information regarding the applicant from other jurisdictions and regulators as applicable, and attorning to the jurisdiction of Alberta.
- In the AER's opinion, the applicant does not pose an unreasonable risk.

In assessing whether the applicant poses an unreasonable risk, the AER may consider any of the following factors:

- the compliance history of the applicant, including its directors, officers, and shareholders, in Alberta and elsewhere, including in relation to any current or former AER licensees that are directly or indirectly associated or affiliated with the applicant or its principals;
- the compliance history of entities currently or previously associated or affiliated with the applicant or its directors, officers, and shareholders;
- experience of the applicant, including its directors, officers, and shareholders;
- corporate structure;
- the financial health of the applicant;
- outstanding debts owed by the applicant or current or former AER licensees that are directly or indirectly associated or affiliated with the applicant or its directors, officers, or shareholders;
- outstanding noncompliances of current or former AER licensees that are directly or indirectly associated or affiliated with the applicant or its directors, officers, or shareholders;
- involvement of the applicant's directors, officers, or shareholders in entities that have initiated or are subject to bankruptcy or receivership proceedings or in current or former AER licensees that have outstanding noncompliances; and

- naming of directors, officers, or shareholders of current or former AER licensees under section 106 of the *Oil and Gas Conservation Act*.

The AER will assess the information provided in the application, along with any other relevant information, and will determine whether the applicant meets the eligibility requirements for acquiring and holding AER licences or approvals.

The AER may refuse to grant licence eligibility or may grant licence eligibility with or without restrictions, terms, or conditions.

Restrictions, terms, and conditions may include

- the types of licences or approvals that may be held,
- the number of licences or approvals that may be held,
- additional scrutiny required at time of application for or transfer of a licence or approval,
- requirement to provide full or partial security at time of application for or transfer of a licence or approval,
- requirements regarding the minimum or maximum working interest percentage permitted, or
- a requirement to address outstanding noncompliances of current or former AER licensees that are directly or indirectly associated with the applicant or its directors, officers, or shareholders.

5 Fee

For most licence eligibility types, a fee is required. The amount of the fee is prescribed in the *Oil and Gas Conservation Rules* and may be waived or varied by the AER if circumstances warrant (section 17.010).

Applications that do not include the required fee will be summarily closed.

6 Insurance

At the time of applying for licence eligibility, applicants must have and maintain comprehensive general liability insurance with minimum coverage of \$1 000 000. Applicants must submit a certificate of proof of insurance or a statement of the insurer describing the coverage, effective date, and termination date of the insurance.

Should eligibility be granted, you must maintain reasonable and appropriate insurance coverage for the operations of the company. Such coverage must include pollution coverage sufficient to cover the cost of removal and cleanup operations required as a result of an incident. Sufficient coverage for loss or damage to property or bodily injury caused during operations must also be maintained.

A certificate of insurance must be provided to the AER upon request. Notice of cancellation of insurance must be provided within 30 days. Unless otherwise authorized, you must have insurance issued from a company registered in Alberta to provide insurance in Alberta.

Upon request, information regarding coverage and content of the insurance must be provided. The AER may require the licensee to obtain additional insurance; at all times the licensee is solely responsible for maintaining appropriate levels of insurance given the nature and scope of operations.

7 Residency Requirements

An applicant must either

- be resident in Alberta, as defined in section 1.020(2.1) of the *Oil and Gas Conservation Rules* and section 1(6) of the *Pipeline Rules*;
- appoint an agent that is resident in Alberta (schedule 2) and have that appointment approved by the AER, as required by section 91 of the *Oil and Gas Conservation Act* (section 91) and section 19 of the *Pipeline Act*; or
- be exempt from the resident/agent requirement (granted under specific circumstances set out in section 1.030 of the *Oil and Gas Conservation Rules* and section 1.1 of the *Pipeline Rules*).

For these purposes, “resident” means,

- in the case of an individual, having his or her home in and being ordinarily present in Alberta or,
- in the case of a corporation, having a director, officer, or employee that has his or her home in and is ordinarily present in Alberta and is authorized to make decisions about the licensing and operating of the well, pipeline, or facility and about implementing the directions of the AER regarding the well, pipeline, or facility.

If an applicant does not meet this definition of resident, then the applicant must appoint an agent. Schedule 2 must be completed and submitted and the appointment must be approved by the AER before it is in effect.

Both the applicant and the agent must meet all the licence eligibility requirements set out in this directive.

8 Requirements for Existing Holders of Licence or Approval

All existing licence or approval holders must meet licence eligibility requirements on an ongoing basis and ensure that the information the AER has on file is kept accurate. An updated schedule 1 must be provided within 30 days of any material change and may result in the AER revoking

eligibility or restricting eligibility by imposing terms and conditions where, in its opinion, the change has resulted in an unreasonable risk.

Material changes include

- changes to legal status and corporate structure;
- addition or removal of a related corporate entity;
- amalgamation, merger, or acquisition;
- changes to directors, officers, or control persons¹;
- appointment of a monitor, receiver, or trustee over the licensee's property;
- plan of arrangement or any other transaction that results in a material change to the operations of the licensee;
- the sale of all or substantially all of the licensee's assets; or
- cancellation of insurance coverage.

Before effecting a material change, licensees may request an advance ruling on whether the AER would consider the change an unreasonable risk.

9 Restriction of Licence Eligibility

There are three main circumstances in which the AER may revoke or restrict licence eligibility:

- 1) failure to provide complete and accurate information and ensure that information remains complete and accurate by advising the AER of material changes within 30 days;
- 2) after consideration of the factors in section 4, a finding by the AER that, as a result of a material change or compliance history, the licensee poses an unreasonable risk; or
- 3) the licensee fails to acquire or hold licences or approvals within one year following granting of licence eligibility.

If a party already holds licences or approvals, licence eligibility will be restricted. If the party had general eligibility, this will be changed to limited eligibility, and additional terms or conditions may be imposed. The party will not be permitted to acquire additional licences or approvals unless general licence eligibility is reacquired or the terms and conditions are lifted.

If a party does not hold licences or approvals, licence eligibility will be revoked and the party will have no eligibility. The party will have to reapply under this directive for licence eligibility.

¹ A "control person" means any person or company, or combination of persons and companies, that hold or control more than 20% of the outstanding voting securities of the licensee or approval holder.

10 Application for Amendment to Eligibility

Application to amend licence eligibility will require reapplication under this directive, including payment of an additional fee, and may result in the imposition of restrictions, terms, or conditions.

RMA Background

5-17F: Alberta Energy Regulator – Amendment to Transfer Approval Process

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties (AAMDC) requests the Government of Alberta amend the *Municipal Government Act* (MGA), and other provincial legislation, regulations and policies, including AER Directive 006: Licensee Liability Rating (LLR) Program and Licence Transfer Process to:

- broaden the tax recovery power of municipalities to collect linear property taxes, Alberta housing foundation requisitions and Alberta school requisitions owing on oil and gas operations, and
- provide the Alberta Energy Regulator (AER) the ability to include municipal tax compliance as part of the specified list of AER requirements before license transfers will be considered;

FURTHER BE IT RESOLVED that the AAMDC request that Alberta Energy direct the AER that prior to refunding any security deposits, check with all municipalities in which the company requesting the refund had leases in, to ensure property taxes are current.

DEVELOPMENT: RMA appreciates the recognition and the multiple steps being taken by the Government of Alberta to address the challenges faced by municipalities as a result of oil and gas operators who have not paid property taxes. At this moment, however, there has been only limited improvements for municipalities through the Provincial Education Requisition Credit (PERC) program which only applies to the education property tax portion of the unpaid linear oil and gas property taxes. Until the amendments listed in the resolution are made, or more substantial improvements to the overall liability management system are provided, this resolution is assigned a status of Intent Not Met.

4-17S: Collection of Outstanding Taxes for Education Requisitions from the Province of Alberta

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties request that the Government of Alberta develop new tools or utilize existing mechanisms to ensure that municipalities that are unable to collect education property taxes through the tax recovery process be exempted from forwarding those uncollectible tax amounts to Alberta Education, or have the uncollectible amount refunded.

DEVELOPMENT: In fall 2017, the Government of Alberta announced the Provincial Education Requisition Credit (PERC) program, under which municipalities who have no choice but to remit requisitions to the Government of Alberta for unpaid education property taxes on linear oil and gas properties may apply to receive a credit equivalent to the amount of the requisition. PERC is funded through the Alberta School Foundation Fund's net asset fund.

At this point, PERC extends to the 2019 tax year, and is capped at \$10 million per year. As of March 2018, 37 applications had been processed and approximately \$3 million of credits had been issued.

This resolution is assigned a status of **Accepted**, and the RMA will continue to work with the Government of Alberta to support the long-term viability of the PERC program and develop other mechanisms to address unpaid linear property taxes.

3-16S: Recovery of Linear Property, Commercial Property, and Education Requisition Tax Arrears

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties (AAMDC) request the Government of Alberta to amend the *Municipal Government Act* (MGA), and other provincial legislation to broaden the tax recovery power of municipalities to collect linear property taxes by granting a lien in favour of the municipality as follows:

A lien equivalent to that granted to the Alberta Energy Regulator (AER) by s. 103 of the *Oil and Gas Conservation Act* (OGCA) that being: "on the debtor's interest in any well, facilities, and pipelines, land or interests in land, including mines and minerals, equipment and petroleum substances" and the power to garnish funds owed to the debtor;

A lien which ranks in priority (or equivalent) to the lien granted in favour of the AER by s. 103(2) of the OGCA;

FURTHER BE IT RESOLVED that the AAMDC requests the Government of Canada to amend the federal *Bankruptcy and Insolvency Act* to recognize municipal linear property taxes and other municipal non-property taxes as a secured interest in priority to other unsecured interests;

FURTHER BE IT RESOLVED that the AAMDC request the Government of Alberta to provide a credit reimbursement to compensate for the education property taxes that become uncollectable due to linear and commercial property bankruptcy.

DEVELOPMENT: In 2016, Alberta Municipal Affairs had convened an inter-ministry working group consisting of representatives from Municipal Affairs, Energy, Treasury Board and Finance, Education, and the AER. The purpose of this working group was to address the concerns identified in resolution 3-16S and resolution 5-15F. More specifically, the working group explored how the suite of tools available to municipalities to recover unpaid linear property taxes could be expanded, as well as possible legislative or regulatory solutions to relieve or exempt municipalities from paying provincial education property tax requisitions on linear properties in which the municipality has not been able to gather tax revenues from the property owner.

Early in 2017, the working group completed their research and Government of Alberta staff internally developed options for the Minister of Municipal Affairs based on the working group's findings. In fall 2017, the Government of Alberta announced the Provincial Education Requisition Credit (PERC) program, under which municipalities who have no choice but to remit requisitions to the Government of Alberta for unpaid education property taxes on linear oil and gas properties, may apply to receive a credit equivalent to the amount of the requisition. PERC is funded through the Alberta School Foundation Fund's net asset fund.

At this point, PERC extends to the 2019 tax year, and is capped at \$10 million per year. As of March 2018, 37 applications had been processed and approximately \$3 million of credits had been issued. The creation of PERC meets the request in the third operative clause of this resolution.

5-15F: Recovery of Linear Property Tax Arrears

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties (AAMDC) requests the Government of Alberta to amend the *Municipal Government Act* (MGA), and other provincial legislation to broaden the tax recovery power of municipalities to collect linear property taxes by granting a lien in favour of the municipality as follows:

- a) A lien equivalent to that granted to the Alberta Energy Regulator (AER) by s. 103 of the *Oil and Gas Conservation Act* (OGCA) that being: "on the debtor's interest in any well, facilities, and pipelines, land or interests in land, including mines and minerals, equipment and petroleum substances" and the power to garnish funds owed to the debtor;
- b) A lien which ranks in priority (or equivalent) to the lien granted in favour of the AER by s. 103(2) of the OGCA; and

FURTHER BE IT RESOLVED that the AAMDC requests the Federation of Canadian Municipalities to request the Government of Canada to amend the federal *Bankruptcy and Insolvency Act* to recognize municipal linear property taxes and other municipal non-property taxes as a secured interest in priority to other unsecured interests;

FURTHER BE IT RESOLVED that the AAMDC request the Province of Alberta to provide a credit reimbursement to compensate for the Education Property Taxes that becomes uncollectable due to linear property bankruptcy.

DEVELOPMENT: In 2016, Alberta Municipal Affairs had convened an inter-ministry working group consisting of representatives from Municipal Affairs, Energy, Treasury Board and Finance, Education, and the AER. The purpose of this working group was to address the concerns identified in resolution 3-16S and resolution 5-15F. More specifically, the working group explored how the suite of tools available to municipalities to recover unpaid linear property taxes could be expanded, as well as possible legislative or regulatory solutions to relieve or exempt municipalities from paying provincial education property tax requisitions on linear properties in which the municipality has not been able to gather tax revenues from the property owner.

Early in 2017, the working group completed their research and Government of Alberta staff internally developed options for the Minister of Municipal Affairs based on the working group's findings. In fall 2017, the Government of Alberta announced the Provincial Education Requisition Credit (PERC) program, under which municipalities who have no choice but to remit requisitions to the Government of Alberta for unpaid education property taxes on linear oil and gas properties, may apply to receive a credit equivalent to the amount of the requisition. PERC is funded through the Alberta School Foundation Fund's net asset fund.

At this point, PERC extends to the 2019 tax year, and is capped at \$10 million per year. As of March 2018, 37 applications had been processed and approximately \$3 million of credits had been issued. The creation of PERC meets the request in the third operative clause of this resolution.

The Government of Alberta has not amended the *Municipal Government Act* (MGA) to broaden the tax recovery powers of municipalities, and municipal powers to seize assets to account for unpaid linear property taxes continues to rank lower in priority than that of the AER and other organizations.

Similarly, RMA has received no indication from the Government of Canada of a willingness to amend the federal *Bankruptcy and Insolvency Act* to place municipal interests above other non-secured interests.

RMA assigns this resolution a status of **Accepted in Part** and will continue to advocate on all aspects of this resolution.

Resolution 6-18F

Securing Municipal Property Taxes in the Event of Bankruptcy or Insolvency

MD of Opportunity

*Three-fifths Majority Required
Endorsed by District 4 (Northern)*

WHEREAS the *Municipal Government Act* (MGA) requires municipalities to collect an Education Property Tax from property owners on behalf of the Government of Alberta and submit that amount regardless of whether the municipality is able to collect these taxes from property owners; and

WHEREAS this requirement has resulted in financial challenges for many municipalities throughout the province; and

WHEREAS across rural Alberta, a significant amount of unpaid requisitions are owed by several taxpayers that were in insolvency or receivership in respect to outstanding taxes including linear taxes; and

WHEREAS in a recent case, a court considered the municipality as an unsecured creditor when a court application was made to determine how the court-appointed receiver should distribute the proceeds from the sale of the taxpayer's assets; and

WHEREAS Section 348 of the MGA stipulates that property taxes, local improvement taxes, business taxes or community revitalization levies take priority over the claims of every person except the Crown; and

WHEREAS the Court's directive it very unlikely that a municipality will receive any payment in respect to the outstanding taxes under the current order as the proceeds of the sale are less than the total amount of all the secured claims; and

WHEREAS the issue of whether taxes including linear property taxes constitute a secured claim, in priority to other secured claims such as banks' claims, has not been fully resolved; and

WHEREAS even if an appeal of the Court's earlier decision in this matter is unsuccessful, such a negative result would provide a significant basis to lobby the Government of Alberta to make necessary legislative amendments to re-assert the secured status of taxes owed to the municipality;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta partner with Alberta Urban Municipalities Association to advocate to the Government of Alberta to amend section 348 and other relevant sections of the *Municipal Government Act* to ensure that municipal property taxes are legally assured a status as a secured claim in the event that the property owner enters bankruptcy or receivership.

Member Background

Over the years, the MD of Opportunity has experienced that a number of commercial and industrial taxpayers have become insolvent and the MD has been unable to recover the significant amount of taxes and other levies from them. As a result, the MD suffered financial losses. The municipality made mandatory remittances of various levies such as school and seniors' housing levies out of the MD's operating budgets, even though the MD was unable to collect all such taxes from a number of delinquent taxpayers. This has caused a financial shortfall and challenge to meet the local community service expectations. The exposure for the MD stood in millions of dollars in recent years.

In case of bankruptcy, courts have considered the municipality as an unsecured creditor in determining how the court-appointed receiver should distribute the proceeds from the sale of the taxpayer's assets. As the property taxes do not constitute a secured claim, the courts take the view that the property taxes should therefore be paid out only after all other secured claims (such as banks') have been paid in their entirety. As the proceeds of the sale are less than the total amount of all the secured claims, it is very unlikely that a municipality like the MD will receive any payment in respect to the outstanding taxes.

The MD of Opportunity is currently involved in an appeal to see whether a court's earlier decision in this matter is overturned. Even if an appeal is unsuccessful, a negative result might benefit the municipalities in that it would provide a significant basis to lobby the Province to make necessary legislative amendments to reassert the secured status of taxes owed to the municipality.

Section 348 of the *Municipal Government Act* (MGA) stipulates that property taxes, local improvement taxes, business taxes or community revitalization levies take priority over the claims of every person except the Crown. However, the courts have not upheld this section as intended in the MGA.

Other municipalities, including Lamont County, Vulcan County and Northern Sunrise County together with the MD of Opportunity are challenging the earlier court decision in Calgary Court of Appeal to reverse the lower court decision.

RMA Background

4-17S: Collection of Outstanding Taxes for Education Requisitions from the Province of Alberta

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties request that the Government of Alberta develop new tools or utilize existing mechanisms to ensure that municipalities that are unable to collect education property taxes through the tax recovery process be exempted from forwarding those uncollectible tax amounts to Alberta Education, or have the uncollectible amount refunded.

DEVELOPMENT: In fall 2017, the Government of Alberta announced the Provincial Education Requisition Credit (PERC) program, under which municipalities who have no choice but to remit requisitions to the Government of Alberta for unpaid education property taxes on linear oil and gas properties may apply to receive a credit equivalent to the amount of the requisition. PERC is funded through the Alberta School Foundation Fund's net asset fund.

At this point, PERC extends to the 2019 tax year, and is capped at \$10 million per year. As of March 2018, 37 applications had been processed and approximately \$3 million of credits had been issued.

This resolution is assigned a status of Accepted, and the RMA will continue to work with the Government of Alberta to support the long-term viability of the PERC program and develop other mechanisms to address unpaid linear property taxes.

3-16S: Recovery of Linear Property, Commercial Property, and Education Requisition Tax Arrears

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties (AAMDC) request the Government of Alberta to amend the *Municipal Government Act* (MGA), and other provincial legislation to broaden the tax recovery power of municipalities to collect linear property taxes by granting a lien in favour of the municipality as follows:

A lien equivalent to that granted to the Alberta Energy Regulator (AER) by s. 103 of the *Oil and Gas Conservation Act* (OGCA) that being: "on the debtor's interest in any well, facilities, and pipelines, land or interests in land, including mines and minerals, equipment and petroleum substances" and the power to garnish funds owed to the debtor;

A lien which ranks in priority (or equivalent) to the lien granted in favour of the AER by s. 103(2) of the OGCA;

FURTHER BE IT RESOLVED that the AAMDC requests the Government of Canada to amend the federal *Bankruptcy and Insolvency Act* to recognize municipal linear property taxes and other municipal non-property taxes as a secured interest in priority to other unsecured interests;

FURTHER BE IT RESOLVED that the AAMDC request the Government of Alberta to provide a credit reimbursement to compensate for the education property taxes that become uncollectable due to linear and commercial property bankruptcy.

DEVELOPMENT: In 2016, Alberta Municipal Affairs had convened an inter-ministry working group consisting of representatives from Municipal Affairs, Energy, Treasury Board and Finance, Education, and the AER. The purpose of this working group was to address the concerns identified in resolution 3-16S and resolution 5-15F. More specifically, the working group explored how the suite of tools available to municipalities to recover unpaid linear property taxes could be expanded, as well as possible legislative or regulatory solutions to relieve or exempt municipalities from paying provincial education property tax requisitions on linear properties in which the municipality has not been able to gather tax revenues from the property owner.

Early in 2017, the working group completed their research and Government of Alberta staff internally developed options for the Minister of Municipal Affairs based on the working group's findings. In fall 2017, the Government of Alberta announced the Provincial Education Requisition Credit (PERC) program, under which municipalities who have no choice but to remit requisitions to the Government of Alberta for unpaid education property taxes on linear oil and gas properties, may apply to receive a credit equivalent to the amount of the requisition. PERC is funded through the Alberta School Foundation Fund's net asset fund.

At this point, PERC extends to the 2019 tax year, and is capped at \$10 million per year. As of March 2018, 37 applications had been processed and approximately \$3 million of credits had been issued. The creation of PERC meets the request in the third operative clause of this resolution.

5-15F: Recovery of Linear Property Tax Arrears

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties (AAMDC) requests the Government of Alberta to amend the *Municipal Government Act* (MGA), and other provincial legislation to broaden the tax recovery power of municipalities to collect linear property taxes by granting a lien in favour of the municipality as follows:

- a) A lien equivalent to that granted to the Alberta Energy Regulator (AER) by s. 103 of the *Oil and Gas Conservation Act* (OGCA) that being: "on the debtor's interest in any well, facilities, and pipelines, land or interests in land, including mines and minerals, equipment and petroleum substances" and the power to garnish funds owed to the debtor;
- b) A lien which ranks in priority (or equivalent) to the lien granted in favour of the AER by s. 103(2) of the OGCA; and

FURTHER BE IT RESOLVED that the AAMDC requests the Federation of Canadian Municipalities to request the Government of Canada to amend the federal *Bankruptcy and Insolvency Act* to recognize municipal linear property taxes and other municipal non-property taxes as a secured interest in priority to other unsecured interests;

FURTHER BE IT RESOLVED that the AAMDC request the Province of Alberta to provide a credit reimbursement to compensate for the Education Property Taxes that becomes uncollectable due to linear property bankruptcy.

DEVELOPMENT: In 2016, Alberta Municipal Affairs had convened an inter-ministry working group consisting of representatives from Municipal Affairs, Energy, Treasury Board and Finance, Education, and the AER. The purpose of this working group was to address the concerns identified in resolution 3-16S and resolution 5-15F. More specifically, the working group explored how the suite of tools available to municipalities to recover unpaid linear property taxes could be expanded, as well as possible legislative or regulatory solutions to relieve or exempt municipalities from paying provincial education property tax requisitions on linear properties in which the municipality has not been able to gather tax revenues from the property owner.

Early in 2017, the working group completed their research and Government of Alberta staff internally developed options for the Minister of Municipal Affairs based on the working group's findings. In fall 2017, the Government of Alberta announced the Provincial Education Requisition Credit (PERC) program, under which municipalities who have no choice but to remit requisitions to the Government of Alberta for unpaid education property taxes on linear oil and gas properties, may apply to receive a credit equivalent to the amount of the requisition. PERC is funded through the Alberta School Foundation Fund's net asset fund.

At this point, PERC extends to the 2019 tax year, and is capped at \$10 million per year. As of March 2018, 37 applications had been processed and approximately \$3 million of credits had been issued. The creation of PERC meets the request in the third operative clause of this resolution.

The Government of Alberta has not amended the *Municipal Government Act* (MGA) to broaden the tax recovery powers of municipalities, and municipal powers to seize assets to account for unpaid linear property taxes continues to rank lower in priority than that of the AER and other organizations.

Similarly, RMA has received no indication from the Government of Canada of a willingness to amend the federal *Bankruptcy and Insolvency Act* to place municipal interests above other non-secured interests.

RMA assigns this resolution a status of **Accepted in Part** and will continue to advocate on all aspects of this resolution.

Resolution 7-18F

Municipal and Privately-Owned Protected Areas Inventory

Mackenzie County

*Simple Majority Required
Endorsed by District 4 (Northern)*

WHEREAS in 2010, the Convention on Biological Diversity (CBD) adopted the Strategic Plan for Biodiversity, which included 20 global biodiversity goals, known as the Aichi Targets; and

WHEREAS in response to the Aichi Targets, Canada adopted a suite of national targets, known as the 2020 Biodiversity Goals and Targets for Canada; and

WHEREAS Canada and Alberta's co-led Pathway to Canada Target 1 project focuses on the protection of 17% of terrestrial areas and inland waters and 10% of coastal and marine areas across Canada; and

WHEREAS Alberta Environment and Parks has also committed to achieving the protection of 17% of terrestrial areas and inland waters within Alberta by 2020; and

WHEREAS at the end of 2016, the Government of Canada recognized that 10.5% of terrestrial areas and inland waters, and 0.96% of coastal and marine areas were protected; and

WHEREAS in June 2018, Alberta Environment and Parks recognized that 12.54% of Alberta is protected, through 8.24% federally and 4.3% provincially protected areas; and

WHEREAS the International Union for Conservation of Nature recommends that all privately-owned protected areas that satisfy all international standards should be recognized as protected areas by all levels of government; and

WHEREAS the *Municipal Government Act* provides municipalities with land-use planning tools, such as environmental reserves, to permanently protect parcels of land to conserve natural features including: natural drainage courses, flood plains, waterbodies, and riparian areas from future development; and

WHEREAS Alberta Environment and Parks has yet to announce that municipal and privately-owned protected areas would be recognized in their assessment to achieve their target of 17% terrestrial areas and inland waters protection;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta (RMA) urge the Government of Alberta to recognize municipal and privately-owned protected areas in their reporting towards Alberta's 17% protection of terrestrial areas and inland waters target if they satisfy international standards for protected areas or Other Effective Area-based Conservation Measures (OECMs); and

FURTHER BE IT RESOLVED that the RMA partner with the Alberta Urban Municipalities Association to compile an inventory of all municipal and privately-owned protected areas in Alberta, for the purpose of providing Alberta Environment and Parks with a complete inventory of candidate protected areas and OECMs, for their 2020 17% terrestrial areas and inland waters protection target.

Member Background

Canada's *2020 Biodiversity Goals and Targets for Canada* was released in 2015. Canada and Alberta's co-led *Pathway to Canada Target 1* project, is based upon the Convention on Biological Diversity's *Aichi Target 11*.¹

In 2017, the governments of Canada and Alberta established a National Advisory Panel to advise governments on achieving Canada's international commitment to the Convention on Biological Diversity.²

¹ Source: <http://www.conservation2020canada.ca/the-pathway/>

² Source: <https://www.newswire.ca/news-releases/federal-and-provincial-governments-create-national-advisory-panel-on-canadas-biodiversity-conservation-initiative-627230281.html>

Canada and Alberta's co-led *Pathway* project also established a National Steering Committee, an Indigenous Circle of Experts and a Local Government Advisory Group, who make up the *Pathway* Team.³ However, the Local Government Advisory Group is yet to be formalized.⁴

In 2016, Alberta Environment and Parks (AEP) committed to achieving the protection of 17% of terrestrial areas and inland waters by 2020, in the province of Alberta.

AEP's 2016-17 annual report describes the potential for privately-owned and municipal protected areas to qualify for reporting towards AEP's 17% target. Outlining how Alberta will identify these areas if they meet international standards for protected areas or Other Effective Area-based Conservation Measures (OECMs), pending international OECMs guideline development.⁵

In January 2018, the International Union for Conservation of Nature released *Guidelines for Recognizing and Reporting Other Effective Area-based Conservation Measures*. These guidelines recognize that municipal and privately-owned protected areas can provide OECMs benefits, which can meet international reporting standards.⁶

AEP's 2017-18 annual report does not mention identifying other areas, including municipal and privately-owned protected areas or OECMs in their reporting, towards their 17% target.⁷

Although the intention of environmental reserves, under the *Municipal Government Act*, is to prevent the development of hazardous lands, avoidance of natural drainage features and pollution prevention in wetlands and other waterbodies, many municipalities create environmental reserves for other intentions, including environmental significance. The co-benefits of designating environmental reserves can include the protection of wildlife habitat and habitat connectivity, protected areas for biodiversity and safeguarding the hydrological functionality of wetlands and waterbodies.⁸ These benefits could be considered as OECMs under international standards.

AEP is working to achieve their 17% target, through multiple initiatives including caribou range planning. AEP's *Draft Provincial Woodland Caribou Range Plan* (2017) provides the scope of Canada and Alberta's co-led *Pathway*, and states that conservation areas designated as part of range planning may contribute to their 17% target.⁹

Through caribou range planning, AEP have proposed to permanently protect approximately 1.3 million hectares of land in Mackenzie County for the Bistcho, Yates and Caribou Mountains herds; these areas would qualify and report towards AEP's 17% target.¹⁰ 1.3 million hectares equates to approximately 15.8% of Mackenzie County's geographic land-base.

AEP's *Business Plan 2018-21* describes how municipal and privately-managed areas that may meet the definition of a protected area or an OECM, are currently excluded as data is incomplete. AEP estimates that municipal and privately-owned protected areas represent less than 0.25% of the 17% provincial target.¹¹

³ Source: <http://www.conservation2020canada.ca/the-pathway/>

⁴ Source: <http://www.conservation2020canada.ca/who-we-are/>

⁵ Source: <https://open.alberta.ca/dataset/40c2fab1-e757-49f1-b403-e42c0239158a/resource/b77f22fa-e83e-4b6b-bd8b-e74868ef9547/download/2016-17-aep-annual-report-20170623.pdf>

⁶ Source:

https://www.iucn.org/sites/dev/files/content/documents/guidelines_for_recognising_and_reporting_oecms_-_january_2018.pdf

⁷ Source: <https://open.alberta.ca/dataset/40c2fab1-e757-49f1-b403-e42c0239158a/resource/d50a12fa-15b3-4471-a6be-6b41bc6361d1/download/aep-annual-report-2017-2018.pdf>

⁸ Source: <https://www.communityconserve.ca/wp-content/uploads/2017/05/Environmental-Reserve-in-Alberta-A-Discussion-Paper.pdf>

⁹ Source: <http://aep.alberta.ca/fish-wildlife/wildlife-management/caribou-range-planning/documents/DRAFT-CaribouRangePlanAndAppendices-Dec2017.pdf>

¹⁰ Source: <http://aep.alberta.ca/fish-wildlife/wildlife-management/caribou-range-planning/documents/DRAFT-CaribouRangePlanAndAppendices-Dec2017.pdf>

¹¹ Source: <https://open.alberta.ca/dataset/503f5c97-1fc9-4d72-b1ab-f32eafd9dd7f/resource/492414c7-cc8d-4154-abff-bb81081f0644/download/environment-and-parks.pdf>

Over the next two years, other RMA member municipalities could see proposals for an increase in provincial protected spaces to achieve AEP's 17% target. Additional protected spaces have the ability to impact municipal service capacities and operating budgets.

A complete inventory of all municipal and privately-owned protected areas will help AEP to assess and include all areas which qualify, for reporting towards their 17% target.

Other References:

Government of Alberta (2018) *Modernized Municipal Government Act*, Available:

http://www.qp.alberta.ca/documents/Acts/2016ch24_unpr.pdf

Government of Canada (2018) *Canada's Protected Areas*, Available:

<https://www.canada.ca/en/environment-climate-change/services/environmental-indicators/protected-areas.html>

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 8-18F

Restricting the Consumption of Cannabis based on Regulations for Liquor Consumption

Thorhild County

*Three-fifths Majority Required
Endorsed by District 3 (Pembina River)*

WHEREAS Bill 26, *An Act to Control and Regulate Cannabis*, received Royal Assent on December 15, 2017; and

WHEREAS Bill 26 has amended the *Gaming and Liquor Act* to the *Gaming, Liquor and Cannabis Act*; and

WHEREAS Bill 26, Section 90.28 states “no person may smoke or vape cannabis in any area or place where that person is prohibited from smoking under the Tobacco and Smoking Reduction Act or any other Act or the bylaws of a municipality”; and

WHEREAS secondhand cannabis smoke can harm nonusers; and

WHEREAS consumption of cannabis will have similar effects as consumption of alcohol; and

WHEREAS the consumption of cannabis should be prohibited in areas frequented by the general public and especially by children; and

WHEREAS Alberta Health Services recommends that municipalities implement regulations banning consumption in public places, as well as for public intoxication; and

WHEREAS the Government of Canada has implemented an advertisement slogan (“#don't drive high”) which amplifies the issue of the consumption of cannabis while driving;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request that the Government of Alberta amend Section 90.28 (a) of *An Act to Control and Regulate Cannabis* to reflect that no person may smoke or vape cannabis in any area or place where that person is prohibited from consuming liquor under the *Gaming, Liquor and Cannabis Act* or any other Act or the bylaws of a municipality.

Member Background

1. Based on Provincial legislation, Albertans will be allowed to consume cannabis in their homes and in some public spaces where smoking tobacco is allowed, but use will be banned in cars.

In an effort to protect children and limit second-hand exposure, public smoking or vaping of cannabis in Alberta will be prohibited from any place where tobacco is restricted, and in the following places:

- on any hospital property, school property or child care facility property in or within a prescribed distance from:
 - a playground
 - a sports or playing field
 - a skateboard or bicycle park
 - a zoo
 - an outdoor theatre
 - an outdoor pool or splash pad
- from any motor vehicles, with the exception of those being used as a temporary residences, such as a parked RV

There will also be no consumption of cannabis at any cannabis retail outlets.

Legislation will establish provincial offenses for public consumption infractions and consumption of cannabis in vehicles.

Municipalities may create additional restrictions on public consumption using their existing authorities

(Source: Government of Alberta web-site)

2. "The cannabis enforcement mirrors what we do with alcohol"

"Other jurisdictions have seen an increase in impaired driving when cannabis has become legal," Mason said, adding the province will roll out a public education campaign. "The real risk here is that people don't feel cannabis is quite as bad or ... is impairing a substance as alcohol. Nothing could be further from the truth."

(Source: Brian Mason, Minister of Transportation- Edmonton Journal article dated November 15, 2017)

3. "Ban consumption in areas frequented by children"

(Source: Alberta Health Services Recommendations - Municipal Cannabis Regulations - February 20, 2018)

4. Under Bill C-46 (the amendment to the *Alberta Traffic Act*), a driver would face a maximum of a \$1,000 fine if their blood tests positive for two to five nanograms per milliliter of tetrahydrocannabinol (THC).
5. For drivers with more than five ng/ml of THC detected on a first impaired driving offence, a minimum \$1,000 fine would be imposed, with increasingly harsher penalties such as jail time for subsequent offences. The rules also impose penalties for combined alcohol cannabis use of 2.5 ng/ml of THC with a blood alcohol level of .05.
6. THC is the main psychoactive compound in cannabis.

Crashes involving alcohol and/or drugs are a leading criminal cause of death in Canada. On average, approximately four people are killed each day in crashes involving alcohol and/or drugs. In 2013, there were a total of 2,430 crash deaths on public roads, involving at least one highway vehicle (e.g. passenger cars, vans, trucks, or motorcycles).

Based on testing of fatally-injured drivers, it may be estimated that 1,451 (59.7%) of these deaths involved drivers who had some alcohol and/or drugs in their system.

369 deaths, or 15.2%, occurred in crashes involving drivers who were positive for alcohol alone.

683 deaths, or 28.1%, occurred in crashes involving drivers who were positive for drugs alone.

399 deaths, or 16.4%, occurred in crashes involving drivers who were positive for both alcohol and drugs.

The statistics reflect the growing incidence of driving after drug use, which now exceeds that for driving after alcohol use. Cannabis, the most commonly-found drug, is present in almost half of the drug positive fatal crashes.

Further information on the risks associated with public cannabis consumption can be found in *AHS Recommendations on Cannabis Regulations for Alberta Municipalities*, a document prepared by Alberta Health Services intended to support municipalities in making cannabis policy decisions that will promote public health. The report can be accessed at: <http://rmalberta.com/wp-content/uploads/2018/05/Webinar-recording-Cannabis-and-Public-Health-AHS-Cannabis-Information-Package-for-Municipalities.pdf>. A summary of the report's recommendations is as follows:

SUMMARY OF RECOMMENDATIONS

Overall

Where evidence is incomplete or inconclusive, AHS is advising that a precautionary approach be taken to minimize unintended consequences. This approach is consistent with the recommendations of Federal Taskforce on the Legalization and Regulation of Cannabis (Government of Canada, 2016).

Business Regulation & Retail

- Limit the number of cannabis stores, and implement density and distance controls to prevent stores from clustering, while also keeping buffer zones around well-defined areas where children and youth frequent.
- Consider requirements for cannabis education and community engagement as part of the business licensing approval process.
- Limit hours of operation to limit availability late at night and early morning hours. • Restrict signage and advertising to minimize visibility to youth.

Consumption

- Ban consumption in areas frequented by children.
- Align the cannabis smoking regulations with the Tobacco and Smoking Reduction Act and/or with your municipal regulations, whichever is more stringent.
- Ban smoking, vaping and water pipes in public indoor consumption venues.

Home growing

- Design a process to ensure households and properties are capable of safely supporting home growing.

Multi-Unit Housing

- Health Canada (2017) has recommended a ban on smoking in multi-unit housing. AHS recognizes that there are potential health risks associated with second-hand smoke within multi-unit housing environments and therefore recommends municipalities consider bylaws that ban smoking in multi-unit housing.

Research and Evaluation

- Ensure mechanisms to share data across sectors and levels of government are established, and appropriate indicators are chosen to monitor the impacts of policy implementation on communities.

RMA Background

14-17F: Cannabis Act

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties advocate that the Government of Alberta oppose the legalization of cannabis for recreational use in the Province of Alberta until a complete understanding of the implications that the legalization of cannabis will have on the health of individuals and on community safety is publicly available.

DEVELOPMENT: While RMA appreciates that the Government of Alberta has conducted extensive public engagement, with input from health, law enforcement and other subject area experts to understand the impacts of cannabis legalization, the fact remains that there are significant gaps in academic, government and industry research efforts related to the impacts of legalized cannabis on public health and community safety. RMA acknowledges that there is a stark difference between understanding concerns from stakeholders and understanding actual implications gleaned from empirical research in communities in which cannabis is legalized. RMA recognizes that this issue is not well researched, however, staff have been actively assisting municipalities in adapting to these changes by providing workshops and information as it becomes available. This resolution is assigned a status of **Intent Not Met**. RMA will continue to advocate that the Government of Alberta lead social and health impact assessments once cannabis has been legalized.

Resolution 9-18F

Impact of the Alberta Wetland Policy on the Cost of Maintaining Public Road Infrastructure

Wheatland County

*Simple Majority Required
Endorsed by District 2 (Central)*

WHEREAS the Alberta Wetland Policy and the *Water Act* require costly environmental studies as a component of the application process for wetland impacts; and

WHEREAS the Alberta Wetland Policy and the *Water Act* require wetland replacement for impacts to all wetlands greater in permanence than ephemeral; and

WHEREAS rural municipalities are not currently in a position to perform permittee-based wetland replacement, and therefore must pay in-lieu compensation where road maintenance activities on existing roads impact applicable wetlands; and

WHEREAS rural municipalities manage the majority of Alberta's public road infrastructure; and

WHEREAS roads require consistent maintenance and/or re-building to support a growing province, in order to ensure public safety, accommodate increased use including extra weight and more traffic, and to upgrade roads to current standards; and

WHEREAS municipal roads requiring maintenance occur in existing right of ways, and were historically planned and built prior to the requirements of provincial wetland regulations; and

WHEREAS the re-building and maintenance of roads are causing municipalities increasing financial burden due to the requirement for environmental studies and compensation payments associated with the Alberta Wetland Policy; and

WHEREAS municipalities have limited opportunity to generate revenue to accommodate the increasing cost of re-building and maintaining roads except to transfer the costs to local ratepayers; and

WHEREAS the consequences of not completing road maintenance as required could include putting public safety in jeopardy due to a lack of upgraded roads, and loss of transportation routes for industry and the public due to road bans or road closure;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta urge the Government of Alberta to modify the Alberta Wetland Mitigation Directive to allow all wetland impacts as a result of municipal road maintenance or re-building of existing roads to utilize a one to one ratio, or D to D value wetland replacement; and/or consider exempting all wetland impacts in road right of ways that are smaller than one hectare in size.

Member Background

The Alberta Wetland Policy was proclaimed in 2013, with implementation ongoing, beginning in the White Area in June of 2015. The Policy, in conjunction with the *Water Act*, requires that all activities that impact natural or restored wetlands be subject to the requirement for an approval under the *Water Act*, and further that all impacts to applicable wetlands that cannot be avoided or mitigated be subject to replacement requirements.

The process for obtaining *Water Act* approvals for wetland impacts includes an assessment of permanence for *Public Lands Act* Ownership, and a Wetland Assessment and Impact Report (or Form) which includes a number of environmental studies supporting the application. This work is followed by an application submission to Alberta Environment and Parks that includes evidence of use of the Policy's Wetland Mitigation Hierarchy. Where wetland impacts are determined to be unavoidable, a wetland replacement plan is required which can currently take one of two forms. One is a permittee-based wetland restorative replacement option whereby the applicant submits design and monitoring plans and completes the work for restored wetlands to offset proposed losses. The second is a compensation payment in-lieu of wetland restoration, currently paid to Ducks Unlimited Canada. The cost associated with environmental studies required for the approval process, and cost of compensation required for wetland replacement, is a significant issue for rural municipalities.

Municipalities are responsible for road maintenance, re-building, and the construction of new roads. When planning for the construction of a new road, municipalities have the option to not build the road, or build the road in such a way that it does not impact surrounding wetlands. The wetland mitigation hierarchy as described by the Alberta Wetland Policy is therefore possible to accommodate for new construction, although it may still result in important access routes not being built due to increased costs. It is not possible for municipalities to apply the wetland mitigation hierarchy in the case of road maintenance.

Municipal roads require consistent maintenance and occasional re-building to ensure public safety, accommodate increased use including extra weight and more traffic, and to upgrade to current standards. Such roads occur in existing right of ways and were historically built through many wetlands, prior to the requirements of any provincial wetland regulation. Since upgrades usually require some widening of the road, municipalities are unable to avoid impacts to wetlands where road maintenance is required, and end up subject to substantial costs under the Alberta Wetland Policy and *Water Act* as a component of compliance.

Since January 2016, Wheatland County has completed **six** road maintenance projects requiring *Water Act* approvals for wetland impacts. The environmental studies required for *Water Act* application submissions associated with these impacts cost a cumulative total of **\$172,590**. As Wheatland County is not currently prepared to perform permittee-based wetland restorative replacement, in order to proceed with the road maintenance works a cumulative total of **\$219,902** has been paid to Ducks Unlimited Canada in in-lieu fees. This compensation value would rise to **\$336,545** if a sixth project receives final approval. The values given do not include other environmental components of the projects such as erosion and sediment control, borrow pit assessments, bird nest sweeps, and costs of materials such as silt fence or silt curtains to protect wetlands and waterways.

While private developers and industries may incorporate the cost of environmental studies and wetland replacement into their business models, municipalities are limited in their ability to generate funds in a similar fashion. The requirements therefore place an additional burden on the municipal ratepayer as the cost of road maintenance rises.

To relieve this burden and resolve the discrepancy between the economic abilities of municipalities as compared to other entities which impact wetlands, it is requested that the Government of Alberta recognize existing impacts to wetlands within existing right of ways by assigning a “blanket” value of D to all wetlands currently impacted by roads. This would reduce the extent of environmental studies required by eliminating the need for an Alberta Wetland Rapid Evaluation Tool (ABWRET) assessment, and significantly reduce the amount of in-lieu compensation owed, effectively reducing the costs borne by municipalities for road maintenance and re-building. Under this proposed model, Wheatland County’s compensation payment obligations to date on six road projects would have fallen by **61%**; a noteworthy benefit to our road program while still recognizing the importance of Alberta’s Wetland Policy (new total for six projects: \$130,594). If the Government of Alberta were to additionally consider exempting impacts less than one hectare in size, Wheatland County’s compensation payments to date would have fallen by a total of **76%** (two road projects of six qualify, new total: \$79,559.50). In addition, the cost of environmental studies would be reduced, as ABWRET assessments would no longer be necessary to determine wetland value.

A. Table of Wheatland County Wetland Impact Costs

Road Project	Environmental Studies Cost	Compensation Payment Cost	Hectares of Wetlands Impacted
Rg. Rd. 245	\$9,728	\$71,780	0.97 (Replaced with 3.88)
Duck Lake Road – Rg. Rd. 183 Phase 2	\$20,667	\$44,250	0.64 (Replaced with 2.5)
Rg. Rd. 201	\$55,457	\$48,020	0.90 (Replaced with 2.71)

Rg. Rd. 270	\$24,714	\$48,822	2.03 (Replaced with 2.64)
Rg. Rd. 254	\$17,460	\$7,030	0.32 (Replaced with 0.38)
Duck Lake Road – Rg. Rd. 183 Phase 1	\$44,564	*\$116,643	*2.37 (Replaced with 6.59)
Totals	\$172,590	\$219,902 *\$336,545	4.86 ha impacted (*7.228) 12.1 ha replaced (*18.702)

Values have not yet been paid, approval not complete on date of report

B. Constructed Road Example – Wetland Policy Preventing Road Building

Wheatland County wanted to construct a road on a right of way for landowner access and had two options. The first was one-half mile off of a range road going west, the second was one mile off of a township road going north. Both would impact wetlands along the existing right of way. It was determined that the one-half-mile option would cost \$43,930 for environmental studies, and a minimum of \$28,851 for compensation payment. The one-mile option would cost \$53,315 for environmental studies and a minimum of \$7,611 for compensation payment. The compensation could have cost as much as \$230,808 for the first option and \$60,888 for the second option if the wetlands had been “A” value. It was decided to not go ahead with the project, and as a result the landowner does not have access to their parcel.

C. Wetland Policy Prior to the Current Alberta Wetland Policy

Alberta’s *Wetland Management in the Settled Area of Alberta, An Interim Policy* was approved in 1993. The Policy “set out a no net loss formula/hierarchy for slough/marsh wetlands in the White Area of the province” (Kwasniak, 2015). Under this Policy, similar to the current Alberta Wetland Policy, compensation ratios were developed in 2007 to address wetlands that were authorized to be depleted or degraded. A minimum replacement of three to one was commonly used, but could change according to site-specific circumstances and the approval of Alberta Environment (Kwasniak, 2015). The Interim Policy was replaced by the Alberta Wetland Policy in 2015.

D. Table of Environmental Costs for Wheatland County Road Projects

Road	Year	Wetland Assessments Cost	Erosion and Sediment Control Plan Cost	Borrow Pre-Disturbance Assessment	Bird Sweep	Compensation Cost (excluding GST)	Hectares of Wetland Impacted
RR 183 Duck Lake Phase 1	2016	\$38,188	\$0	\$0	\$0		
	2017	\$6,274	\$0	\$0	\$0		
	2018	\$102	\$0	\$0	\$0	\$116,643 - *Not yet paid	*2.37 (replacement area 6.59 ha)
RR 183 Duck Lake Phase 2	2016	\$14,500	\$0	\$0	\$0		
	2017	\$3,152	\$0	\$0	\$0		
	2018	\$3,015	\$0	\$0	\$0	\$44,250	0.64 (replacement area 2.5 ha)
RR 270	2016	\$12,422	\$0	\$0	\$0		
	2017	\$8,027	\$0	\$0	\$0		
	2018	\$4,265	\$8,605	\$7,089	\$2,741	\$48,822	2.033 (replacement area 2.639 ha)
RR 254	2016	\$2,515	\$0	\$13,998	\$0		
	2017	\$8,083	\$0	\$2,553	\$0		
	2018	\$6,862	\$0	\$410	\$0	\$7,030	0.32 (replacement area 0.38)
RR 201	2016	\$15,217	\$0	\$0	\$0		
	2017	\$36,172	\$0	\$791	\$0		
	2018	\$4,068	\$9,139	\$4,900	\$1,255	\$48,020	0.895 (replacement area 2.713 ha)
RR 245	2016	\$5,154	\$0	\$0	\$0		
	2017	\$2,853	\$0	\$0	\$0		
	2018	\$1,721	\$11,115	\$0	\$0	\$71,780	0.97 (replacement area 3.88 ha)
Total Costs		\$172,590	\$28,859	\$29,741	\$3,996	\$219,902	4.86 (replacement area 12.11 ha)
				Total Compensation In-Lieu with Unpaid Costs		\$336,545	7.23 (replacement area 18.70 ha)

The table above shows that wetland assessments make up the majority of costs for environmental studies associated with road construction. Erosion and Sediment Control Plans, Borrow Pit Pre-Disturbance Assessments, and Bird Sweeps, are completed to meet other regulatory requirements aside from the Alberta Wetland Policy and achieve industry best practice. A limitation of the data is that wetland assessment costs are not divided into components such as wetland delineation, ABRWET assessments to determine wetland value, and Wetland Assessment and Impact Reports to show the percentage of costs represented by each step, and thus the percentage that could be saved if ABWRET assessments were no longer required.

RR 183 Phase 1 has not received approval and therefore in-lieu fees have not been paid as of the date of this report. Wetland studies have been completed and the compensation payment has been calculated to show the additional cost impact if the project had been paid for.

E. Relevant Excerpts from the Alberta Wetland Mitigation Directive

The Wetland Replacement Matrix					
		Value of Replacement Wetland			
		D	C	B	A
Value of Lost Wetland	A	8:1	4:1	2:1	1:1
	B	4:1	2:1	1:1	0.5:1
	C	2:1	1:1	0.5:1	0.25:1
	D	1:1	0.5:1	0.25:1	0.125:1

*Ratios are expressed as area of wetland

Figure 2. Wetland Replacement Matrix

To the extent possible, wetland replacement must occur in the following geographic order of priority:

1. Within the same municipal boundary as the site of permanent wetland loss

If there are no restoration options available within the same municipality, replacement priority should be given:

2. Within the same watershed⁴, upstream of the municipal boundary where the municipality will continue to derive benefits from wetland replacement
3. Within the same Relative Wetland Value Assessment Unit (RWVAU, Figure 3)
4. Within the same natural region⁵
5. In areas of high historical wetland loss⁶ within the Province

Excerpt 1: From page 8 of the Alberta Wetland Mitigation Directive. This resolution is asking that impacted (lost) wetlands in road right of ways always be given a value of D. Since replacement wetlands are blanket-valued at D, this would result in a constant 1:1 ratio for in-lieu compensation payments.

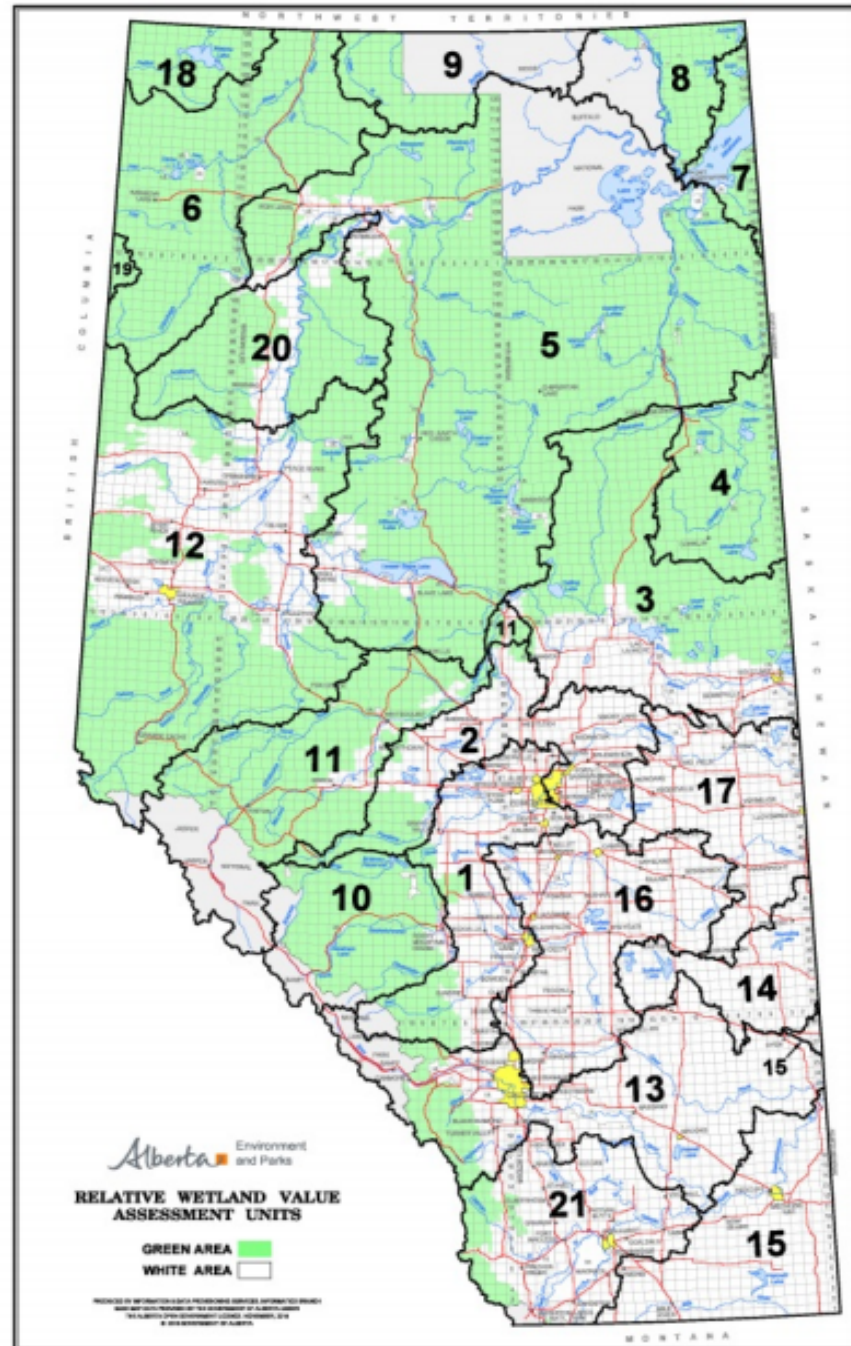


Figure 3. Relative Wetland Value Assessment Units (RWVAU)

Excerpt 2: The dollar value of in-lieu compensation payments is dependent on where a project falls on the Relative Wetland Value Assessments Units map (from page 9 of the Alberta Wetland Mitigation Directive). Wheatland County projects fall in either unit 13 or unit 16.

Schedule 2: Wetland Replacement *In-Lieu* Fee Rates

In-lieu rates in Table 2 are based on the following:

- Average land values within each RWVAU, per hectare (except for Public Lands in the Green Area)
- The cost per hectare for materials and labor to restore a previously existing wetland that has been drained
- The cost of monitoring a restored wetland
- An administrative fee

Table 2. *In-lieu* Fee Rates per Hectare

	Relative Wetland Value Assessment Unit	<i>In lieu</i> Rate (\$/ha)
Public Lands ⁷ (in the Green Area)	Units 1-12 and 18-21	10,300
Public Lands (in the White Area)	1	19,100
	2	19,400
	3	19,100
	4	19,100
	5	18,400
	6	18,200
	7	18,400
	8	18,400
	9	18,400
	10	19,100
All other lands ⁸ (province-wide)	11	19,400
	12	18,500
	13	17,700
	14	18,200
	15	17,300
	16	18,500
	17	18,600
	18	18,200
	19	18,200
	20	18,200
	21	17,700

Excerpt 3: From page 12 of the Alberta Wetland Mitigation Directive, the above information explains how values are derived per Relative Wetland Value Assessment Unit. In Wheatland County, projects that fall in Unit 16 multiply the replacement area in hectares by \$18,500 to determine value of compensation paid. In Unit 13, the replacement area in hectares is multiplied by \$17,700 to determine value of compensation due. The replacement area in hectares is currently subject to a multiplier in accordance with the ratios in excerpt 1. Requesting that all wetlands in road right of ways be granted a D value eliminates the multiplier, significantly reducing the value of in-lieu compensation due.

Works Cited

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Rural Municipalities of Alberta. 2018. Resolutions Database. Retrieved from: <http://rmaalberta.com/advocacy/resolutions-database/>.

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RMA Background

4-17F: *Water Act* Approvals for Municipal Projects on Municipal Land

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties urge the Government of Alberta to relax the requirement for formal approvals on all road construction on municipal right of ways less than 40 metres wide and consider alternate strategies for protecting water resources.

DEVELOPMENT: Though the response from the Government of Alberta recognizes the challenges faced by municipalities who are subject to relatively short construction seasons and extensive infrastructure networks, the response does not indicate any change in process or regulation to the extent outlined in the resolution. This resolution is assigned a status of **Intent Not Met**.

1-16F: Alberta Environment and Parks Approvals for Construction Projects

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties requests that consideration be given to safety concerns related to delayed environmental approval processing and supports the creation of a process for municipalities to receive timely approvals from Alberta Environment with regard to construction projects.

DEVELOPMENT: The Government of Alberta response acknowledges the challenges that municipalities are facing in receiving timely approvals of works related to wetlands. The RMA is encouraged that Alberta Environment and Parks has identified this as a problem and is in the process of developing an updated regulatory process for road works impacting wetlands which will balance provincial and municipal needs regarding regulatory compliance and timeliness. The Government of Alberta has indicated that an Alberta Wetland Construction Directive and Alberta Wetland Construction Guide are forthcoming but have been delayed as of April 2018. The RMA assigns this resolution a status of **Accepted in Principle**, and will monitor progress made.

Resolution 10-18F

Community Peace Officer Access to the Canadian Police Information Centre

Mountain View County

*Simple Majority Required
Endorsed by District 2 (Central)*

WHEREAS rural municipalities employ Community Peace Officers (CPO) (Level 1 and Level 2) under the *Peace Officer Act*, and

WHEREAS rural municipalities are responsible for ensuring the safety of CPOs; and

WHEREAS Canadian Police Information Centre (CPIC) access was made available to CPO Level 1 in 2013; and

WHEREAS CPIC access is not available to CPO Level 2; and

WHEREAS uptake and usage of CPIC is available to CPOs only after initial contact and approach of a subject; and

WHEREAS employers are responsible for drafting policy that prohibits a CPO from attending a location alone where there is a known threat and must maintain a list of known local threats for reference by dispatchers and CPOs;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request that Alberta Justice and Solicitor General work with the Canadian Police Information Centre, and any other Ministry necessary, to provide direct, mobile and timely Canadian Police Information Centre access to Community Peace Officers that can be used as a proactive and preventative tool within defined guidelines.

Member Background

The Canadian Police Information Centre (CPIC) is a computerized system that provides tactical information about crimes and criminals. It is an integral part of the RCMP's National Police Services (NPS) as it is the only national information-sharing system that links criminal justice and law enforcement partners across Canada and internationally. CPIC is responsible for the storage, retrieval and communication of shared operational police information to all accredited criminal justice and other agencies involved with the detection, investigation and prevention of crime.

CPIC has been operational since 1972 and is located at the RCMP Headquarters complex in Ottawa, Ontario. It allows for law enforcement officers to connect to the central computer system within police departments, RCMP detachments, and federal and provincial agencies across the country (1).

CPIC access was made available to Community Peace Officers (CPO) in 2013. CPOs are able to receive the following information from CPIC:

- Vehicles: Stolen license plates, validation tags or vehicles; stolen vehicles, abandoned or wanted in connection to a crime.
- Persons: Persons wanted by the police or accused persons; persons on probation or parole; persons against whom prohibition orders have been placed (e.g. driving, possession of firearms); missing persons, including children;
- Criminal Record Synopsis: Condensed version of criminal records supported by fingerprints maintained by the RCMP's Information and Identification Services.

Currently, CPIC information is obtained through the Sheriffs Online Communications Center (SOCC) which requires a CPO to provide a reason for any requested query and provides a cumbersome approach to acquiring information on outstanding warrants. The time from request to final response is typically lengthy and becomes ineffective for day to day CPO operations. This often leads to CPO's entering potentially dangerous situations without notice and forces them to act reactively to situations, rather than proactively. In comparison, the RCMP have access to CPIC information quickly and can obtain such information prior to initial contact.

Employers provide CPOs with tools such as Registries Online Access Delivery System portal to Moves Law Enforcement that provides motor vehicle information, ownership information, license information and a history of moving violations. As technology progresses and health and safety programs become more robust, a request for improved access to CPIC should be considered.

Granting enhanced and timely access to CPIC for CPOs would provide municipalities added flexibility to determine their internal processes and protocols for CPOs when dealing with the public. It would provide a potential for increase in safety of employees as well as operational efficiencies of the organization.

The Rural Municipalities of Alberta (RMA) has been advocating for “the formation of a working group comprised of the Ministry of Justice and Solicitor General, the Royal Canadian Mounted Police “K” Division, the Alberta Association of Community Peace Officers (AACPO), and potentially other organizations” (2) to pursue options for direct, timely and mobile access to CPIC for CPOs. It is the intent of this resolution to provide additional support to their efforts to have this issue resolved for the safety of all CPOs in Alberta.

References

1. Alberta Justice and Solicitor General (December 2012) Public Security Peace Officer Program CPIC Policy
2. Rural Municipalities of Alberta, (May 31, 2018) Letter Re: Community Peace Officer Access to the Canadian Police Information Centre

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 11-18F

Rural Municipalities of Alberta Represents Municipalities on *Water Act* Approvals

Rocky View County

*Simple Majority Required
Endorsed by District 2 (Central)*

WHEREAS municipalities share the Government of Alberta's objective of serving the public good through proper implementation of the *Water Act*; and

WHEREAS rural municipalities constitute the largest land base in Alberta, and therefore have multiple interactions with Alberta Environment and Parks as they seek *Water Act* approvals as part of the process to improve infrastructure in their municipalities; and

WHEREAS improving the *Water Act* approval process will ensure that public dollars are more efficiently applied to the protection and stewardship of water systems in the province while balancing the need for critical upgrades to infrastructure; and

WHEREAS Rural Municipalities of Alberta (RMA) members have previously submitted resolutions requesting Alberta Environment and Parks to reduce the approval timelines associated with *Water Act* approvals; and

WHEREAS at the Spring 2018 RMA convention, the Minister of Environment and Parks discussed the ongoing review of the *Water Act* approval process;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta work with Alberta Environment and Parks to provide the rural perspective and input related to streamlining and improving the *Water Act* approval process.

Member Background

The Minister and senior officials from Alberta Environment and Parks (AEP) have recognized the need to streamline and improve the *Water Act* approval process. At the Spring 2018 Rural Municipalities of Alberta (RMA) convention, Minister Phillips indicated the Ministry is undertaking a review of its approval process.

It is important that rural municipalities provide insight and perspective on the approval process and work with the Ministry to test its systems improvements. Rocky View County proposes that the RMA represents all rural municipalities in this process review. The intent is that the RMA and AEP work together to meet the purpose of the *Water Act* to "support and promote the conservation and management of water," while recognizing the impact of approval delay on the financial and social interests of all Albertans.

RMA Background

4-17F: *Water Act* Approvals for Municipal Projects on Municipal Land

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties urge the Government of Alberta to relax the requirement for formal approvals on all road construction on municipal right of ways less than 40 metres wide and consider alternate strategies for protecting water resources.

DEVELOPMENT: Though the response from the Government of Alberta recognizes the challenges faced by municipalities who are subject to relatively short construction seasons and extensive infrastructure networks, the response does not indicate any change in process or regulation to the extent outlined in the resolution. This resolution is assigned a status of **Intent Not Met**.

1-16F: Alberta Environment and Parks Approvals for Construction Projects

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties requests that consideration be given to safety concerns related to delayed environmental approval processing and supports the creation of a process for municipalities to receive timely approvals from Alberta Environment with regard to construction projects.

DEVELOPMENT: The Government of Alberta response acknowledges the challenges that municipalities are facing in receiving timely approvals of works related to wetlands. The RMA is

encouraged that Alberta Environment and Parks has identified this as a problem and is in the process of developing an updated regulatory process for road works impacting wetlands which will balance provincial and municipal needs regarding regulatory compliance and timeliness. The Government of Alberta has indicated that an Alberta Wetland Construction Directive and Alberta Wetland Construction Guide are forthcoming but have been delayed as of April 2018. The RMA assigns this resolution a status of **Accepted in Principle**, and will monitor progress made.

Resolution 12-18F

Multi-Stakeholder Committee to Work at Reducing the Use of Potable Water by the Oil and Gas Industry in Alberta

Brazeau County

*Simple Majority Required
Endorsed by District 3 (Pembina River)*

WHEREAS there is a concern about the enormous waste of fresh water by the oil and gas industry through hydro-fracking and water injection processes; and

WHEREAS injection of 32 million cubic meters (the current total of licenses held by the oil and gas industry in Alberta) of fresh water is permanently removed from the aquatic cycle; and

WHEREAS free and easy access to fresh water for enhanced oil recovery acts as a disincentive for oil and gas companies to pursue alternate methods such as carbon dioxide injection, light oil hydro-fracking or to drill deeper to locate and pipe non-potable water for injection purposes; and

WHEREAS rural municipalities are concerned with the amount of potable water used in the fracking and water injection process;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request the Government of Alberta to immediately strike a multi-stakeholder committee to work at reducing the use of potable water and explore alternate options for use by the oil and gas industry in Alberta.

Member Background

A reliable water supply for a sustainable economy is one of the key goals of Water for Life, Alberta's Strategy for Sustainability. The Advisory Committee on Water Use Practices and Policy was formulated in 2003 to examine the use of fresh water for underground injection. The Government of Alberta working, in partnership with industry, interest groups and non-government organizations, developed the Water Conservation and Allocation Policy for oilfield injection, with a goal to reduce or eliminate the allocation of non-saline water for deep well injection. Applications for the use of fresh water for injection continue to be filed with the Alberta Energy Regulator, and are approved on the basis that there is no economical alternative (saline water or carbon dioxide) that is available or because the diversion of ground water was previously approved through the licensing process.

Currently the oil industry holds licenses for up to 32 million cubic meters of ground water diversion. The suggestion that use of non-saline ground water for enhancing oil field production is the most economical means is found on the premise that ground water has no dollar value. Such is not the case for those communities in Alberta that must pipe water to support residents. With the ever-increasing drought conditions across the Prairie provinces, ground water is becoming a scarce resource that must be conserved. Fresh water flooding of oil fields results in the water being lost to the eco-system forever. It is imperative that the Government of Alberta establish policies to regulate ground water usage by the oil and gas industry for the protection and sustainability of this vital resource.

REFERENCES

1. Potable Water - Drinkable - Fit to Drink
2. Fresh Water - Non-saline
3. Non-potable/Saline Water - Brackish - Unfit to Drink
4. Surface Water - Water collected on the ground or in a stream, river, lake, wetland, or ocean, it is related to water collecting as ground water or atmospheric water.
5. Ground Water - Water located beneath the ground surface is soil pore spaces and in the fractures of rock formation. A unit of rock or an unconsolidated deposit is called an aquifer when it can yield a usable quantity of water.
6. Water Table - Underground depth at which point the ground is totally saturated by water. The level of a water table can fluctuate considerably. When underground water deposits are large enough to be considered sustainable for use, they are known as aquifers.
7. Fracking - Source Watch

- Fracking also referred to as hydraulic fracturing or hydro-fracking. A process in which a fluid is injected at high pressure into oil or methane gas deposits to fracture the rock above and release the liquid, (oil/gas) below.
 - Light-Oil Fracking - Alternative method using light oil for fracking
 - Hydro-Fracking - Process in which water is used as the fluid in fracking
 - C02-Fracking - Process in which carbon dioxide is used as the injection product in fracking
8. Hydraulic Fracture - Formed by pumping the fracturing liquid into the wellbore at a rate sufficient to increase the pressure downhole to a value in excess of the fracture of the formation rock.
 9. Water Cycle - AKA Hydrologic Cycle or H2O Cycle - Describes the continuous movement of water on, above and below the surface of the Earth.
 10. AER - Alberta Energy Regulator
 11. EUB - Alberta Energy and Utilities Board

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 13-18F

TELUS Failure to Maintain Landline Operations

MD of Spirit River

*Simple Majority Required
Endorsed by District 4 (Northern)*

WHEREAS TELUS has owned the monopoly outright on the landline system since 1991 which has been and continues to be a vital link for communication including the 911 system across Alberta; and

WHEREAS wireless connectivity has been declared a necessary utility yet many Albertans still do not have access to secure and stable wireless connectivity and rely on a landline system for communication and internet; and

WHEREAS the lack of investment in maintenance of landline infrastructure creates the perception that wireless is TELUS' preferred option;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta (RMA) request that Service Alberta direct TELUS to maintain their complete landline network until such time that there are assurances that the wireless system is as secure, economical and stable as the previous landline system has been; and

FURTHER BE IT RESOLVED that RMA request that the Canadian Radio-Television and Telecommunications Commission (CRTC) review the original agreement with TELUS to ensure they are meeting their responsibilities.

Member Background

The landline system that has serviced the remote areas where scarce population and greater distance has always been a challenge is in jeopardy of no longer being serviced because of economics of having to support two systems of copper lines and wireless. Many areas of rural Alberta, including the Municipal District of Spirit River, are still experiencing a reluctance on the part of TELUS to bury temporary cables that have been laid as stop gap measures for temporary landline repairs. These temporary cables get broken by mowers and farming operations causing service disruptions. Spring flooding also interrupts services as pedestals are outdated, broken and exposed to the weather. There are also discussions that the computer network of switches on the landline system is becoming outdated. As the landline system is left to degrade, it is forcing people to choose options that are wireless; however, the scarce population and greater distance is still a challenge for the wireless network and therefore the rural population is being under served for both systems with no viable opportunity for safe secure and reliable communication links. One reliable landline system is required until a wireless network can replace the efficient, secure, reliable system of the past. Rural Alberta cannot be in a transition with two poor systems.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 14-18F

Reclamation of Non-Producing Oil and Gas Sites on Agricultural Lands Owned by Bankrupt Companies

Lac La Biche County

*Simple Majority Required
Endorsed by District 5 (Edmonton East)*

WHEREAS many oil and gas production companies have declared bankruptcy in the last several years; and

WHEREAS many of the wells, compressor stations, battery and satellite sites and facilities owned by these bankrupt companies have been abandoned and not reclaimed; and

WHEREAS many of these properties are located on agricultural land and hinder the regular field operations of livestock and crop producers; and

WHEREAS the mandate of the Orphan Well Association is to manage and reclaim properties abandoned by bankrupt oil and gas companies; and

WHEREAS the activities of Orphan Well Association are limited by the funds available and therefore cannot currently reclaim all of these properties in a timely fashion;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request that the Orphan Well Association prioritize the reclamation of abandoned oil and gas sites on the following basis:

- 1. Health, safety and environmental needs**
- 2. Agricultural land**
- 3. All other lands**

Member Background

Currently the number of sites the Orphan Well Association is tasked with cleaning up exceeds the annual budget available. Lac La Biche County is requesting that the Orphan Well Association, subject to health, safety, and environmental concerns, reclaim abandoned sites on actively farmed property prior to reclaiming abandoned sites on unfarmed property.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 15-18F

Wetland Mitigation Directive – Restoration and Compensation

Red Deer County

*Simple Majority Required
Endorsed by District 2 (Central)*

WHEREAS the Alberta Wetland Policy provides the strategic direction and tools required to make informed management decisions in the long-term interest of Albertans; and

WHEREAS the Alberta Wetland Policy is intended to minimize the loss and degradation of wetlands, while allowing for continued growth and economic development in the province; and

WHEREAS the Alberta Wetland Mitigation Directive is the policy implementation tool that is intended to promote the avoidance of removal of wetlands and describes the minimization plan, replacement plan and permittee-responsible replacement project requirements where avoidance is not possible; and

WHEREAS section five of the Wetland Mitigation Directive states that applicants can fulfill their replacement obligations through purchase of credits from a third-party wetland bank, making a payment to the in-lieu fee program, or undertaking permittee-responsible replacement; and

WHEREAS the Wetland and Water Boundary Unit of Alberta Environment and Parks has stated that permittee-responsible replacement in the form of enhanced wetlands or constructed wetlands will not be allowed until an enhancement directive or a construction directive to allow for wetland construction is prepared; and

WHEREAS the construction directive has been referenced since June 2017 and no timeline has been given for its adoption;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request that Alberta Environment and Parks follow the Wetland Mitigation Directive and that permittee-responsible mitigation either through enhancement or construction of wetlands be allowed, be it either through the Alternative Land Use Services program or through wetlands constructed as a part of stormwater management ponds.

Member Background

In June of 2018, Alberta Environment and Parks (AEP) issued an updated Wetland Mitigation Directive. In Section five (Replacement), it is stated that that applicants can fulfill their replacement obligations through a combination of the following options:

1. Purchase available credits from a third-party wetland bank.
2. Make a payment to the in-lieu fee program, instead of undertaking their own replacement action or obtaining credits from a wetland bank.
3. Undertake permittee-responsible mitigation, where the Applicant restores, enhances, or constructs a wetland, either in advance of- or soon after- permanent wetland losses have been incurred.

Of these options, Option 1, purchasing credits from a third-party wetland bank is not available as a wetland bank program has yet to be established, even though this note has been in the directive since its inception in 2015.

Option 2 refers to the in-lieu fee program. Currently, the only designated agent for wetlands throughout Alberta is Ducks Unlimited Canada.

Red Deer County's preferred replacement option has been Option 3, permittee-responsible mitigation. This option allows for restoration, enhancement, or construction. Through their Alternative Land Use Services (ALUS) program, Red Deer County has historically proposed permittee-responsible enhancement of existing wetlands throughout the County.

Furthermore, portions of stormwater management ponds constructed as wetlands were previously accepted for compensation, which also falls under permittee-responsible replacement. However, as these guidelines for wetland compensation through stormwater management ponds have been removed from the July 2017 and June 2018 versions of the directive, this option is no longer available as well.

As a result, municipal options to do wetland replacement at this time, are limited to either in-lieu payment or permittee-responsible wetland restoration.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 16-18F

Demand Meters and Rate Riders

Brazeau County

*Simple Majority Required
Endorsed by District 3 (Pembina River)*

WHEREAS municipal government buildings and recreational facilities are to benefit the people of Alberta; and

WHEREAS demand meters are the currently accepted practice of tracking peak demand and electrical usage; and

WHEREAS there has been a significant recent rise in electrical rates either by distribution and/or transmission charges and/or electric rates and/or carbon surcharges; and

WHEREAS demand meters are reset on an annual basis; and

WHEREAS when a system requiring electricity is connected to the grid and a peak demand is established, the premises is then billed on that peak for the next consecutive twelve-month period;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request that the Alberta Utilities Commission create a separate rate class for municipal buildings and recreational facilities and require that all demand meters are reset and billed accordingly on a monthly basis.

Member Background

Demand meters are the current accepted practice of tracking peak demand and electrical usage on commercial, industrial and recreational facilities. The majority of rural municipalities own or support recreational facilities as a provision of services to their residents. There have been recent significant rises in electrical rates either by distribution and/or transmission charges and/or electric rates and/or carbon surcharges. As many recreational facilities are not utilized 24/7 like commercial or industrial facilities, this results in demand meters negatively impacting communities of all sizes as they pay a portion of their power bill on the peak utilization and not just on their consumption.

This drain on municipal resources has resulted in the rural municipalities' request to the Government of Alberta for a change in rate structure and operations of demand meters to recognize that recreational facilities are separate from commercial and industrial users.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 17-18F

Alberta Environment and Parks Additional Resources for *Water Act* Approvals

Rocky View County

*Simple Majority Required
Endorsed by District 2 (Central)*

WHEREAS municipalities share the Government of Alberta's objective of serving the public good through proper implementation of the *Water Act*; and

WHEREAS the current timeline for *Water Act* approvals through Alberta Environment and Parks poses significant financial, environmental, and social challenges for all municipalities; and

WHEREAS improving the *Water Act* approval process will ensure public dollars are efficiently applied to the protection and stewardship of water systems in Alberta while balancing the need for critical upgrades to public infrastructure; and

WHEREAS Alberta Environment and Parks is undertaking a process and systems review to improve its approval times with constrained financial resources;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request the Government of Alberta to allocate sufficient financial resources to improve and streamline its *Water Act* approvals process and systems.

Member Background

Rural municipalities are experiencing significant delays when seeking approvals under the *Water Act* to proceed with infrastructure improvements. These delays impose significant financial, environmental, and social challenges for all municipalities. For example:

- Red Deer County has experienced both delays in timelines and additional costs incurred when working to meet Alberta Environment and Parks (AEP) regulations and obtain the required approvals, including Public Lands approvals. Much of the County's road network consists of rural roadways that require numerous watercourse crossings. The process to complete a Wetland Assessment and Impact Report is lengthy and expensive and must be completed during the growing season (May – October). In several instances, this has delayed the County from identifying a road in need of rehabilitation over the winter and tendering it for construction in the summer. It has also caused the cancellation of certain maintenance projects surrounded by wetlands.
- Rocky View County has submitted a number of drainage relief projects where the response times to the applications have been extensive (up to three years) and were followed by unilateral closure of files. Municipalities have limited time to execute a construction project during the spring and summer seasons, so any delays or refusals push a project back for up to one year. Extended response times have resulted in a loss of public trust in the County's ability to deliver infrastructure projects, and jeopardized land purchases.

Most rural municipalities can identify unreasonably long approval times that have added additional project costs, delayed upgrades that have impacted its residents' quality of life, and/or slowed infrastructure upgrades designed to improve environmental performance. In response to these delays Red Deer County has brought forward a resolution focused on improving the approval process for municipalities, while the County of Settler has focused on relaxing the need for formal approvals under the *Water Act*.

AEP has acknowledged the delays and is working to improve its process and systems. Recently, there have been drastic improvements in response times from the Water Boundaries unit to determine if a waterbody/wetland is Crown claimed. However, an overall process upgrade is necessary to develop digital application systems if performance is to be improved. As AEP seeks to improve its processes, the department is operating in a constrained financial environment. Rural municipalities recognize that approval delays have a multiplier effect and result in financial, social, and environmental impacts to the residents and the province. Therefore, Rocky View County is requesting support for AEP as it seeks to improve its response times.

RMA Background

4-17F: *Water Act* Approvals for Municipal Projects on Municipal Land

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties urge the Government of Alberta to relax the requirement for formal approvals on all road construction on municipal right of ways less than 40 metres wide and consider alternate strategies for protecting water resources.

DEVELOPMENT: Though the response from the Government of Alberta recognizes the challenges faced by municipalities who are subject to relatively short construction seasons and extensive infrastructure networks, the response does not indicate any change in process or regulation to the extent outlined in the resolution. This resolution is assigned a status of **Intent Not Met**.

1-16F: Alberta Environment and Parks Approvals for Construction Projects

THEREFORE, BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties requests that consideration be given to safety concerns related to delayed environmental approval processing and supports the creation of a process for municipalities to receive timely approvals from Alberta Environment with regard to construction projects.

DEVELOPMENT: The Government of Alberta response acknowledges the challenges that municipalities are facing in receiving timely approvals of works related to wetlands. The RMA is encouraged that Alberta Environment and Parks has identified this as a problem and is in the process of developing an updated regulatory process for road works impacting wetlands which will balance provincial and municipal needs regarding regulatory compliance and timeliness. The Government of Alberta has indicated that an Alberta Wetland Construction Directive and Alberta Wetland Construction Guide are forthcoming but have been delayed as of April 2018. The RMA assigns this resolution a status of **Accepted in Principle**, and will monitor progress made.

Resolution 18-18F

Utility Conflict in Municipal Right of Ways

Red Deer County

*Simple Majority Required
Endorsed by District 2 (Central)*

WHEREAS municipalities and contractors are experiencing road construction project completion delays and incurring added expense due to utility companies such as TELUS, ATCO and Fortis not meeting schedules for relocation of their infrastructure located within municipal right of ways; and

WHEREAS for many years, utility companies have utilized municipal right of ways for their infrastructure, both overhead and underground utilities; and

WHEREAS over the past several years, conflicts between municipalities and utility companies in relation to road construction and road maintenance projects have increased as utility companies are not meeting their agreed upon schedules for relocation of underground utility lines and overhead power lines; and

WHEREAS although the locating and marking of utilities used to occur within 48 hours, current experience has this process taking up to 10 to 12 days to complete;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta collaborate with the Government of Alberta and other stakeholders to create a better process of locating and marking utilities to alleviate the added costs and delays being incurred by municipalities conducting infrastructure maintenance or construction; and

FURTHER BE IT RESOLVED that options considered in this process include:

- **negotiate with utility companies to ensure they honor their schedules or be held responsible to pay for all delays, impacts and costs associated with these delays; and**
- **create a universal master agreement for utility companies to enter into with all municipalities whereby utility companies pay a fee per lineal meter for their utilities to be located within municipal road right of way.**

Member Background

For many years, utility companies have utilized municipal right of ways for their infrastructure, both overhead and underground utilities. There are several agreements with the various utility companies that have developed over time that allow them to place and maintain their infrastructure within municipal right of ways.

For the past several years, the conflicts with utility companies in relation to road construction and road maintenance projects have increased. Utility companies are not meeting their schedules to relocate their underground utility lines and overhead power lines. This causes project delays to construction schedules for municipalities and adds additional costs. The utility line locating process used to be as little as 48 hours to get lines located and marked. Municipalities are experiencing delays of up to 10 to 12 days to get utilities marked. Beyond that component, municipalities are experiencing much longer delays to have the actual utility relocated.

Current examples for Red Deer County include the following:

- Range Road 10 – Construction on this road was delayed due to TELUS's line relocation. Communication with TELUS commenced January 8, 2018, construction started in May and the line was not relocated until mid-June. The additional costs for to work around the TELUS lines is approximately \$50,000.
- Township Road 370 and ATCO – ATCO was notified of the road construction project in February 2017. They were updated in March 2018 that the project had been awarded to a contractor for summer 2018 construction. An onsite meeting was held on April 6, 2018. ATCO requires three months' notice in order to commit to relocating their power poles on road construction projects. It is now 18 months past the initial notice. This grading project will be completed in early August. As of August 1, 2018, ATCO has begun the survey for relocation of entire line. The road project will be completed and the contractor will be mobilized off the project before ATCO relocates their power line. This will lead to soil disturbance and re-landscaping of the ditches and slopes.

- FORTIS in Gasoline Alley's Laura Avenue – Construction completed in summer 2017 with final clean up and landscaping delayed to 2018 due to FORTIS delay, including their installation of the required street lights. Additionally, during the long delays, FORTIS provided three cost estimates that started at \$39,000 and increased to \$52,700 then to \$121,700 with no additional scope or work added and no detailed back up provided on how FORTIS obtained these numbers. The street lights were finally installed in late July, a year later than scheduled.
- AltaLink in the Markerville area –AltaLink located several large structures within the road right of way that were too close to the road shoulder and intersections, posing hazardous situations. Due to the cost to AltaLink to re-locate these large structures, a guardrail was installed around the structures.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 19-18F

Separation of Industrial Hemp from Cannabis Regulations

Brazeau County

*Simple Majority Required
Endorsed by District 3 (Pembina River)*

WHEREAS Canada is one of the world's largest hemp producers, growing an estimated 138,000 acres in 2017; and

WHEREAS the Government of Canada is beginning to allow cannabidiol (CBD) extraction from hemp concurrently with the development of regulations for adult-use recreational cannabis; and

WHEREAS on April 18, 2018, the Government of Ontario announced changes to regulate cannabis below 0.3% tetrahydrocannabinol (THC) (hemp plant and its derivatives) within the authority of agriculture, setting the tone for change across the county; and

WHEREAS this movement would be welcome news for many Canadian hemp farmers, entrepreneurs and investors providing a strong market advantage for hemp-based CBD products in North America;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta advocate to the Government of Alberta to classify industrial hemp as an agriculture product.

Member Background

Brazeau County has been an advocate for economic diversification through the development of the bio-economy in Alberta, including the development of a hemp cluster in the region. It has been working in partnership with the Alberta Hemp Alliance and supporting and educating farmers, entrepreneurs and investors on the many opportunities this ancient crop has to offer.

Recently, the Government of Ontario passed Regulation 327/18: "Non-Application of Act to Certain Cannabis and Cannabis Products" specific to industrial hemp. Ontario is the first province to pass this regulation and we urge Alberta to be the next to strengthen this movement across the country in support of economic development and market leader advantage in North America.

A link to Ontario Regulation 327/18 is attached for reference:

<https://www.ontario.ca/laws/regulation/r18327>.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 20-18F

Decommissioning Costs for Wind Energy Developments

MD of Pincher Creek

*Simple Majority Required
Endorsed by District 1 (Foothills-Little Bow)*

WHEREAS the Alberta Utilities Commission (AUC) regulates the utilities sector, natural gas and electricity markets to protect social, economic and environmental interests of Alberta where competitive market forces do not; and

WHEREAS the AUC ensures that electric facilities are built, operated and decommissioned in an efficient and environmentally responsible way; and

WHEREAS provincial growth and policy has increased the amount of development of wind power plants and their associated infrastructure; and

WHEREAS wind power plants have a limited life-cycle and will require either decommissioning or repowering at the end of that life cycle; and

WHEREAS if a wind power plant is abandoned during or after its life cycle, the components and associated infrastructure may be abandoned on the landscape, becoming an unsafe and unsightly nuisance, creating a costly cleanup for landowners, and further, the affected municipality; and

WHEREAS pursuant to Section 5(1)(h) of the *Hydro and Electric Energy Act*, the AUC may make regulations as to the measures to be taken in the construction, operation or abandonment of any power plant for the protection of life, property and wildlife; and

WHEREAS pursuant to Section 5(4) of the *Hydro and Electric Energy Act*, subject to the approval of the Minister responsible for the *Environmental Protection and Enhancement Act*, the AUC may make regulations as to the measures to be taken in the abandonment of any power plant for the control of pollution and ensuring environment conservation; and

WHEREAS the AUC falls within the structure of the Ministry of Energy, and the Ministry develops policy for renewable electricity;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request Alberta Energy to direct the Alberta Utilities Commission to establish a method of ensuring that there is funding in place to ensure that an abandoned wind energy plant is decommissioned and reclaimed in an environmentally responsible way.

Member Background

The Government of Alberta's Climate Leadership Plan is helping to provide for further renewable energy developments within the province. Wind power plant developments, in particular, use large amounts of land and the ever-evolving technology is calling for larger and larger equipment being used.

Wind power development has now expanded throughout the province. Municipal councils are charged with the responsibility of providing for the orderly development of land and land uses within the municipality.

A typical wind power plant can easily involve as many as twenty wind turbines, a facility substation, an interconnection transmission line, kilometers of underground cables, and the associated crane pads and access roads.

Alberta was home to the first commercial wind power plant in Canada, the Cowley Ridge Wind Farm. This plant was recently decommissioned by the facility owner. All the above ground components were removed but the underground wiring, concrete for foundations, and transformer pads remain in place. The owner states those components will be removed in 2019. The owner also reports that they recycled 90% of the Cowley Ridge turbines and that 50% of the decommissioning costs were recovered through metal sales.

The big question is, what would have happened to the site if the owner simply walked away from it? Would the landowner remove the facility? What if the landowner left? Would it cause environmental and safety hazards if left to deteriorate? This issue is being raised in Europe and North America. For example, the

State of Montana's Department of Environmental Quality requires bonding for wind farm developments 25MW or greater.

Since the start of this type of development, these concerns have been raised. Over the years developers have provided answers similar to the following. With regard to the costs, "the value of the salvage pays for the removal and reclamation," and also, "the site will be repowered at the end of the current equipment's lifespan."

Municipalities have also been told that the agreements in place between the developer and the landowner addresses these concerns and covers off the removal and restoration, as may have been the case in the Cowley Ridge example. However, concerns continue to be raised due to the recent issues around oil and gas well abandonment. When companies that sell off the asset, and the responsibility, or the final company goes bankrupt, what is the recourse for the landowner and eventually the municipality?

With the scale of these developments, what would happen if a development was abandoned after it is no longer able to produce? The idea has been suggested that the municipality could handle the issue as an unsightly premises and go after the landowner to clean it up. After all, that landowner may have benefited greatly over the years from of that project. If it is not done, a municipality eventually would go through the courts to get permission to remove it and add those costs to the property taxes. Due to the sheer scale of these developments and the costs for removing them, does there come a point when the cost is greater than the value of the land? If so, the landowner walks away and the municipality is left with the cost.

RMA Background

6-18S: Wind Energy Regulations Required at the Provincial Level

THEREFORE, BE IT RESOLVED the Rural Municipalities of Alberta (RMA) request the Government of Alberta to undertake the creation of a Renewable Energy Division within the AER to approve, regulate, and enforce the responsible development, reclamation, and assessment of renewable energy projects in the Province of Alberta;

FURTHER BE IT RESOLVED that renewable energy projects formally proceeding into the review and approval stage of the above-noted Renewable Energy Division are to be corporately approved and construction ready projects, not speculative or conditional in any way;

FURTHER BE IT RESOLVED that the RMA request the Government of Alberta to set up and enforce the collection of monetary funds towards the implementation of an Orphan Renewable Energy Fund to oversee potential future reclamation of abandoned renewable energy sites.

DEVELOPMENT: RMA has not yet received a government response to this resolution.

Resolution 21-18F

Scrap Metal (Copper) Theft

Woodlands County

*Simple Majority Required
Endorsed by District 3 (Pembina River)*

WHEREAS in 2013, the Government of Alberta passed legislation called the *Scrap Metal Dealers and Recyclers Identification Act*, and

WHEREAS scrap metal means new or used items substantially made of aluminum, brass, bronze, copper, stainless steel, steel, tin or other metal prescribed by the regulations; and

WHEREAS the *Scrap Metal Dealers and Recyclers Identification Act* requires scrap metal dealers or recyclers purchasing or receiving scrap metal to record the information of the transaction and proof of identity of the person selling the scrap metal; and

WHEREAS within 24 hours of purchasing or receiving scrap metal of a weight that is greater than a weight prescribed in the regulations, a scrap metal dealer or recycler shall provide the prescribed information collected under this section to a law enforcement agency; and

WHEREAS the Government of Alberta has not proclaimed the legislation and published the regulation for the *Scrap Metal Dealers and Recyclers Identification Act*;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta advocate to the Government of Alberta to proclaim the *Scrap Metal Dealers and Recyclers Identification Act* and create the regulation to assist with the deterrence of copper theft and other scrap metal.

Member Background

Theft of copper has increased over the years and is extremely costly to the electricity sector as well as construction, telecommunication and industrial companies. Copper is an expensive material to replace, and costs to repair damaged infrastructure can be even more significant to these sectors. Copper theft not only puts the lives of the thieves at risk, but also the safety of emergency first responders, utility workers and local residents.

A number of other provinces have passed similar legislation which has resulted in the decrease of theft in copper and other scrap metal material.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 22-18F

Amendment to the Wildlife Regulations Regarding Cougars

MD of Smoky River

*Simple Majority Required
Endorsed by District 4 (Northern)*

WHEREAS according to the Alberta Environment and Parks document titled *Management Plan for Cougars in Alberta, Wildlife Management Planning Series Number 8*, cougar (*Puma concolor*) sightings and interactions among humans increased in the 20-year period up to 2012; and

WHEREAS in Alberta, according to the *Wildlife Regulation*, a landowner or occupant can authorize any resident to assist with the killing of wolves or bears legally on his or her property at any time of year, however only the owner or occupant of land may kill a cougar; and

WHEREAS multiple sources indicate that the appropriate way to deal with a cougar that has encroached and interacts fearlessly with humans is to euthanize it; and

WHEREAS landowners, especially those with little or no hunting or firearms experience, or who lack appropriate firearms, are ill-equipped to protect themselves, their families, their livestock or their pets in the case where cougars encroach on their properties;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request the Government of Alberta to amend section 7, subsection 3 of the *Wildlife Regulation* to provide the same hunting allowances for cougars on private land that already exist for wolves and black bears; and

FURTHER BE IT RESOLVED that section 7, subsection 8 of the *Wildlife Regulation*, which establishes separate hunting allowances for cougars on private land, be repealed; and

FURTHER BE IT RESOLVED that reporting a cougar kill remain as a requirement of the *Wildlife Regulation*.

Member Background

In 2018, in the MD of Smoky River, a landowner living within four miles of the Town of Falher chased a cougar away from his farmyard with his pickup. The cougar entered a small treed area approximately ½ mile from his yard. The landowner, not knowing who else to turn to, called the Director of Protective Services for the MD, as he viewed the issue as an imminent threat. The employee attempted to contact Alberta Fish and Wildlife for assistance, but as this took place on a Friday after business hours, was unable to reach any Fish and Wildlife personnel. Due to the cougar's proximity to several yard sites where young children were present, the MD employee circled the treed area several times with his vehicle, and believing the cougar had moved on, the employee entered the bush to confirm. When the employee made some noise in the treed area, the cougar jumped onto a fallen tree approximately 75 yards away, turned and snarled at the employee. The employee shot and killed the cougar and reported the kill to Fish and Wildlife. Fish and Wildlife asked the employee to come see them at their office in Peace River, which the employee did. The officer proceeded to read the employee his rights. The employee invoked his right to having an attorney present and left the Fish and Wildlife office. Fish and Wildlife later issued a written warning to the employee.

Rural Alberta is an expansive area. The MD of Smoky River is covered by three Fish and Wildlife offices which each cover a small portion of our municipality, each office is approximately 45 minutes from the Town of Falher. Assuming an incident happened during work hours, response would be at best one hour away. During non-regular hours, response time would at best be several hours and as is typical, several days away. A local emergency issue involving an apex predator requires local immediate response, whether that be with municipal or private citizen assistance. The legislation changes this resolution seeks would enable landowners who are not equipped or able to deal with a cougar on their property to seek assistance without waiting hours or potentially days for a Fish and Wildlife Officer to respond.

The following background information supports statements made in the "whereas" clauses of the resolution.

1. "Cougar (*Puma concolor*) sightings and interactions among humans increased in the 20-year period up to 2012"

A conservative harvest regime and abundant prey populations have allowed Alberta's cougar population to expand in distribution and increase in numbers over the past 20 years. The current provincial estimate is 2,050 cougars, distributed across most of the southern two-thirds of the province. Cougars are now common throughout much of the white zone and appear very capable of exploiting habitat near human residences and other human activity. Cougar-human conflicts and safety concerns by the public have increased, and although the majority of rural Albertans appear to value cougars, most do not want cougars to be present near their residences.

2. "A landowner or occupant can authorize any resident to assist with the killing of wolves or bears legally on his or her property at any time of year, however only the owner or occupant of land may kill a Cougar"

Government of Alberta leaflet "Cougars – also known as pumas or mountain lions (in the "Preventing Conflict with Wildlife" series) "Any person who is the owner or occupant of privately owned land may at any time of the year, without the use of dogs, hunt (but not trap) cougar on such lands without a license. Under this authority, registration is required within one week of the kill."

3. "Multiple sources indicate that the appropriate way to deal with a Cougar that has encroached and interacts fearlessly with humans is to euthanize it"

"For high risk conflict events (e.g. cougar displays overly familiar behaviour towards people on multiple occasions or attacks a person) destroying the cougar is the most appropriate action (Cougar Management Guidelines 2005)."

"Response to cougar-human conflicts is currently directed by the *Cougar Response Guide*, which outlines the circumstances under which cougars of various age classes should be captured and relocated and/or euthanized. In general, cougars may be captured and relocated in situations where the investigating officer determines there is a potential public safety threat, or where a cougar has attacked pets or livestock. Cougars that make unprovoked contact with humans are euthanized.

For more information, view the following media articles:

Encounter with Cougars on the Rise Across Alberta

CALGARY HERALD – APRIL 5, 2015

Colette Derworiz

CANMORE — As cougars spread out across Alberta, wildlife officials say they are noticing a steady rise in conflict between the big cats and people living in cities, towns and on private land throughout the province.

Link: <https://calgaryherald.com/news/local-news/encounters-with-cougars-on-the-rise-across-alberta>

OHS Confirms More Details of Cougar Attack on Pipeline Worker

MY GRANDE PRAIRIE NOW – FEBRUARY 3, 2015

Erica Fisher

Two pipeline workers south of Grande Prairie were injured in a cougar attack.

Link: <https://www.mygrandeprairienow.com/6689/ohs-confirms-more-details-of-cougar-attack-on-pipeline-worker/>

More Precautions Needed by Hikers in Alberta to Avoid Cougar Attacks, Warns Experts

THE CANADIAN PRESS – MAY 27, 2018

Cougars are being encountered more often, people need to be aware and take more precautions to protect themselves.

Link: https://edmontonjournal.com/news/local-news/you-may-not-see-them-but-they-see-you-cougar-attack-a-stark-reminder-for-canmore-family/wcm/bf022c76-2bdc-43f9-9cb2-0bd04e2027ef?utm_term=Autofeed&utm_campaign=Echobox&utm_medium=Social&utm_source=Twitter#link_time=1527518841

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 23-18F

Social Well-Being of An Employee and Domestic Violence – Occupational Health and Safety Act

MD of Willow Creek

*Simple Majority Required
Endorsed by District 1 (Foothills-Little Bow)*

WHEREAS the term “domestic violence” is now included in the *Occupational Health and Safety Act* (OHSA), requiring employers to address domestic violence; and

WHEREAS the OHSA requires employers to be responsible for the “social well-being” of employees;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta request that the Government of Alberta define what is meant by “social well-being” of an employee within the *Occupational Health and Safety Act* (OHSA) and the responsibilities of an employer with regard to “domestic violence or suspicion of domestic violence” within the OHSA.

Member Background

Recent changes to the *Occupational Health and Safety Act* (OHSA) have done little to ensure the safety of the workers other than to muddy the waters. Making employers responsible for the “social well-being” of workers is not defined. What does “social well-being” mean and what role if any should an employer be legislated to do? If an employee has had an incident off the work site unrelated to the job, when does the employer go from being responsible to address the matter to being a snoop? Is it the job of an employer to embed themselves in the private lives of its employees? If an incident clearly affects the employee’s work, there is already opportunity for an employee to ask the employer for access to help such as an Employee’s Assistance Plan. An employer is already required to allow time off for employees to seek counselling for family matters, addictions or health issues.

Is it the duty of employers to become involved in incidents of “domestic violence” outside of the work environment? There is a wealth of external support agencies committed and trained to address the issue of “domestic violence”. Why should this fall to the employer, who is not trained in this field? The lack of clarity of the changes to OHSA as to what, where and when an employer should embed the organization in the private lives of its employees leaves the organization at risk.

RMA Background

RMA has no active resolutions directly related to this issue.

Resolution 24-18F

Review of Education Funding Formula

Athabasca County

*Simple Majority Required
Endorsed by District 3 (Pembina River)*

WHEREAS school boards receive education funding primarily on a per student basis; and

WHEREAS rural populations are declining in some areas of Alberta; and

WHEREAS school jurisdictions with declining enrolments experience funding reductions that far exceed their ability to reasonably reduce expenses;

THEREFORE, BE IT RESOLVED that the Rural Municipalities of Alberta supports the Alberta School Boards Association position that the Government of Alberta review the K-12 funding formula for schools and school boards.

Member Background

In the fall of 2017, the Alberta School Boards Association (ASBA) approved the following motion:

Be it resolved that ASBA requests the Government of Alberta undertake a comprehensive review of the K-12 Funding Framework in its entirety in consultation with school boards.

To date, this review has not commenced. The majority of funding in all three “envelopes” of funding provided for education in Alberta (instruction, plant operations and maintenance, and transportation) all primarily use per-student funding as its basis.

The rural population decline throughout the province negatively impacts rural school boards, as the operational costs for rural schools is not significantly reduced despite these schools operating at far less than capacity.

The result is that rural schools and school boards are at a disadvantage in terms of receiving funding from the province, leaving the per student operational costs for rural schools to be higher than that of urban schools.

RMA Background

RMA has no active resolution directly related to this issue.



REQUEST FOR DECISION

SUBJECT: Council Christmas Greeting Advertising 2018		
PRESENTATION DATE: November 13, 2018		
DEPARTMENT: Council	WRITTEN BY: Djurdjica Tutic / Communications	REVIEWED BY: Rick Emmons / CAO
BUDGET CONSIDERATIONS: <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA:	STRATEGIES:
ATTACHMENT(S): Example of 2017 Advertisement		

STAFF RECOMMENDATION: 1. That Council direct staff in terms of preparing and publishing Christmas Greeting advertisements in their behalf.
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BACKGROUND:

Last year, Council included a Christmas greeting advertisement in the Mountaineer, Western Star and Sundre Round Up (example attached). The advertisements run for one week in December, and are printed in full colour, and include a photo of Council and Christmas greeting.

The total cost for three Christmas Greeting advertisements in 2017 was approximately \$1,000.00 and costs were equally divided and paid by Councillors.

Staff would like to determine Council's interest in publishing a 2018 Christmas Greeting.

From All of Us to All of You:

*We wish you a Merry Christmas
and a Happy New Year*



from Clearwater County Council

May the Christmas season bring
much happiness, good health and good
fortune to you and your loved ones.



PAID FOR BY COUNCIL

Follow Clearwater County
on Facebook
or on Twitter @clearwatercnty.



Phone 403-845-4444 | www.clearwatercounty.ca



P.O. Box 550, 4340 - 47th Avenue, Rocky Mountain House, AB T4T 1A4



Councillor and Board Member Remuneration Statement



Name of Councillor / Board Member:	Daryl Loughheed
Date:	Oct. 15 / 2010
Signature (Councillor / Board Member):	Daryl Loughheed

PAYMENT PERIOD

<input type="checkbox"/> January	<input type="checkbox"/> February	<input type="checkbox"/> March	<input checked="" type="checkbox"/> April
<input type="checkbox"/> May	<input type="checkbox"/> June	<input type="checkbox"/> July	<input type="checkbox"/> August
<input type="checkbox"/> September	<input type="checkbox"/> October	<input type="checkbox"/> November	<input type="checkbox"/> December

Council Supervision Rate	\$1,003.00 / Monthly
Reeve Supervision Rate	\$2,014.00 / Monthly
Deputy Reeve Supervision Rate	\$1,250.00 / Monthly

Date	Type of Meeting Attended	First 4 Hours \$161.00	Next 4 Hours \$127.00	Next 4 Hours \$127.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.55/km
3	Workshop fire station	x					60
4	Leslieville " "	x					22
5	Condor " "	x					—
10	Council				x		60
16	A & P	x	x				60
16	Physician Recruit.			x			60
17	Workshop	x					60
18	MPC	x					60
18	WRSD @ Caroline		x				80
19	Hospital committee	x					64
24	Council				x		60
28	Ag Society Bngt						—
30	Regional Fire @ HQ - re agenda/FAC						60

PAID

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Remuneration Calculation (for office use only)

7	Meetings @ 161.00 =	1127.00	646	Kms @ \$0.55 =	355.30
3	Meetings @ 127.00 =	381.00	—	Lunch @ 16.00 =	—
2	Meetings @ 288.00 =	576.00			
	Supervision =	1003.00			
TOTAL =		3087.00		TOTAL =	355.30



Councillor and Board Member Remuneration Statement

Name of Councillor / Board Member:	Daryl Loughheed
Date:	Oct. 15 / 2018
Signature (Councillor / Board Member):	Daryl Loughheed



PAYMENT PERIOD

<input type="checkbox"/> January	<input type="checkbox"/> February	<input type="checkbox"/> March	<input type="checkbox"/> April
<input checked="" type="checkbox"/> May	<input type="checkbox"/> June	<input type="checkbox"/> July	<input type="checkbox"/> August
<input type="checkbox"/> September	<input type="checkbox"/> October	<input type="checkbox"/> November	<input type="checkbox"/> December

Council Supervision Rate	\$1,003.00 / Monthly
Reeve Supervision Rate	\$2,014.00 / Monthly
Deputy Reeve Supervision Rate	\$1,250.00 / Monthly

Date	Type of Meeting Attended	First 4 Hours \$161.00	Next 4 Hours \$127.00	Next 4 Hours \$127.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.55/km
1	Council Special (CAO)	x					60
3	D.T. Rec. Board	x					6
8	Council				x		60
9	Reg. Fire Advisory	x					60
11	Reg. Fire Advancement	x					60
14	Joint with Town	x	x				64
15	Workshop - broadband	x	x				60
17	Checkstop BBQ	—					—
19	Caroline Parade	x					80
22	Council				x		60
23	Four council workshop (CF)	x					64
23	Nordegg BB engagement		x				—
24	BB engagement	x					64
28	BB @ Leslieville	x					22
29	BB @ Caroline	x					80

PAID

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Remuneration Calculation (for office use only)

11	Meetings @ 161.00 =	1771.00	740	Kms @ \$0.55 =	407.00
3	Meetings @ 127.00 =	381.00	—	Lunch @ 16.00 =	—
2	Meetings @ 288.00 =	576.00			
	Supervision =	1003.00			
TOTAL =		3731.00	TOTAL =		407.00



Councillor and Board Member Remuneration Statement



Name of Councillor / Board Member:	Daryl Loughheed
Date:	October 15 / 2018
Signature (Councillor / Board Member):	Daryl Loughheed

PAYMENT PERIOD

<input type="checkbox"/> January	<input type="checkbox"/> February	<input type="checkbox"/> March	<input type="checkbox"/> April
<input type="checkbox"/> May	<input checked="" type="checkbox"/> June	<input type="checkbox"/> July	<input type="checkbox"/> August
<input type="checkbox"/> September	<input type="checkbox"/> October	<input type="checkbox"/> November	<input type="checkbox"/> December

Council Supervision Rate	\$1,003.00 / Monthly
Reeve Supervision Rate	\$2,014.00 / Monthly
Deputy Reeve Supervision Rate	\$1,250.00 / Monthly

Date	Type of Meeting Attended	First 4 Hours \$161.00	Next 4 Hours \$127.00	Next 4 Hours \$127.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.55/km
7	DT. Rec Board (BBQ)	—					—
12	Council				X		60
13	Hospital committee	X					64
9	Rocky parade	X					60
18	A&P	X	X				60
18	Physician Recruit.			X			60
19	Workshop - facilities	X					60
20	MPC	X	X				60
20	Trans Canada Pipeline						—
26	Council				X		60
28	Regional fire discussion	—					—

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Remuneration Calculation (for office use only)

5	Meetings @ 161.00 =	805.00	484	Kms @ \$0.55 =	266.20
3	Meetings @ 127.00 =	381.00	—	Lunch @ 16.00 =	—
2	Meetings @ 288.00 =	576.00			
	Supervision =	1003.00			
	TOTAL =	2765.00		TOTAL =	266.20



Councillor and Board Member Remuneration Statement



Name of Councillor / Board Member:	Daryl Loughheed
Date:	Oct. 15 / 2018
Signature (Councillor / Board Member):	Daryl Loughheed

PAYMENT PERIOD

<input type="checkbox"/> January	<input type="checkbox"/> February	<input type="checkbox"/> March	<input type="checkbox"/> April
<input type="checkbox"/> May	<input type="checkbox"/> June	<input checked="" type="checkbox"/> July	<input type="checkbox"/> August
<input type="checkbox"/> September	<input type="checkbox"/> October	<input type="checkbox"/> November	<input type="checkbox"/> December

Council Supervision Rate	\$1,003.00 / Monthly
Reeve Supervision Rate	\$2,014.00 / Monthly
Deputy Reeve Supervision Rate	\$1,250.00 / Monthly

Date	Type of Meeting Attended	First 4 Hours \$161.00	Next 4 Hours \$127.00	Next 4 Hours \$127.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.55/km
1	Canada Day Hist. Site	—					—
3	BB update w/Town	X					60
6	Caroline ICF	X					80
10	Council				X		60
12	Regional Fire Advisory	X					60
13	Caroline ICF	X					80
17	Strategic Planning	X					60
18	MPC	X					60
19	Ratepayer meeting (Byzitter)	—					28
24	Council				X		60

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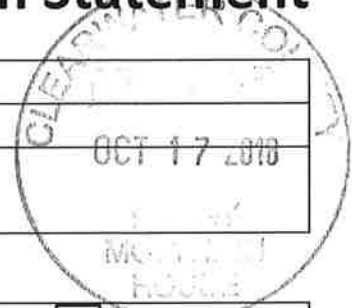
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Remuneration Calculation (for office use only)			
6	Meetings @ 161.00 =	966.00	548
—	Meetings @ 127.00 =	—	
2	Meetings @ 288.00 =	576.00	Kms @ \$0.55 = 301.40
	Supervision =	1003.00	
TOTAL =		2545.00	Lunch @ 16.00 = —
			TOTAL = 301.40



Councillor and Board Member Remuneration Statement

Name of Councillor / Board Member:	Daryl Loughheed
Date:	Oct. 15/2018
Signature (Councillor / Board Member):	Daryl Loughheed



PAYMENT PERIOD

<input type="checkbox"/> January	<input type="checkbox"/> February	<input type="checkbox"/> March	<input type="checkbox"/> April
<input type="checkbox"/> May	<input type="checkbox"/> June	<input type="checkbox"/> July	<input type="checkbox"/> August
<input checked="" type="checkbox"/> September	<input type="checkbox"/> October	<input type="checkbox"/> November	<input type="checkbox"/> December

Council Supervision Rate	\$1,003.00 / Monthly
Reeve Supervision Rate	\$2,014.00 / Monthly
Deputy Reeve Supervision Rate	\$1,250.00 / Monthly

Date	Type of Meeting Attended	First 4 Hours \$161.00	Next 4 Hours \$127.00	Next 4 Hours \$127.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.55/km
10	Tri-council	X	X				64
11	Council				X		60
12	MPC	X					60
17	A&P	X	X				60
17	Physician Recruit			X			—
19	HUB meet & greet	—					—
21	Caroline icf	X					80
24	Hospital committee	X					64
25	Council				X		60
26	Ratepayer mtg (Stipend)	—					22

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Remuneration Calculation (for office use only)							
5	Meetings @ 161.00 =	805.00		470	Kms @ \$0.55 =	258.50	
3	Meetings @ 127.00 =	381.00		—	Lunch @ 16.00 =	—	
2	Meetings @ 288.00 =	576.00					
	Supervision =	1003.00					
TOTAL =		2765.00					TOTAL = 258.50



Councillor and Board Member Remuneration Statement

Name of Councillor / Board Member:	Michelle Swanson
Date:	Oct 19
Signature (Councillor / Board Member):	<i>Michelle Swanson</i>

PAYMENT PERIOD

<input type="checkbox"/> January	<input type="checkbox"/> February	<input type="checkbox"/> March	<input type="checkbox"/> April
<input type="checkbox"/> May	<input type="checkbox"/> June	<input type="checkbox"/> July	<input checked="" type="checkbox"/> August
<input type="checkbox"/> September	<input type="checkbox"/> October	<input type="checkbox"/> November	<input type="checkbox"/> December

Council Supervision Rate	\$1,003.00 / Monthly
Reeve Supervision Rate	\$2,014.00 / Monthly
Deputy Reeve Supervision Rate	\$1,250.00 / Monthly

Date	Type of Meeting Attended	First 4 Hours \$161.00	Next 4 Hours \$127.00	Next 4 Hours \$127.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.55/km
Aug 4	Leslieville Antique Days						
Aug 9	Bentley Parade	✓					126
Aug 16	Heritage Board Tour Day	✓	✓				26
Aug 18	National Historic Site						
Aug 21	Town RMH Observe Cannabis Hearing						26
Aug 22	Seniors Housing	⓪					
Aug 23	AG Tour Day	✓	✓				
Aug 28	Council Meeting				✓		26
Aug 29	Brownlee Luncheon Innisfail						

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3	Meetings @ 161.00 =	483.00		204	Kms @ \$0.55 =	112.20
2	Meetings @ 127.00 =	254.00		—	Lunch @ 16.00 =	—
1	Meetings @ 288.00 =	288.00				
	Supervision =	1003.00				
1	Westview @ \$81	81.00				
TOTAL		2109.00				TOTAL = 112.20



Councillor and Board Member Remuneration Statement

Name of Councillor / Board Member:	Michelle Swanson
Date:	October 19
Signature (Councillor / Board Member):	<i>Michelle Swanson</i>

PAYMENT PERIOD

<input type="checkbox"/> January	<input type="checkbox"/> February	<input type="checkbox"/> March	<input type="checkbox"/> April
<input type="checkbox"/> May	<input type="checkbox"/> June	<input type="checkbox"/> July	<input type="checkbox"/> August
<input checked="" type="checkbox"/> September	<input type="checkbox"/> October	<input type="checkbox"/> November	<input type="checkbox"/> December

Council Supervision Rate	\$1,003.00 / Monthly
Reeve Supervision Rate	\$2,014.00 / Monthly
Deputy Reeve Supervision Rate	\$1,250.00 / Monthly

Date	Type of Meeting Attended	First 4 Hours \$161.00	Next 4 Hours \$127.00	Next 4 Hours \$127.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.55/km
Sept 5	Rec Board Mtg	✓					26
Sept 6	DT Rec Board Mtg	✓					96
Sept 10	Tri Council Mtg	✓	✓				26
Sept 11	Council Meeting				✓		26
Sept 12	FCSS	✓					26
Sept 17	Agenda's & Priorities Mtg	✓	✓				26
Sept 18	Heritage Board AlexoTour	✓	✓				26
Sept 19	Seniors Housing Mtg	Ⓢ					
Sept 19	Prov Broadband Webinar						26
Sept 19	Caroline Hub Meet & Greet						113
Sept 20	RDRMUG	✓	✓				643
Sept 25	Council Meeting				✓		26
Sept 25	AUMA						110
Sept 26	AUMA	✓	✓				
Sept 27	AUMA	✓	✓				
Sept 28	AUMA	✓	✓				110

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Sept 29 *Compassionate Care Gala* (more space on back of page)

Remuneration Calculation (for office use only)							
10	Meetings @ 161.00 =	1610.00		1280	Kms @ \$0.55 =	704.00	✓
7	Meetings @ 127.00 =	889.00		—	Lunch @ 16.00 =	—	
2	Meetings @ 288.00 =	576.00		HOTEL RECEIPT		457.77	
	Supervision =	1003.00					
						TOTAL =	1161.77

1 Meeting @ \$81 SR HOUSING 81.00 ✓
TOTAL 4159.00



HOWARD JOHNSON RED DEER

71 GASOLINE ALLEY EAST
RED DEER AB T4E 1B1 CA

Phone: (403) 343-8444

Fax: (403) 342-4310

Email: reservations@hojoreddeer.com

Printed: 28/09/2018 8:04:15 AM

Folio (Detailed)

Name: MICHELLE, SWANSON Confirmation Number: 84462EC002286
Company: ALBERTA MUNICIPAL SERVICES COR Account Number: 885-729109

Room: 105 Room Type: NQQ2, 2 QUEEN BEDS / Nights: 3 Guests: 1/0
Rate Plan: SBK Daily Rate: NSMK GTD: SAT - CREDIT CARD
Arrival: 25/09/2018 (Tue) Departure: \$139.99 + \$12.60 Tax 28/09/2018 (Fri) TERMINAL

Room Rate:

25/09/2018 (Tue) - 27/09/2018 (Thu) \$139.99 + \$12.60 Tax per night.

Date	Code	Description	Amount	Balance
25/09/2018	RM	ROOM CHARGE	\$139.99	\$139.99
25/09/2018	TAX1	GST TAX	\$7.00	\$146.99
25/09/2018	TAX2	TOURISM LEVY	\$5.60	\$152.59
25/09/2018	VISA	VISA - 1501	-\$457.77	-\$305.18
26/09/2018	RM	ROOM CHARGE	\$139.99	-\$165.19
26/09/2018	TAX1	GST TAX	\$7.00	-\$158.19
26/09/2018	TAX2	TOURISM LEVY	\$5.60	-\$152.59
27/09/2018	RM	ROOM CHARGE	\$139.99	-\$12.60
27/09/2018	TAX1	GST TAX	\$7.00	-\$5.60
27/09/2018	TAX2	TOURISM LEVY	\$5.60	\$0.00

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Summary

Room	Tax	F&B	Other	CC	Cash	DB
\$419.97	\$37.80	\$0.00	\$0.00	-\$457.77	\$0.00	\$0.00

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Guest Signature:

(1) Regardless of charge instructions, the undersigned acknowledges the above as personal indebtedness. (2) This property is privately owned and management reserves the right to refuse services to any one, and will not be responsible for injury or accidents to guests or loss of money, jewelry or any personal valuables of any kind. "We or our affiliates may contact you about goods and services unless you call 888-946-4283 or write to Opt Out/ Privacy, Wyndham Hotel Group, LLC, 22 Sylvan Way, Parsippany, NJ 07054 to opt out. View our website about privacy."