

**CLEARWATER COUNTY
COUNCIL AGENDA
August 13, 2013 9:00 A.M.
Council Chambers
4340 – 47 Avenue, Rocky Mountain House AB**

9:45 Rocky Mountain House Airport Commission – Airport Agreement Update

A. CALL TO ORDER

B. AGENDA ADOPTION

C. CONFIRMATION OF MINUTES

1. July 23, 2013 Regular Meeting Minutes
2. July 23, 2013 Public Hearing Minutes

D. PUBLIC WORKS

1. Policy Review: Approach Construction Guidelines
2. Access Road Request SW 21-39-08 W5
3. Access Road Request SW 12-39-07 W5
4. Bylaw 978/13 Road Allowance Permit

E. MUNICIPAL

1. 9:45 Rocky Mountain House Airport Commission – Airport Agreement Update
2. AAMDC School Tax Resolution
3. Brazeau County Invitation

F. CORPORATE SERVICES

1. Advance Vote – 2013 Election

G. PLANNING & DEVELOPMENT

1. Bylaw 980/13 Application to Amend Land Use PT NE 14-39-07 W5

H. COMMUNITY AND PROTECTIVE SERVICES

1. 2014 – 15 Municipal Internship Application
2. Reeve's Economic Summit: Forestry Working Group Report
3. Reeve's Economic Summit: Tourism Working Group Report

I. IN CAMERA

1. CAO Performance Review
2. Personnel

J. COMMITTEE REPORTS

1. Provincial ASB Committee Report - VERBAL

K. INFORMATION

1. CAO'S Report
2. Public Works Director's Report
3. Accounts Payable Listing
4. Councillor Remuneration

L. ADJOURNMENT

TABLED ITEMS

Date

Item, Reason and Status

04/10/12

Arbutus Hall Funding Request

- To allow applicant to provide a complete capital projects plan.

STATUS: Pending Information, Community and Protective Services



Agenda Item

Project: Approach Construction Guidelines Policy Review	
Presentation Date: August 13, 2013	
Department: Public Works	Author: Erik Hansen/Marshall Morton
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Infrastructure & Asset Management	Goal: - To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>APPROACH CONSTRUCTION GUIDELINES</u>	
Recommendation: That Council reviews the information provided and direct staff to draft any changes to the described policy as required.	
Attachments List: Approach Construction Guidelines Policy	

Background: As requested by Councillor Korver, the administration is bringing forth the Approach Constructions Guidelines Policy for Council's review.

The subject item for review is in regards to the standard width the County provides for an approach. Currently the standard width for an approach is 7.3m for a single approach and 9.8m for a double approach. Some concerns have been raised that the single approach width is too narrow for a double trailer configuration (B-Train) and that the County should provide an approach wide enough to accommodate this configuration during road improvements if requested.



Paragraph 3 of the policy states- **During municipal road improvements conducted by the County, a landowner may request an approach to be widened to accommodate large pieces of equipment. The widening of said approach will not be free of charge (if widening extends beyond a total surface width of 7.3m or 24 feet) to the landowner but can be done in exchange for borrow material or a negotiated exchange approved by the Director of Public Works. If the landowner wishes he could also pay the County an approved amount to widen the approach.**

The Administration does not typically have many requests to widen a standard approach beyond the 7.3m during road construction or road improvements. If Council chooses to provide an increased width at the County's expense we anticipate the requests for wider approaches would increase significantly.

See Attached Policy

Clearwater County

APPROACH CONSTRUCTION GUIDELINES

EFFECTIVE DATE: October 15, 2009

Revised: March 26, 2013

SECTION: Public Works

POLICY STATEMENT:

The County is responsible to provide reasonable approach from any developed County roadway to each existing adjacent property. With the approval from the County, property owners are responsible for the development of additional approaches beyond those provided for by this policy. The purpose of this policy is therefore to provide direction regarding the responsibility for the construction of approaches from adjacent County roadways and specifications for same.

DEFINITIONS

- Approach – Any entrance located within a municipal road allowance or right-of-way that provides ingress and/or egress to a field, resident(s), commercial use, or industrial use.
- Intersection – Any junction where two government road allowances or right-of-ways connect.
- Grandfathered – Any approach constructed prior to July 1, 2007, will be accepted by the County in its present condition and location; with the exception of new bare land subdivisions.

GENERAL

General Provisions:

1. The Public Works Department has the responsibility to administer this policy.
2. All approaches constructed prior to July 1, 2007 shall be grandfathered; therefore the following policy pertains to only the approaches constructed from July 1, 2007 to the present; unless otherwise specifically stated (i.e. – bare land subdivision).
3. If a development wishes to utilize an existing approach, which would alter or intensify its use, the approach must meet all applicable Municipal Standards.
4. If an industrial lease is proposed in the corner of a property adjacent to an intersection, the approach shall be setback from an intersection a minimum of 100m provided it meets all other Municipal Standards.

Procedure Provisions:

1. Where a parcel of land has no approach, the County will supply one approach only, to each existing parcel of land from an adjacent developed roadway. The location of the approach will be determined through consultation with the landowner and all reasonable attempts will be made to place it in a convenient and safe location for the benefit of the landowner and the travelling public. To provide additional clarification, an existing approach will include any approach currently providing access to an existing parcel of land that was constructed by the Road Authority, Industry or landowner.
2. In the event a parcel is severed by a developed County roadway, or a major drainage course, and providing the severed parcel has no approach and is adjacent to a developed County roadway; the County will furnish one additional approach for each severed parcel of land. The landowner shall provide reasonable need or justification for the approach, and it will only be installed if it can be done at a safe location and at reasonable cost.
3. During municipal road improvements conducted by the County, a landowner may request an approach to be widened to accommodate large pieces of equipment. The widening of said approach will not be free of charge (if widening extends beyond a total surface width of 7.3m or 24 feet) to the landowner but can be done in exchange for borrow material or a negotiated exchange approved by the Director of Public Works. If the landowner wishes he could also pay the County an approved amount to widen the approach.
4. During the annual construction program all approaches located adjacent to a rehabilitation project will be evaluated as to how the approach meets both municipal construction standards and municipal safety standards. Any field approaches that are deemed to be located in an unsafe location will be removed or re-located by the construction crew after consultation with the effected landowner. Approaches that are not grandfathered and are found to be constructed to a lower standard than the municipal standard or are deemed to be a safety hazard will be upgraded, relocated or removed at the cost of the municipality. All residential approaches are considered to be grandfathered.

STANDARDS

Construction Guideline Provisions

1. Standard approaches will be constructed with a minimum 7.3m (24 feet) finished driving surface. Further approach specifications are outlined on Schedule "A" attached to this policy. Approach specifications may be varied, at the discretion of the County, based on local circumstances and limitations.
2. The following unobstructed sight distance requirements must be obtained for any approach approved under this policy and to be constructed on municipal road allowance:
 - a) 150 m for a roadway with less than 1,000 vehicles per day.
 - b) 200 m for a roadway with a 1,000 vehicles per day or greater
3. The County will determine if a culvert is required and the appropriate size. The size of the culvert must accommodate normal drainage requirements.
4. Approaches will be constructed in a manner that will not restrict or alter drainage patterns, unless specifically approved by the County. Prior to restricting or altering drainage patterns, the County will consult with Alberta Environmental Protection.

5. The County will, at the request of the landowner, upgrade substandard approaches, when an existing parcel, or severed parcel, is not currently serviced by one standard approach. This will only be done where costs are reasonable, and as budget limitations permit.
6. Should the landowner require an approach with the finished driving surface exceeding 7.3m (24 feet), the additional cost shall be borne by the landowner.
7. Upon receipt of a request to construct an approach, the County reserves the discretion to either approve or not approve the approach and to determine the varying approach specifications based on physical characteristics.
8. Access roads or approaches entering a county road shall be setback from an intersection a minimum of 150m, unless they fall under the grandfather clause or are specifically identifies elsewhere in this policy.
9. During the municipality's annual rehabilitation program all approaches adjacent to the roadway under construction will be evaluated, upgraded, re-located, or removed (unless it is grandfathered or specifically identified exempted) in accordance with this policy.
10. A minimum spacing of 50 meters is required between individual approaches.
11. A railway crossing does not constitute as an intersection, therefore the required setback for rail crossings will be a minimum of 35 meters or as determined by the rail authority.
12. No more than four (4) approaches per half (1/2) mile or eight (8) per quarter section are permitted, unless more existed prior to July 1, 2007.
13. In the event a landowner wishes to appeal a decision of the Public Works Department regarding the construction beyond that permitted in this policy, that landowner will have to submit in writing an outline for his/her rational behind the appeal and will be invited to attend a meeting of Council to discuss his/her concerns or needs.

SUBDIVISION

Subdivision Provisions:

1. The County will not supply approaches to parcels of land to accommodate the subdivision of land.
2. During the subdivision approval process, the subdivision approving authority shall ensure that each new parcel created and each remaining parcel has a developed approach, constructed in accordance with this policy.
3. The Public Works Department will inspect existing approaches to any proposed bare land subdivision (i.e. new parcel) and the remaining parcel(s) to ensure one approach to municipal standard exists on each parcel(s).
4. The developer is required to supply; at their cost, one approach to the subdivision and one approach to the remaining parcel that meet municipal standards. If by the creation of the

subdivision the number of approaches exceed the permitted amount, the developer will be required to remove the number of approaches on a one to one basis; for example: if the landowner has 6 approaches within the half mile and requires an additional approach to facilitate a new subdivision, one other approach of the landowner's choice must be removed.

5. The subdivision approving authority will identify all approaches that are deemed unsafe and to be removed as a condition of subdivision. Any existing approach accessing an established residence shall not be required to be removed or re-located, unless consent from the landowner is obtained. The cost of removal will generally be the developers.
6. Generally, more than one approach to a subdivided residential parcel will not be considered unless a significant need can be demonstrated by the developer. If two existing approaches are accessing a proposed residential parcel and do not present a safety concern, consideration will be given to allow both approaches to remain. If both approaches are to remain the developer will be required to upgrade both approaches to municipal standard.
7. During the development approval process, the Development Officer, shall ensure, as a condition of development, that the developer provides (at his cost), an approach to suit the approach needs of the development. The Development Officer shall consult with the Public Works Department regarding appropriate standards.

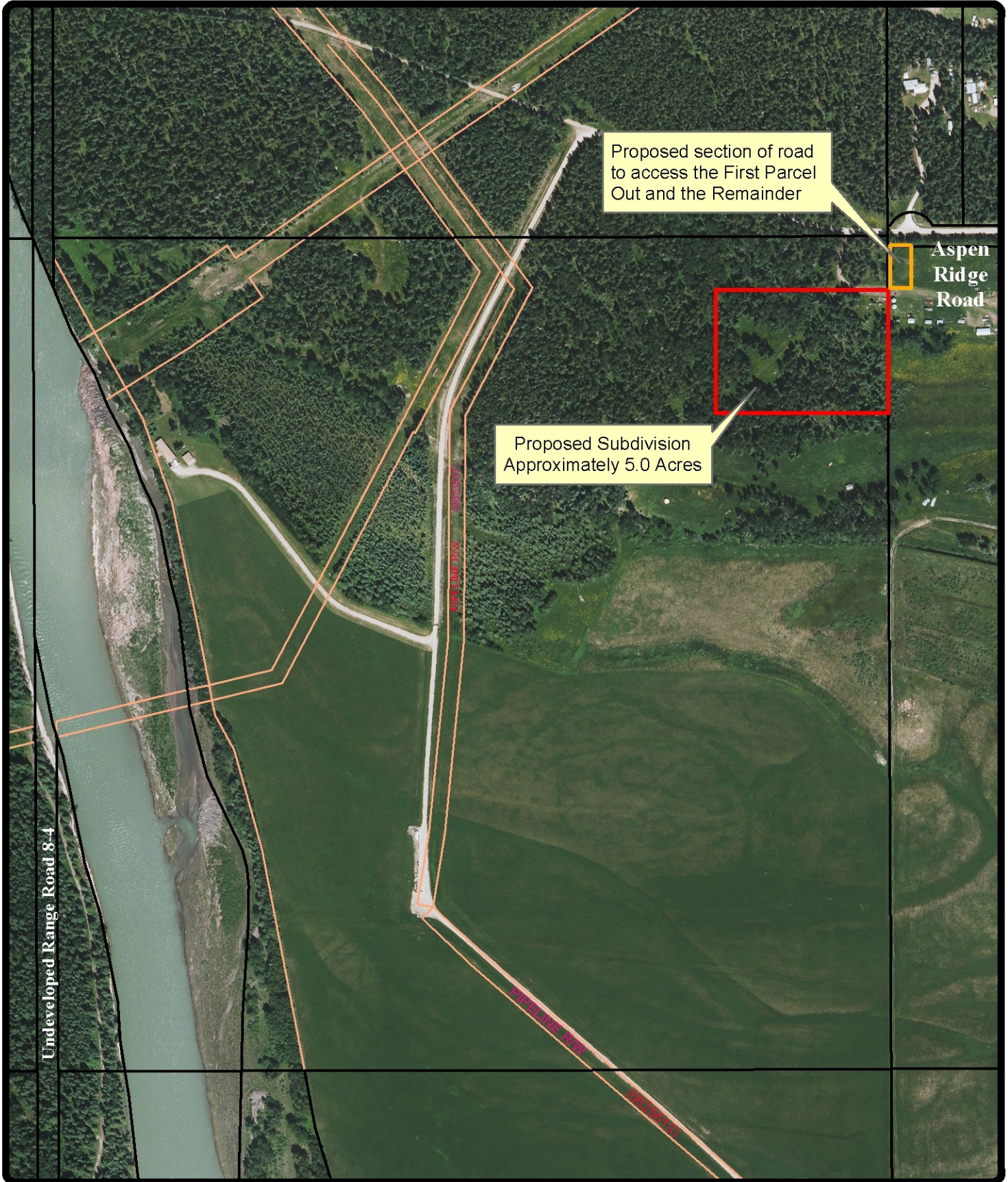


Agenda Item

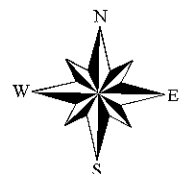
Project: Fisher Access Road Request	
Presentation Date: August 13, 2013	
Department: Public Works	Author: Erik Hansen/Marshall Morton
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Infrastructure & Asset Management	Goal: - To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>Residential Subdivision Standards Policy</u>	
Recommendation: That Council reviews the information provided and approve the development of the described access road under the provisions of the Residential Subdivision Standards Policy.	
Attachments List: Request Letter, Air Photo and Area Map	

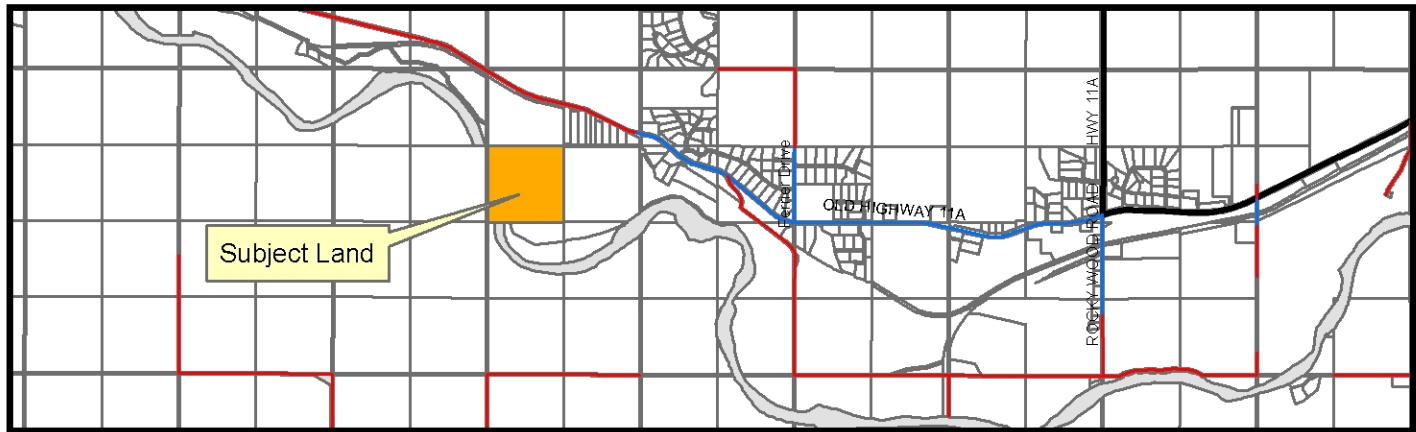
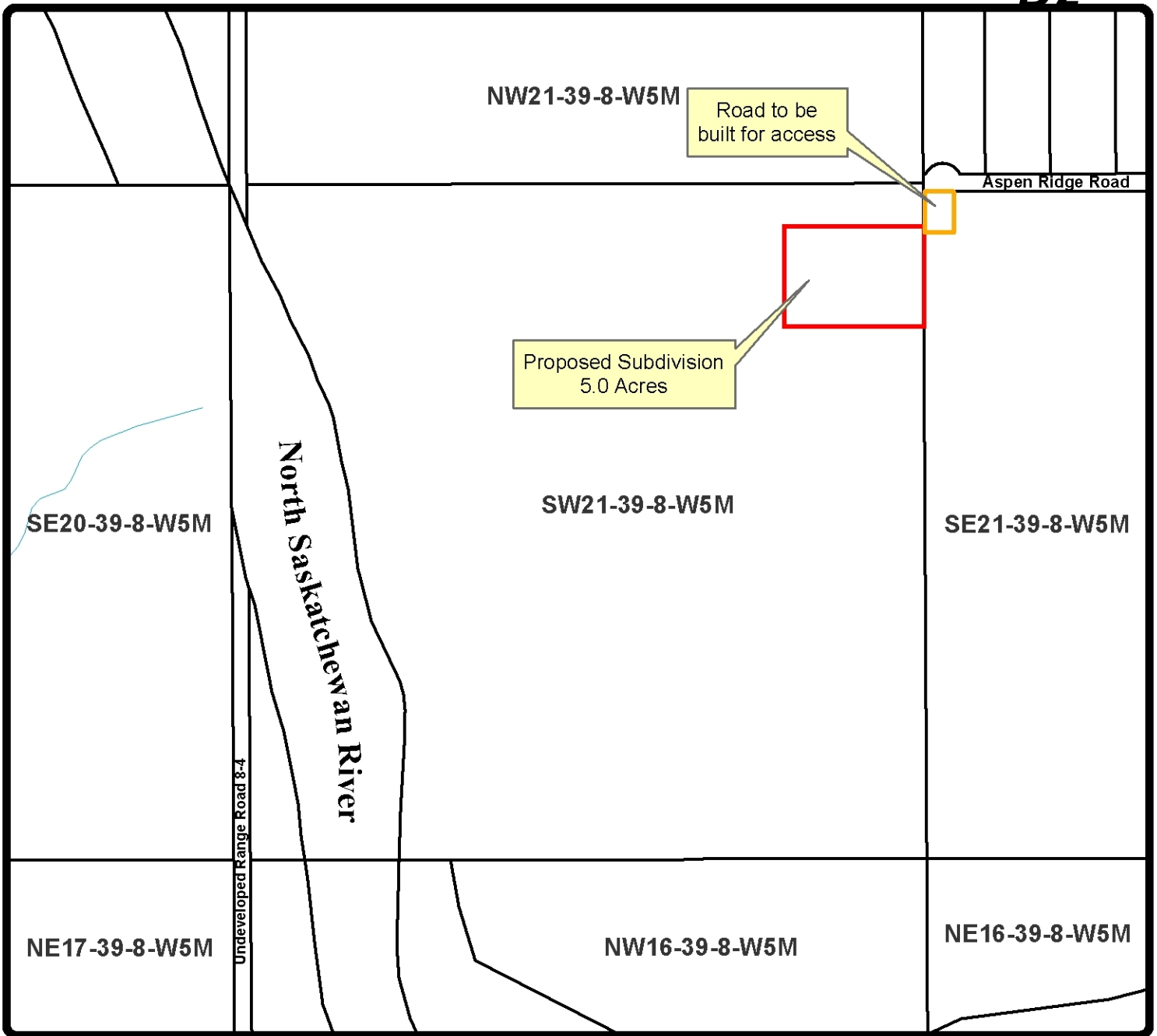
Background: Clearwater County has received a request from Jim Fisher to create a small portion of municipal road allowance and road to accommodate access to a proposed residential first parcel located in the SW 21-39-08-W5M. Aspen Ridge Road is a forced road that accesses the NE corner of described quarter. The proposed road would extend south along the quarter line far enough to accommodate a double approach and a turnaround (Approximately 30M). The new portion of road allowance would be acquired from the SW 21-39-08-W5M which is also owned by Mr. Fisher. All costs associated with the development including the land, legal survey and construction costs would be at Mr. Fisher's expense. All development would be subject to but not limited to the conditions described in the Residential Subdivision Standards Policy.

See Attached



Application for Subdivision No. 21/3296
SW 21-39-08-W5
James H. Fisher
First Parcel Out Approx. 5.0 Acres





Application for Subdivision No. 21/3296
 SW 21-39-08 W5
 James H. Fisher
 First Parcel Out Approx. 5.0 Acres



Subdivison application for S.W 21-39-8 W5.txt
From: jhfisher75@gmail.com
Sent: July-30-13 11:19 AM
To: Erik Hansen
Subject: subdivison application for S.W 21-39-8 W5

Eric,

As discussed and identified on the rough draft of my application I wish to proceed with the surrender of approximately a 20 m x30m area of SE.21-39-8 W5 for creation of Legal access to first parcel out subdivision as well as access to the remaining quarter section. Upon approval I will construct the said section of road to county specification and verify b survey.

Any further questions/ concerns or requirements feel free to contact me.

Regards,

Jim Fisher
(403)844-9701

Sent on the TELUS Mobility network with BlackBerry

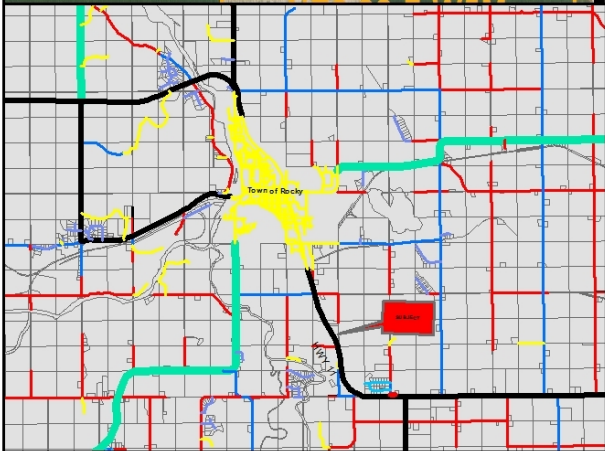
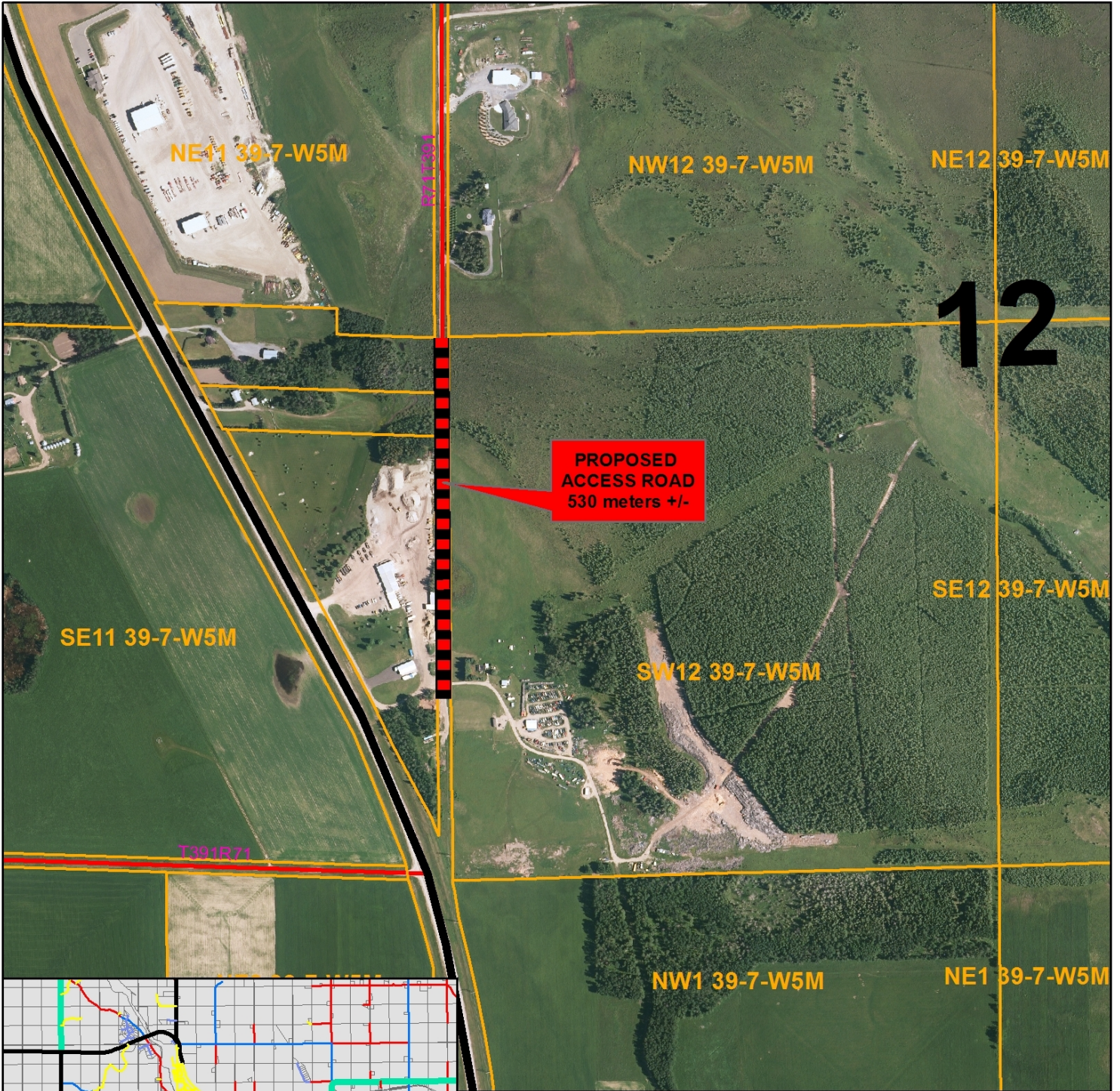


Agenda Item

Project: Spongberg Access Road Request	
Presentation Date: August 13, 2013	
Department: Public Works	Author: Erik Hansen/Marshall Morton
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Infrastructure & Asset Management	Goal: - To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>Residential Subdivision Standards Policy</u>	
Recommendation: That Council reviews the information provided and approve the development of the described access road under the provisions of the Residential Subdivision Standards Policy.	
Attachments List: Request Letter, Air Photo	

Background: Clearwater County has received a request from Dan Spongberg for approval to upgrade approximately 530m of road to Municipal Standard and have the municipality assume maintenance of this roadway. This portion of road would in turn provide access to a proposed residential subdivision located in the SW 12-39-7 W5M. As Council is aware Clearwater County is developing a portion of RR 7-1 south of TWP. RD 39-2 on a cost share with Mr. Spongberg to access the North end of the described quarter. The road upgrade would continue south on RR7-2 to 20m beyond the existing residential approach. All costs associated with the road upgrades would be at Mr. Spongberg's expense. All development would be subject to but not limited to the conditions described in the Residential Subdivision Standards Policy.





Proposed Access Road
to Residence on S.W. 12-39-7 W5
Approximately 530 Meters
(Spongberg)



Erik Hansen

From: Frances Spongberg <fspongberg@me.com>
Sent: August 02, 2013 9:36 AM
To: Erik Hansen
Subject: Re: Roadway access to SW12-39-7-W5

Hi Erik,

Dan and Frances Spongberg request permission to continue the construction of roadway on the west boundary of SW12-39-7-W5 utilizing Umshied as contractor.

We agree to the one year warranty clause and also the gravel security clause.

All costs for the construction of roadway will be paid by Dan and Frances Spongberg.

Thank you

Signed

Dan and Frances Spongberg

Sent from my iPad



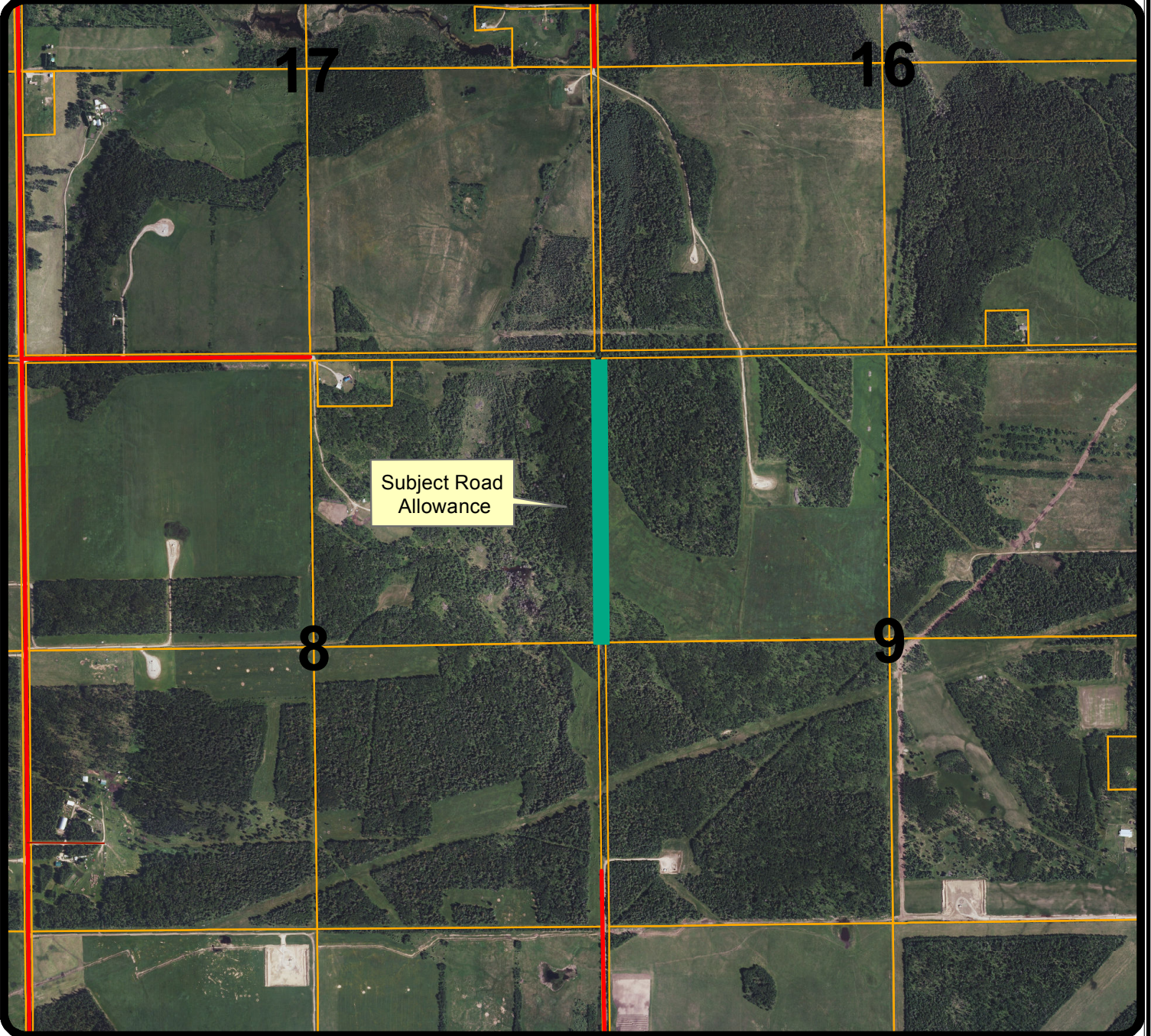
Agenda Item

Project: Permitting of Road Allowance which lies between NE-8-41-5 W5M and NW-9-41-5 W5M (approximately 4.00 acres)	
Presentation Date: August 13 th , 2013	
Department: Public Works	Author: Michelle Marshall/ Marshall Morton
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Infrastructure & Asset Management	Goal: To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
Legislative Direction: <input type="checkbox"/> None <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>Bylaw 978/13</u>	
Recommendation: That Council gives first reading to By-law No. 978/13, with a Public Hearing to be held on September 10, 2013.	
Attachments List: Request letter from Francis Little Map of Requested Road Allowance Bylaw 978/13	

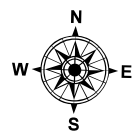
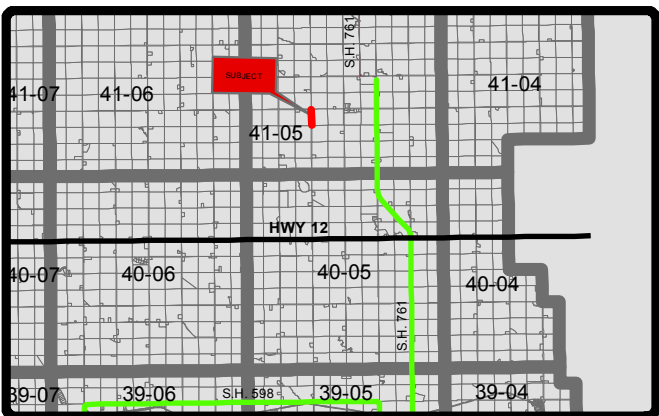
Background: Francis Little has requested the use of the road allowance which lies between the NE-8-41-5 W5M and NW-9-41-5 W5M (approximately 4.00 acres) for grazing purposes and to accommodate fencing.

Due to the topography between the noted quarters, Mr. Little is unable to run fencing along the entire west side of his parcel (NW-9-41-5 W5M), by including the road allowance he is able to utilize a portion of the fence line on the east side of the NE-8-41-5 W5M.

Attached you will find a copy of the letter from Mr. Little, a map outlining the requested area as well as a copy of the associated bylaw.



**Application For Lease of Road Allowance
Lying Between
N.E. 8-41-5 W5 and
N.W. 9-41-5 W5
Francis Little
800 meters - 1/2 mile
4.00 acres**



BY-LAW NO. 978/13

A By-law of the Clearwater County, Province of Alberta, for the purpose of granting a permit for the temporary occupation or use of a road allowance in accordance with the Highway Traffic Act, Chapter H-7, Revised Statutes of Alberta, 1980, Section 16, 1, (Q).

WHEREAS, the lands hereafter described are no longer required for public travel and;

WHEREAS, application has been made to Council to have the highway temporarily occupied or used.

NOW, THEREFORE, be it resolved that the Clearwater County Council, in the Province of Alberta, does hereby authorize the following roadway for temporary occupation or use subject to rights of access granted by other legislation or regulations and relevant County Policy.

The portion which lies between the NE-8-41-5 W5M and NW-9-41-5 W5M (approximately 4.00 acres more or less).

Excepting thereout all mines and minerals.

READ A FIRST TIME this ____ day of _____ A.D., 2013.

REEVE

CHIEF ADMINISTRATIVE OFFICER

PUBLIC HEARING held this ____ day of _____ A.D. 2013.

READ A SECOND TIME this ____ day of _____ A.D., 2013.

READ A THIRD AND FINAL TIME this ____ day of _____ A.D., 2013.

REEVE

CHIEF ADMINISTRATIVE OFFICER

July 16th 2013

I Francis John Little would like to apply to
lease the road allowance between NW 9-41-5W5 and
NE 8-41-5W5. For grazing access and use of
fencing

F J Little

403-729-2529



Agenda Item

Project: Rocky Mountain House Airport Commission – Airport Agreement Update	
Presentation Date: August 13, 2013	
Department: Municipal	Author: Tracy Haight
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Governance and Intergovernmental Relations	Goal: Council will promote a collaborative regional services philosophy and enhance provision of regional services to the greatest extent possible.
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council approves the changes to the commission structure in the Airport Agreement as endorsed by Town of Rocky Mountain House Council.	
Attachments List: Town of Rocky Mountain House Agenda Item Airport Agreement	

Background:

On August 6, 2013 Ken Fowler from the Rocky Mountain House Airport Commission presented changes to the commission structure in the Airport Agreement to the Town of Rocky Mountain House Town Council. Town Council has approved the changes to the Airport Agreement as recommended contingent upon Clearwater County Council's approval.



TOWN OF ROCKY MOUNTAIN HOUSE

TOWN OF ROCKY MOUNTAIN HOUSE
 AUG 06, 2013

REPORT TITLE: Airport Agreement Update		ITEM <u>7.1b</u>	
PRESENTER: Sue Wood / Ken Fowler		FILE #	
DEPARTMENT: Administration		AGENDA DATE: August 6, 2013	
DISCUSSIONS:		ATTACHMENTS: 1. County Town Agreement 2. Procedure for independent member	
APPROVALS:			
	<u>Wood</u> Department Head	July 23, 2013 Date	_____ CAO Date

BACKGROUND:

In 2009, the commission approved changing the commission structure specifically for the independent member of the commission. The Town, County and SRD would continue to have the same representation on the commission; however, it was recommended and approved to change the flying club member to be an independent member chosen from all lease holders.

For this to occur, the Airport Agreement signed August 31 1995 would have to be updated and approved by each council and this has not occurred to date. The commission was informed during their June 27, 2013 meeting that this still needs to happen and administration has updated the agreement for approval.

OPTIONS:

1. To approve the Airport Agreement with the changes to the committee structure.
2. To not approve the Airport Agreement with the changes and propose different changes or keep the current agreement.

RECOMMENDATION:

To authorize the CAO and CEO to sign the updated Airport Agreement provided that Clearwater County Council approve the same.

19407

19408

THIS AGREEMENT MADE THE _____ OF _____, 20____

BETWEEN

THE TOWN OF ROCKY MOUNTAIN HOUSE
In the Province of Alberta
(hereinafter referred to as “the Town”

OF THE FIRST PART

- and -

THE COUNTY OF CLEARWATER
In the Province of Alberta
(hereinafter referred to as “the County”

OF THE SECOND PART

WHEREAS Alberta Transportation and Utilities has transferred by agreement, the Rocky Mountain House Airport and assets (hereinafter referred to as “the Airport”), to the Town and the County on certain conditions; and,

WHEREAS the Town and the County desire to enter into an agreement for purposes of operating and managing the Airport.

NOW THEREFORE, in consideration of the foregoing and in consideration of the covenants to be performed hereunder, it is understood and agreed between the parties as follows:

1. The Town shall provide all management services to the Airport and all expenses associated with these services shall be identified in the approved annual operating budget.
2. There shall be constituted a Rocky Mountain House Airport Commission (hereinafter referred to as “the Commission”) whose members shall be appointed according to this agreement.
3. The Commission shall develop policy, rules and regulations, and direct the Town in all aspects of operating and managing the Airport in a safe, efficient and effective manner.
4. The Commission shall be comprised of 6 (six) voting members appointed as follows:
 - a) Two members of Council appointed by the Town;

- b) Two members of Council appointed by the County
- c) One Independent member appointed by the Commission selected from lease holders and Aviation groups based at the Rocky Mountain House Airport for a two year term; and
- d) One member appointed by the Sustainable Resource Development

Commission members shall hold office subject to the terms and conditions of this agreement, and at the pleasure of the organizations. Appointing organizations may send to and Commission meeting, an alternate member to fill in, in the case of a temporary absence.

- 5. The Commission and each member shall be governed and subject to the following:
 - a) Any member of the Commission who is absent from 3 (three) consecutive meetings (unless such absence is through illness or is authorized by resolution of the Commission, entered upon its minutes, or unless an alternate has attended in the Commission members absence), shall forfeit his office, and the vacancy shall be filled by the appropriate organization;
 - b) A chairperson and a vice-chairperson shall be chosen by the membership attending the first meeting of the Commission held after the municipal organizational meetings in October. The chairperson shall preside over all meetings of the Commission and the vice-chairperson shall act as chairperson only in the absence of the chairperson;
 - c) The Town shall provide necessary secretarial services to the Commission. This will include the preparation and storage of agendas, minutes and other associated documents;
 - d) Commission meetings shall be called at the discretion of the chairperson or at the request of any 3 (three) members of the Commission;
 - e) All Commission members shall vote on every issue, unless a Commission member declares a conflict of interest and will then abstain from voting or discussing the issue at hand. In the case of a tie vote, the resolution will be considered lost;
 - f) All members shall receive notice of any meeting and at least 3 (three) Commission members must be present at every meeting. In addition there must be present at each meeting at least one member from the Town and one member from the County.

- g) Neither the Commission or any member of the Commission shall have the power to pledge credit of the Commission, the Town, or the County, in connection with any matter whatsoever, nor shall the Commission or any member have the power to authorize any expenditure to be changed against the Town or the County.
6. The Commission shall annually prepare a draft annual operating and capital budget, for consideration and approval by the Councils of the Town and the County, prior to December 1 of each year.
 7. The Town shall be the signing authority for purposes of this agreement and will have authority to sign all grant claims and cheques, issue invoices, and provide all necessary accounting.
 8. All expenses shall be approved by the Commission as approved in the annual budget.
 9. In the event the Commission, within the approved annual operating and capital budget, forecasts a deficit, the deficit shall be shared between the Town and County on a 50-50 (fifty-fifty) basis.
 10. The Town shall annually prepare an annual statement in a manner and form as agreed to by the Town and the County.
 11. All capital purchases shall be included and approved in the annual budget.
 12. This agreement may be terminated upon either party giving six months written notice to the other.
 13. Upon termination, and in the event that neither party to this agreement wishes to continue operating the Airport, and subject to the transfer agreement signed by the Town and the County with Alberta Transportation and Utilities, all assets shall be sold. All funds received from the sale of assets shall be split between the Town and the County on a 50-50 (fifty-fifty) basis.
 14. Upon termination of this agreement and in the event that one party chooses to continue operating the Airport, all assets shall be transferred to sole ownership of the party that continues with Airport operation. If the party that continues to operate the Airport after termination, decides to cease operations and sell the assets within 5 (five) years of said termination, all assets shall be sold and the monies from the sale shall be split between the parties on a 50-50 (fifty-fifty) basis.
 15. Any notices to be served upon the Town or the County shall be deemed to be properly served if left at their respective municipal offices during normal working hours.

- 16. The Town shall maintain adequate liability insurance necessary to cover and protect the Commission, the Town and the County, their employees and agents from any and all claims.
- 17. All assets of the Airport shall be registered in the name of the Town, and the County will be considered, for all intents and purposes as half owner. The Town shall maintain a register of all Airport assets and the register will be filed with the County. The County shall be notified of any changes to the register.
- 18. This agreement may be amended upon the joint written agreement of the Town and the County.

IN WITNESS WHEREOF the authorized officers of the Town and the County have hereunto affixed their signatures and corporate seals on the day and year first written above.

Town of Rocky Mountain House
Mayor

Town of Rocky Mountain House
CAO

Clearwater County
Reeve

Clearwater County
Manager

Rocky Mountain House Airport Commission

The Rocky Mountain House Airport Commission is made up of 6 commission members and 2 resource staff (resource staff are non voting positions). The commission break down is as follows:

- 2 Clearwater County Councilors
- 2 Town of Rocky Mountain House Councilors
- 1 Sustainable Resource Development officer
- 1 Independent
- Resource staff will be the Airport Manager and the Town of Rocky Mountain House CAO or his representative.

The process for selecting the independent is by nomination. When the independent position is available all lease holders at the airport will be informed that this position is open. Any current lease holder can nominate him or herself or another lease holder for this position. The Rocky Mtn. House Flying club and The Rocky Mtn. House Airshow Society can nominate a name from their membership. Once the nominations have been received the remaining commission members will vote for 1 person to fill the position from the list of nominees.

Terms

The Term lengths for the Town and County are 1 year and may be extended from year to year as the individual councils see fit. The term for the SRD officer is as SRD requires. The Term for the independent position is 2 years and may be extended as the commission members see fit.

Nov 24, 2010 Commission mtg



Agenda Item

Project: AAMDC School Tax Resolution	
Presentation Date: August 13, 2013	
Department: Council	Author: Trevor Duley
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Governance and Intergovernmental Relations	Goal: Council will actively pursue opportunities to discuss with the Premier, Cabinet Members, and Deputy Ministers issues concerning provincial legislation, programs or initiatives.
Legislative Direction: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <u>MGA & School Act</u> <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council approves taking the proposed resolution forward to the Central Zone AAMDC Meeting.	
Attachments List: Draft AAMDC School Tax Resolution	

Background:

The Fall Alberta Association of Municipal Districts and Counties (AAMDC) Convention takes place between November 12th and 15th in Edmonton. Prior to this, the Central Zone AAMDC meeting occurs on October 11th, where members are able to submit resolutions pertaining to municipal advocacy and Provincial Government practices and policies. The AAMDC has asked that members with resolutions take them to their respective zone meeting to be voted on before sending it to the membership at large for the fall convention.

Council has indicated in the past that an area of concern for the municipality is the collection of the Alberta education property tax. This concern lies in the resulting lack of accountability, given that municipalities collect the tax on behalf of the Province. Administration has brought forward for Council's review, a resolution which addresses this issue.

Subject to Council's review and approval, Administration is recommending that Council take the School Tax Resolution to the Central Zone AAMDC meeting. The membership



of the Central Zone would then vote on the resolution as to whether or not it should advance to the Fall AAMDC Convention.

Provincial Responsibility for Education Property Tax Collection

WHEREAS the *Municipal Government Act* and the *School Act* require municipalities to collect the education property tax on behalf of the Alberta Provincial Government; and

WHEREAS this legislation was established prior to significant advancements in technology at all levels of government which allow for new, more efficient methods of communication and information access; and

WHEREAS accountability and transparency is important at all levels of government, as is taxation with representation; and,

WHEREAS the municipal requisition of education property taxes blurs lines of accountability and transparency, often leading to unnecessary misconceptions amongst Alberta's taxpayers in regards to municipal government taxation policy and responsibility;

THEREFORE BE IT RESOLVED that the Alberta Association of Municipal Districts and Counties call upon the Provincial Government to revise the *Municipal Government Act* and *School Act* so that the Province is solely responsible for the collection of education property taxes.

Member Background:

Both the *Municipal Government Act* and the *School Act* have historically required municipalities in Alberta to collect education property taxes on behalf of the Province in one form or another. Each year, the Province calculates how much money each municipality must contribute towards the public education system, based on the municipality's assessment roll. The amount residents are required to pay into the education system is based on the assessed value of their property and the local education property tax rate, established by the Minister of Municipal Affairs. Once the municipality collects the education property tax, it is forwarded on to the Province and into the Alberta School Foundation Fund (ASFF).

The assumed reasoning behind this system of tax collection is that the municipality, being the level of government closest to the people, is best suited to collect taxes based on property assessment and because municipalities possess the information to collect the taxes in the most efficient manner.

Clearwater County finds aspects of this logic out-dated, as technological and electronic payment developments now allow the Province to assume responsibility and administer tax collection.

Moreover, the confusion often experienced by residents in regards to fluctuating tax bills as a result of increases to the education property tax by the Province, and the municipal resources required to execute the current system of education property tax collection does not create clear lines of accountability and transparency. Elected municipal officials do not pass laws or tax rates relative to the collection of the education tax, yet the collection of it by municipal organizations often creates unnecessary confusion amongst residents in regards to taxation authority, accountability and the responsibility of municipal officials and organizations.



Agenda Item

Project: Invitation from Brazeau County	
Presentation Date: August 13, 2013	
Department: Municipal	Author: Tracy Haight
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: N/A	Goal: N/A
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council authorizes Councillor(s) and staff attendance at Brazeau County's 25 Anniversary Celebration on September 27, 2013	
Attachments List: Invitation	

Background:

Brazeau County has extended an invitation to Council Members and Staff to attend a 25 Anniversary Celebration on Friday, September 27, 2013 in Drayton Valley. The celebration also includes recognition of Reeve Wes Tweedle's retirement.

Staff is requesting direction regarding Councillors and staff attendance at this event.



Brazeau County

7401 – Twp Rd 494, P.O. Box 77, Drayton Valley, Alberta T7A-1R1

PHONE: (780) 542-7777 - FAX: (780) 542-7770

www.brazeau.ab.ca

July 29, 2013

Clearwater County
Box 550
Rocky Mountain House, AB T4T 1A4

Dear Reeve Alexander:

Re: Brazeau County - 25th Anniversary Celebration

Please find enclosed a *Special Invitation* for you, the Reeve, Council Members, CAO and guests to attend Brazeau County's 25th Anniversary Celebration:

ON:	Friday, September 27, 2013
AT:	The MacKenzie Centre Drayton Valley, AB
TIME:	5:00 p.m. - Cocktails 6:00 p.m. - Dinner 7:00 p.m. - Presentations 8:00 p.m. - Entertainment

Please RSVP by completing the attached form and returning same on or before September 6, 2013.

If you require further information, kindly contact us at 780-542-7777. Thank you and await your reply.

Kind Regards

Lisa Rabel
Acting Director
Community Services
Brazeau County

LR/bc

Encl.



Agenda Item

Project: Advance Vote – 2013 Election	
Presentation Date: August 13, 2013	
Department: Corporate Services	Author: Murray Hagan
Budget Implication: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area:	Goal:
Legislative Direction: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <u>Local Authorities Election Act</u> <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendations: 1. Council authorizes an advance vote be held October 8, 2013. 2. Council authorizes polling clerks to attend incapacitated individuals on the same date.	
Attachments List: None	

Background:

Prior to the last municipal election, an advance vote was held on October 12, 2010 for individuals who would not be able to vote on October 18th, 2010. The Returning Officer is recommending that Council authorize that an advance vote be held on October 8, 2013 between the hours of 9:00 AM and 6:00 PM at the Caroline Legion and the Lou Soppit Community Centre in Rocky Mountain House.

The Local Authority Elections Act also allows Council to authorize polling clerks to attend individuals who are unable to vote due to illness or hospitalization. Should Council authorize, 2 polling clerks would attend eligible individuals on the same date/times as the advance vote.



Agenda Item

Project: 1st Reading of Bylaw 980/13 for Application No. 03/13 to amend the Land Use Bylaw	
Presentation Date: August 13, 2013	
Department: Planning	Author: Marilyn Sanders
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: N/A	Goal: N/A
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>Municipal Development Plan (2010)</u> & Land Use Bylaw	
Recommendation: Consider granting 1st reading of Bylaw 980/13 and proceeding to a public hearing	
Background: Blair Hirsch operating as Rocky Sheet Metal and Mechanical Ltd. owns 21.67 acres of land described as Plan 1992-NY, Lot B (PT NE 14-39-07-W5). The subject land is located on the east border of the Town of Rocky Mountain House partially within the Long Term Town Boundary and the remainder in the Rural Policy Area as directed in the Rocky – Clearwater Intermunicipal Development Plan. The land is presently split zoned Industrial District “I” on the west side/Agriculture District “A” on the east side. The subject portion of land to be redesignated, approximately 11.0 acres, is located in the east half of the property adjacent to the remainder of NE 14-39-07-W5. This property has been the subject to previous rezoning applications. In 2005 the entire parcel was rezoned from the Agriculture District “A” to the Industrial District “I” in order to operate the plumbing and heating business at one location and to build a shop. In 2011, a proposal to sell and consolidate with adjoining agricultural land, the east portion of the parcel saw rezoning of the subject 11.0 acres back from the Industrial District “I” to the Agriculture District “A”. The subdivision application did not proceed, the entire 21.67 acre property has now been sold, however a condition of sale is to have the entire parcel zoned Industrial District “I”. Thus this application is to rezone the 11.0 acres back to the Industrial District “I” as shown on Schedule “A” of the Bylaw. Legal and physical access to the parcel is via 42 nd Street under the Town of Rocky Mountain House jurisdiction.	

Planning Direction:

The Rocky – Clearwater Intermunicipal Development Plan adopted in 2007 applies to all lands within the Town boundary and the areas of the County shown on the IDP Future Land Uses map. The Plan guides development and provides a basis for inter-municipal discussion and collaboration where developments in one municipality have the potential to impact the other municipality.

The Future Land Uses map of the IDP was amended in 2004 by Bylaw 808/04. At that time it was amended by both municipalities to depict the general indication of land use for the subject lands to be industrial. This proposal is consistent with that amendment.

The Municipal Development Plan (2010) Intermunicipal Planning, Local Planning and Liaison goals and policies adopted outline the relationship between Clearwater County and the surrounding municipalities. One of the goals is to promote cooperation through reciprocal referral mechanisms with adjoining municipalities on planning and development matters of common interest. Another goal is to participate in joint plans with neighbouring municipalities for areas of common interest. In this case that being the Intermunicipal Development Plan between Clearwater County and the Town of Rocky Mountain House.

Municipal Development Plan (2010) Policy 11.2.1 states that Clearwater County shall work cooperatively with its adjacent municipalities to secure and implement arrangements regarding lands of mutual interest for the referral of:

- (a) proposed statutory plans, outline plans and amendments thereto;
- (b) proposed land redesignations;
- (c) subdivision applications; and
- (d) development applications for major developments.

Policy 11.2.5 shall require Clearwater County to manage growth and land use change in the fringe area around Rocky Mountain House in accordance with the Rocky – Clearwater Intermunicipal Development Plan.

Recommendation:

That Council consider granting first reading to Bylaw 980/13 and proceed to a public hearing.



CLEARWATER COUNTY

Application for Amendment to the Land Use Bylaw

Application No. 03/13

I / We hereby make application to amend the Land Use Bylaw.

APPLICANT: Blair Hirsch (Rocky Sheet Metal)

ADDRESS & PHONE: 6708-61st Street, Rocky Mountain House, AB

REGISTERED OWNER: 403-844-0942 T4T1K5

ADDRESS & PHONE: same

AMENDMENT REQUESTED:

1. CHANGE OF LAND USE DISTRICT FROM: A TO: I
LEGAL DESCRIPTION OF PROPERTY: NE 1/4 Sec. 14 Twp. 39 Rge. 7 W5M
OR: LOT: B BLOCK / REGISTERED PLAN NO.: 1992NY
OR: CERTIFICATE OF TITLE NO.: _____ (Site Plan is attached)
SIZE OF AREA TO BE REDESIGNATED: Approx. 11.5 (Hectares / Acres)

2. REVISION TO THE WORDING OF THE LAND USE BYLAW AS FOLLOWS:

Change Agricultural zoning back to Industrial

3. REASONS IN SUPPORT OF APPLICATION FOR AMENDMENT:

The land was previously redistricted from Industrial to Agricultural in order to subdivide the land to consolidate with another parcel. However, the subdivision and consolidation was not completed and the application was withdrawn.

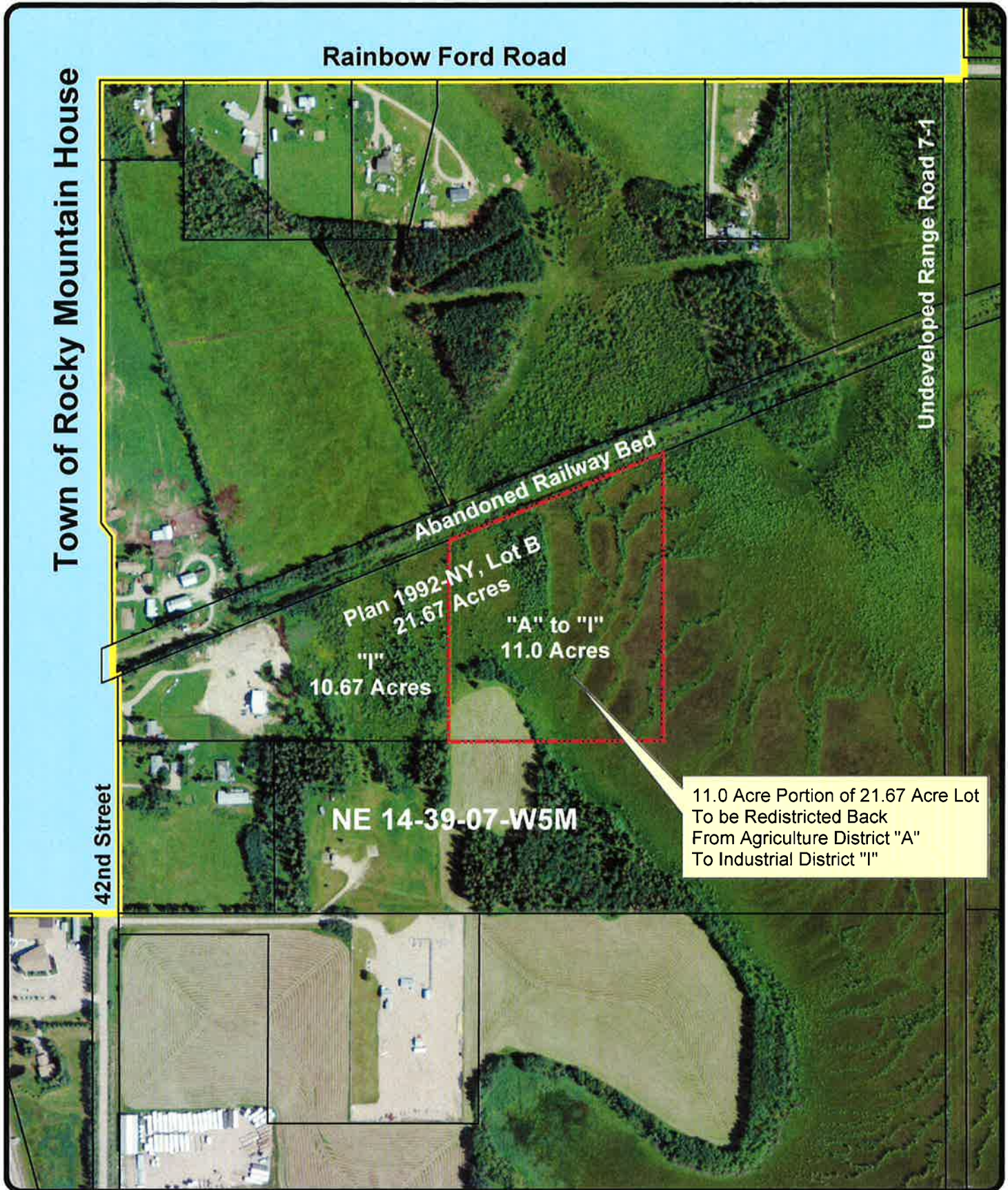
DATE: August 6, 2013 APPLICANT'S SIGNATURE [Signature]

This personal information is being collected under the authority of the Municipal Government Act, Being Chapter M-26, R.S.A. 2000 and will be used to process the Land Use Bylaw amendment application. It is protected by the privacy provisions of the Freedom of Information and Protection of Privacy Act, Chapter F-25, RSA, 2006. If you have any questions about the collection of this personal information, please contact Clearwater County, P.O. Box 550, Rocky Mountain House AB T4T 1A4.

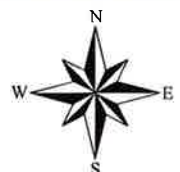
APPLICATION FEE OF 700⁰⁰ DATE PAID: August 6, 2013 RECEIPT NO. 92446

[Signature]
SIGNATURE OF DEVELOPMENT OFFICER
IF APPLICATION COMPLETE

IMPORTANT NOTES ON REVERSE SIDE



**Application #03/13 to Amend Land Use Bylaw
Plan 1992-NY, Lot B, NE 14-39-07-W5, +/- 11.0 Acres
Blair Hirsch on behalf of Rocky Sheet Metal**



BYLAW NO. 980/13

A Bylaw of Clearwater County, in the Province of Alberta, for the purpose of amending the Land Use Bylaw, being Bylaw No. 714/01.

PURSUANT to the Authority conferred upon it by the Municipal Government Act, Revised Statutes of Alberta, 2000, Chapter M-26 and amendments thereto, and;

WHEREAS, a Council is authorized to prepare, to adopt, and to amend a Land Use Bylaw to regulate and control the use and development of land and buildings within the Municipality;

WHEREAS, the general purpose of the Industrial District "I" is to accommodate and to regulate industrial operations appropriate for rural locations.

NOW, THEREFORE, upon compliance with the relevant requirements of the Municipal Government Act, the Council of the Clearwater County, Province of Alberta, duly assembled, enacts as follows:

That all that portion of Plan 1992NY, Lot B (PT NE 14-39-07-W5M), as outlined in red on the attached Schedule "A" be redesignated from the Agriculture District "A" to the Industrial District "I".

READ A FIRST TIME this ____ day of _____ A.D., 2013.

REEVE

MUNICIPAL MANAGER

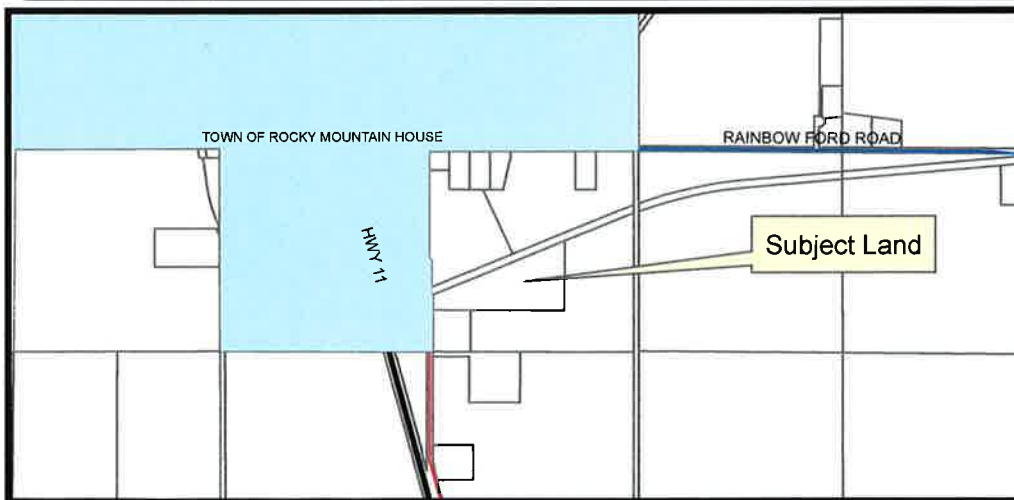
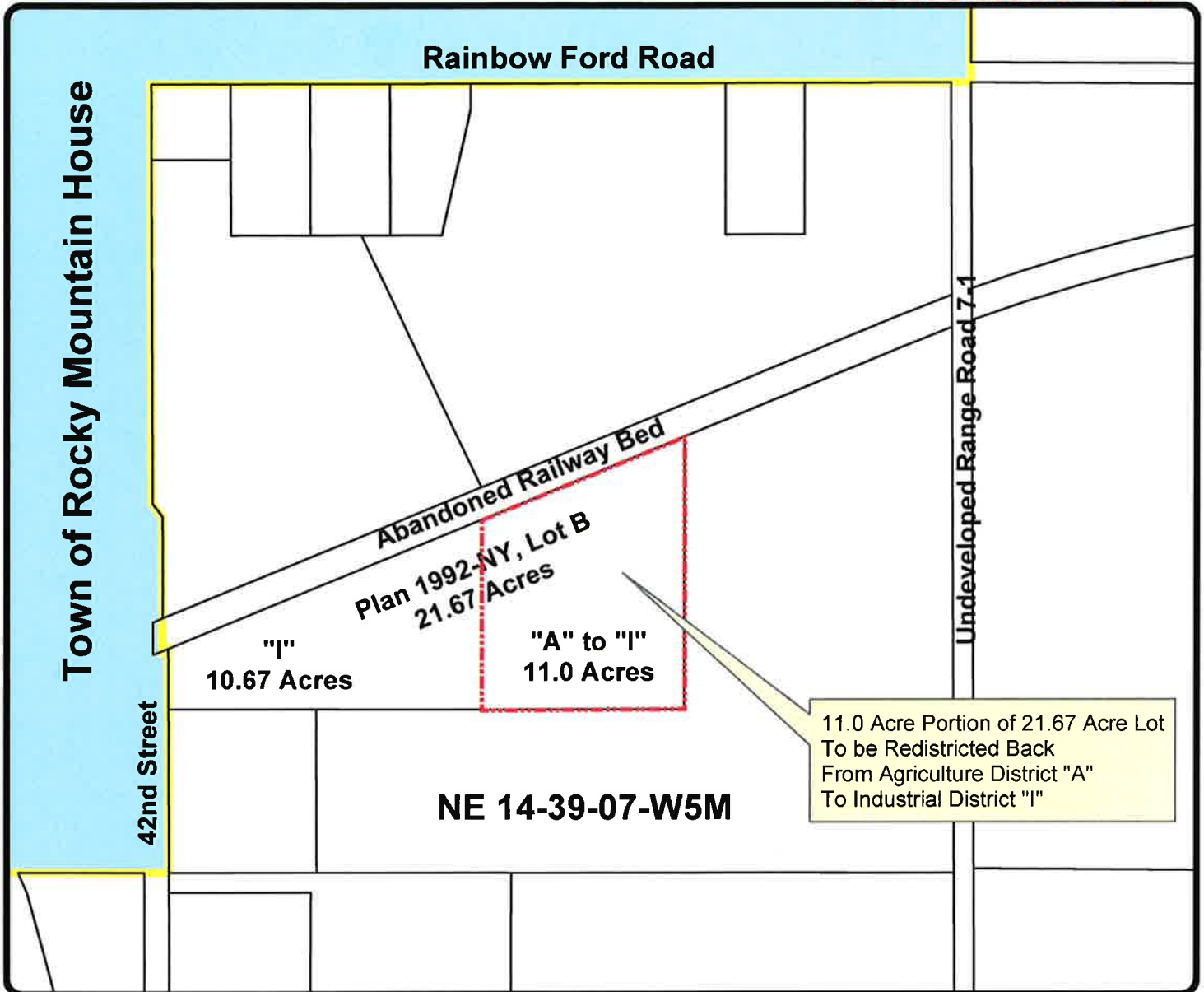
PUBLIC HEARING held this ____ day of _____ A.D., 2013.

READ A SECOND TIME this ____ day of _____ A.D., 2013.

READ A THIRD AND FINAL TIME this ____ day of _____ A.D., 2013.

REEVE

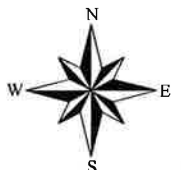
MUNICIPAL MANAGER



Bylaw No. 980/13
Schedule "A"



Application #03/13 to Amend Land Use Bylaw
Plan 1992-NY, Lot B, NE 14-39-07-W5, +/- 11.0 Acres
Blair Hirsch on behalf of Rocky Sheet Metal





Agenda Item

Project: 2014-15 Municipal Internship Application	
Presentation Date: August 13, 2013	
Department: Community & Protective Services	Author: Trevor Duley
Budget Implication: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Human Resource Development	Goal: N/A
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council directs Staff to proceed with application for the 2014-15 Program.	
Attachments List: N/A	

Background:

Alberta Municipal Affairs is currently accepting applications for municipalities to host municipal interns in 2014-15. The internship program is directed at recent university graduates who aim to have a career in local government, and is divided into two streams: administrator and planner. In 2014, the Province will select 15 municipalities to host administrative interns; and 5 to host planning interns. The administrative program lasts a year with an optional second year, whereas the planning program is two years. The overall goal of the Municipal Internship program is to develop the next wave of municipal administrators and planners to meet an expected shortage of staff given the retirements associated with the Baby Boomer demographic.

Administrative Program:

If approved, the County would receive a \$43,000 grant from the Province to offset some of the costs of hosting an intern. A condition of the grant is that the municipality is willing to carry some of the costs, totaling approximately \$27,000. This amount covers portions of salary and benefits, as well as supplies and professional development funds, a condition of the program.



The program would begin in May 2014 and lasts a period of 12 months. Over that time frame, the intern is expected to participate in and learn about municipal government and the various issues and dynamics involved within municipal administration. They will also spend time in all of the County's different departments and will be involved in a large number of projects and programs. During their time at Clearwater County, the intern would be supervised by the Director of Community and Protective Services.

Planning Program:

If selected to host a Planning Intern, the program would also begin in May of 2014, but instead lasts 24 months. Over that time, the intern would work within the West Country, Planning and Development Department and would participate in a host of planning activities and duties. This program is designed to train and better prepare post-graduates for careers in municipal planning. To offset the costs of hosting a Planning Intern, the Province provides a \$62,000 grant over the two years of the internship.

Administration is seeking Council's direction on the proposed application, and recommends that Council proceed with the process of applying for both programs, as Municipal Affairs has indicated that municipalities will be chosen for only one of the two streams.



Agenda Item

Project: <i>Reeve's Economic Summit: Forestry Working Group Report</i>	
Presentation Date: August 13, 2013	
Department: Community & Protective Services	Author: Trevor Duley
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Land & Economic Development	Goal: The County will develop an economic development plan which supports and promotes industry, business and agri-business and tourism opportunities in the County.
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council accepts the report as information.	
Attachments List: Forestry Working Group Report	

Background:

As Council is aware, the *Reeve's Economic Summit (RES)* Forestry Working Group has met with a number of representatives and stakeholders from the Forestry Industry over the last year.

More background information is provided in the Working Group's attached report and Executive Summary.

The recommendation is that Council accepts the Working Group's report as information.



Clearwater County
Reeve's Economic Summit:
Forestry Working Group Report

August 13, 2013





Executive Summary: Forestry Working Group

Clearwater County's *Reeve's Economic Summit* was a two phased initiative. The first phase consisted of a meeting of business leaders from within the Clearwater/Caroline/Rocky Mountain House community on July 28, 2010 with the purpose of identifying and discussing economic opportunities and challenges businesses face within the region. Coming out of this meeting County Council felt the need to discuss and research the issues further with delegates from within the four key industries in the community: oil and gas, forestry, agriculture and tourism. This initiated the second phase, as Council created a Working Group for each of these sectors to meet over the course of 2012-2013 with industry representatives and specialists, and to report back to Council after the conclusion of these meetings with their findings.

The Forestry Working Group sought to better understand issues the industry currently faces and possible solutions, as well as the development of new economic spinoffs within the region. After meeting with stakeholders from within the industry, the Working Group discovered that there are issues largely around employee attraction and external market factors. These issues and more are discussed within the Working Group's report, with the immediate concern regarding some proposed alternative taxation methods¹ also in mind. Under this system, the County and other rural communities would be unable to retain adequate industrial taxation dollars within their own community, thus posing serious problems for the sustainability of these communities and the Province as a whole.

Ultimately, the Working Group believes that the greater Clearwater/Caroline/Rocky Mountain House region has several key issues the community has to face when it comes to economic development and long term sustainability of the area. This primarily includes creating an environment more conducive for the attraction and retention of highly skilled and talented individuals, and therefore positioning the region as a community of choice. Heavy reliance on the Oil and Gas industry, a sector subject to various 'booms' and 'busts', combined with proposed new taxation methods, may put the community's sustainability at risk in the future. In their report, the Working Group makes a number of recommendations for how the region can work towards growing the local economy and mitigating potential future risks. However, this is a pursuit the entire community must engage in—this report is only one of the first steps to securing long term regional prosperity.

¹ The concept that a percentage of industrial taxes from rural municipalities would be transferred to urban centres like Edmonton and Calgary.



Introduction

On July 28, 2010, the original *Reeve's Economic Summit* was held with representatives attending from the municipal councils of Clearwater County, the Village of Caroline and the Town of Rocky Mountain House. Industry representatives from Oil and Gas, Forestry, Tourism and Agriculture also participated in the event. *The Summit* brought together business leaders from within the community to identify and discuss economic opportunities and challenges and to identify actions required to address these issues. Bruce Schollie, the consultant who facilitated the event, submitted a list of 3 recommendations to guide the County's economic development for the next 5-10 years as follows:

1. Focus local efforts on developing the tourism industry;
2. Maintain the strength of core industries and encourage the influx of secondary, value-added industry; and
3. Cooperate regionally for marketing and communications purposes.

Specifically in regards to forestry, industry specialists commented:

- There is an increasing demand for green energy
- A Provincial Pine Beetle strategy is needed and that land management is a consistent concern for logging companies;
- The economic climate in North America (particularly the U.S. housing market) hurt the industry; and
- There is an increasing demand for wood-fibre as a source for biofuel.

In June of 2012, Clearwater County Council acted on these recommendations and appointed a sub-committee of Council to further engage with stakeholders from within the forestry industry and to examine the state of the local economy. The Working Group consisted of:

- Reeve Pat Alexander, Division 7;
- Deputy Reeve Earl Graham, Division 6;
- Councillor Case Korver, Division 3;
- Mike Haugen, Director of Clearwater County Community and Protective Services;
- and



- Trevor Duley, Clearwater County Community Services Coordinator.

The objectives of the Working Group were to:

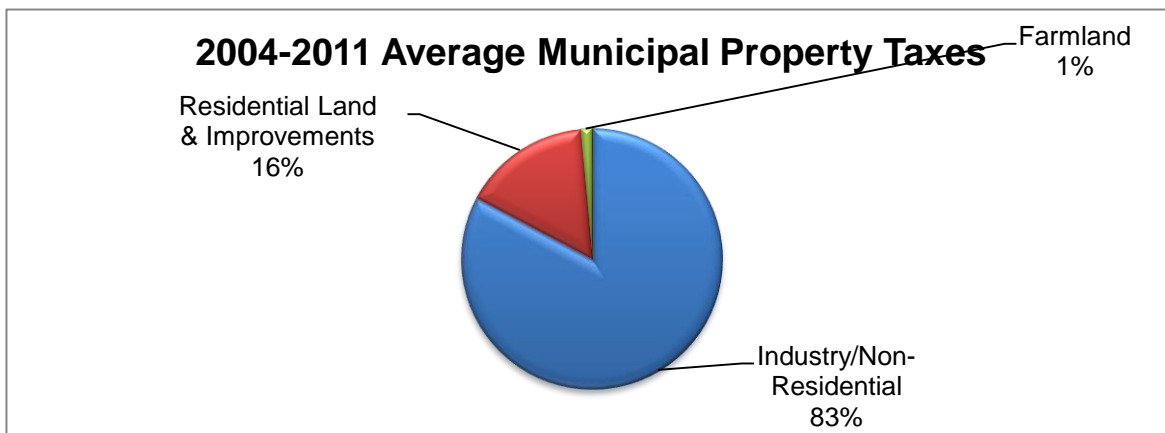
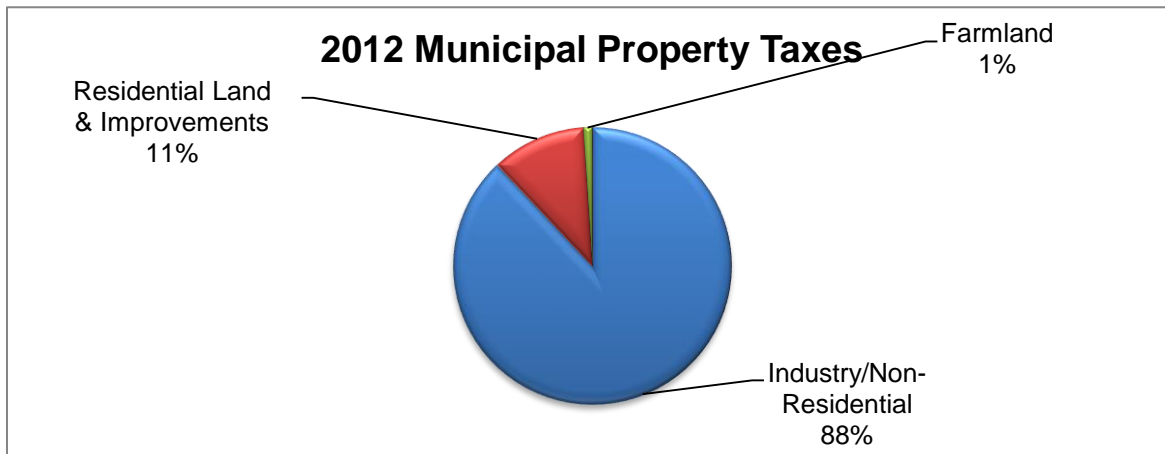
1. Identify factors that may affect current forestry operations;
2. Identify solutions to promote the industry in the area and encourage long-term regional economic development;
3. Identify, if possible, long-term corporate involvement in Clearwater County; and
4. Identify industry skillsets and infrastructure that may prove valuable in the attraction or development of other industries.

The Working Group met with stakeholders over the course of ten months in an attempt to meet these objectives. These stakeholders were selected by the Working Group, and were made aware that a public report would be created with the Working Group's findings. This document is the aforementioned report.

This report will firstly provide an overview of why the County initiated this process, and the challenges the forestry industry currently faces. From there, opportunities within the industry are identified and recommendations for the enhancement of the local economy are made. Finally, the report will end with a conclusion summarizing the Working Group's overall thoughts.

Background

Clearwater County heavily relies on industry for municipal revenues. Over the past several years, approximately 85-90% of the tax-base has come from industry. For instance, the breakdown of the 2012 tax-base was as follows:



Given this breakdown, Clearwater County Council established the *Reeve's Economic Summit* in part to better understand future municipal revenues based on Industry's long-term plans for operations within the region. With forestry playing a major role for future municipal revenues and the local economy in general, the Forestry Working Group engaged stakeholders from within the forestry community to fulfill the Working Group's objectives.



Challenges:

Staffing

Companies that the Working Group met with indicated that they feel the education system sometimes fails the industry by not adequately promoting trades as an opportunity for students to pursue after high school. If the industry had access to more persons skilled in trades and labour within Alberta, it would benefit forestry companies greatly.

The forestry companies that do business in Clearwater County indicated that they need truckers, as there is a high turnover of trucking staff. They also indicated that the need for quality drivers is likely to grow in the future. Moreover, finding new employees is a time consuming endeavour for the companies, because of the high turnover rate. It was also mentioned to the Working Group it has been difficult to attract seasonal staff from Alberta to work in reforestation positions. Instead, workers have been hired from British Columbia to manage the labour shortage. To remedy labour shortages, companies within Clearwater County have looked to surrounding First Nations communities to attract people to work in the industry.

Pine Beetle

It was reiterated to the Working Group from various sources that Mountain Pine Beetle remains a viable threat to forests in the Clearwater region. The greatest risk of Pine Beetle coming to the area would be from BC. At the time of the Working Group's discussions, there were no Mountain Pine Beetle infestations in Clearwater County. Government and industry have joined forces over the last 5-6 years to combat this disease by cutting down diseased trees quickly when they have been discovered.



Transportation Costs

Transportation of lumber remains a significant issue for forestry companies in Clearwater County, as transportation accounts for a huge percentage of operating costs. Therefore, if transportation costs could be reduced, the improved economics would benefit the sector significantly.

Government Policy and Standards

An item that was consistently brought up by forestry companies was that building codes limit the height of wood-frame midrise structures. In the fall of 2012, the Alberta Urban Municipalities Association (AUMA) adopted a resolution to encourage Municipal Affairs to adopt a similar building code provision to BC, by allowing 6-story wood frame structures to be constructed. In April 2009, the BC Government's Office of Housing and Construction Standards modified their legislation to permit 6-storey residential wood frame structures. If Alberta were to follow suit, it would benefit the forestry sector.

A future area of concern for forestry companies working in Clearwater County is the Provincial North Saskatchewan Land-Use Framework. At the time of this report, no planning has been initiated on the establishment of the Framework. In their discussions with the Working Group, representatives of the forestry industry were aware that the Framework has the potential to limit industrial activities in certain Forestry Management Agreement (FMA) areas.

FMA's are 20-year agreements that forestry companies sign with the Province every 10 years or so. These agreements hold forestry companies accountable to criteria such as Annual Allowable Cut (AAC), and define the areas where forestry companies can perform their operations. FMA's further give forestry companies eligibility to receive financing options from the bank, which allows companies to invest in new technologies. Generally, forestry companies meet the requirements of their respective FMA's, as the industry needs to protect its resources in order to secure future access to these resources. Without the security of an FMA in place, companies cannot receive financing options to invest in new technological areas such as biofuel.



In regards to research and how it pertains to Provincial policy, stakeholders indicated to the Working Group that the complexity, transparency and consistency of the research grant system could be improved, which would increase the overall efficiency and effectiveness of the research process. The primary ministry responsible for this area is Alberta Enterprise and Advanced Education.

Technology

A subject that the Working Group explored with stakeholders was bioenergy, due to its rise in notoriety over the last several years. As it pertains to forestry, bioenergy is created by the combustion of wood and wood products. One tonne of wood can generate 10 megawatts (MwH) of energy (enough power for 10,000 homes for one hour); wood pellets in particular can generate more than this because of their dryness and density.

Technology is a major factor that affects the growth of the bioenergy sector in Alberta. The newest technologies in bioenergy are primarily manufactured and utilized in Scandinavian Europe, so the few municipal bioenergy projects that have taken place in Alberta have used systems developed in Finland and Germany. This is the case with the systems in Camrose County and Strathcona County that heat their respective municipal buildings. Camrose County, which has 23,000 acres of privately owned forestland, initiated the project with a budget of \$215,000 to reduce heating costs and to be more environmentally friendly. In March 2011, the system was put into operation, and the municipality received a Municipal Excellence Award for its efforts. The system utilizes a large wood boiler which uses wood chips supplied from a 10-acre willow tree plantation and waste wood from the landfill as feedstock. The system currently saves the municipality around \$24,000 in energy costs per year.

There is 486,000 acres of private woodland in Clearwater County. This represents a huge potential for the municipality and its residents. Already, the firewood market provides \$10 million of business a year in Alberta. However, one factor limiting the growth of the bioenergy industry is the lack of high efficiency woodstoves available on the market for residents to buy. Despite this, it was communicated to the Working Group that this type of technology is likely to develop as a result of an increasing amount of people buying acreages, which will eventually increase the demand for such technology.



Further in regards to bioenergy, the Working Group sought to understand how and if forestry companies' slash-piles could be used as a feedstock. The Working Group found that nothing currently exists within the FMA framework preventing forestry companies from shipping, giving away or selling their slash piles for biofuel. One of the limitations currently preventing this from happening is that harvesting technologies and processes used by logging companies are not designed to be efficient for delivery of wood for energy production. There is a multitude of research being conducted with the intent of developing such technologies to make the process economically feasible, as well as investigating the sustainable viability of the use of slash piles for feedstock. This research is being conducted by industry in cooperation with the Province and research institutions in Alberta.

Another aspect of technology is that sawmills today are much more efficient than they were a number of years ago. Whilst the number of sawmills in Alberta has decreased over the years, the remaining facilities are able to create the same level of output as if all of the former facilities were still in operation.

Research

As already mentioned, research is being conducted in regards to the use of slash piles as a potential source for biofuel feedstock.

Other areas of research interest highlighted by stakeholders to the Working Group included: integrated bio-refineries, Forestry and Oil & Gas interfacing, wood-fibre chemicals, willow and hemp farms, municipal waste as an aspect of bioenergy (as is the case with the Enerkem Project with the City of Edmonton and Alberta Innovates), fuel from plant oils and wood resins, and next-generation biofuels. Not all of these areas directly pertain to the forestry industry, but may be of interest to the municipality and its overall economic development in the future. As was stated by one stakeholder, "the impact of the Microbiology Revolution has not been fully felt nor realized yet," and all stakeholders who met with the Working Group commented that biofuel is only a matter of time away from being readily commercially available.

Moreover, the ability for the forestry industry to collaborate with the oil and gas industry is increasing, especially in regards to transportation, resource road construction and refining. For example, forestry stakeholders mentioned that the utilization of existing oil and gas



infrastructure and facilities could aid in the economic development of both industries, and the establishment of new markets, like the bioeconomy. A popular point made was that the bioeconomy does not seek to replace the petroleum industry, but instead to work in partnership with it. One example referred to was that the utilization of forest products and biomass could help oil and gas companies to limit their carbon emissions. Further, this type of energy production would not likely seek to compete with petroleum companies, as oil and gas provide a means of cheap, readily available energy in Alberta. However, as noted, biomass could be used in cooperation with existing oil and gas infrastructure to limit carbon emissions and conserve oil and gas reserves.

Market Factors

The forestry industry heavily relies on export markets and the struggles of the U.S. housing market with the economic downturn experienced in 2008 had a huge effect on the industry in Canada. However, this market is anticipated to pick up in 2013 and 2014, which is good for businesses in the Clearwater region.

In their discussions with industry representatives, the Working Group found that a plethora of stakeholders in Alberta are collaborating with each other to increase access to Asian markets. These stakeholders include multiple Provincial departments, Alberta Innovates: BioSolutions and forestry companies. It is anticipated that China plans to build 100 million pre-fabricated houses by 2050, and other Asian nations are developing at an incredible rate—so these factors represent a huge potential for Alberta's economy, and there are a number of organizations as mentioned, working towards securing access to these markets.

Another common theme the Working Group discovered is that there is an increasing interest on the part of European companies in Alberta's forest industry. In ways, this makes sense as the resource industry in Europe is much more developed and focused on wood products than Alberta, largely because of our Province's abundance of oil and gas. To add to this, Europe has had to utilize forest products for many aspects of power generation. Moreover, many technological advances in the world's bioeconomy are made in Europe. The Working Group notes that the 'Bio-Mile' in Drayton Valley has developed with partnerships with European companies and research institutions, as well as domestically-



operated outfits. Additionally, as mentioned, municipally operated bioenergy facilities in Strathcona County and Camrose County utilize European technology.

Considering this increasing interest, Administration recognized that amongst foreign visitors, the County webpage was frequented most by people within the U.S., U.K., Australia, India, Germany and the Ukraine over the last year (in descending order). The connection between European visitors to the webpage and interest in Clearwater's forestry industry is completely speculative, and it is further important to note that foreign visitors to the webpage made up between 3%-11% of total visitors within the last year.

Opportunities

The Forestry Working Group recognizes the following as future potential opportunities for the forestry sector and other industries in the Clearwater region:

1. Increased synergies amongst oil and gas, forestry, agriculture and tourism sectors; integrated 'bio-refineries' are an example, as are increased collaboration in regards to things like transportation costs and the use of resource roads. Moreover, Agriculture and Forestry have the potential to integrate more, as willow and hemp have been identified as 'crops of the future' because of their chemical makeup and by-products.
2. A combined heat/power facility for a light-industrial park could aid in the attraction of business to the region. A facility which uses both natural gas and biomass would likely be the most economical, whilst also utilizing clean sources of energy.
3. The expansion of garage/shop small-businesses exist for 3rd party outfits within the Clearwater area. In particular, the establishment of more trucking outfits is an endeavour residents could explore, but is an opportunity that is largely dependent on the availability of skilled labour. Moreover, the increased development of secondary manufacturing is another opportunity, including the creation of items like manufactured homes, windows, doors, wood pellets, wood furniture, log homes, etc.
4. The fact that the impact of the 'Microbiology Revolution' has not been fully felt nor realized yet. The increasing commercialization of developing and developed technologies has the potential to drastically change the forestry industry. In particular, a lot of research is going into the chemical composition of wood-fibre and



other crops and their by-products; this includes fuels made from oils and wood resins. Essentially, plant products can undergo thermal, chemical or biological conversions to create chemicals, bioenergy, cosmetics, biomaterials and foods.

5. European interest in Alberta's renewable resource industry is growing. Opportunities in Clearwater County may arise out of this.
6. The continued and enhanced effort to introduce First Nations youth and young workers to the forestry industry, through programs like the Alberta Forest Products Association's 'Work Wild' initiative.

Recommendations

Given its findings, the Working Group makes the following recommendations:

1. That Clearwater County Council recommend that the Intermunicipal Cooperation Committee create a Regional Cultural and Economic Development Task Force with the purpose of developing a Joint Cultural and Economic Development Plan for the region with the Town of Rocky Mountain House and Village of Caroline. This Plan should take into account principles of a 'creative economy¹,' described by Richard Florida and Gord Hume, in addition to the trends identified by the *Reeve's Economic Summit*. Such principles include:
 - That the workforce is increasingly composed of creative professionals such as knowledge-based workers, those working in healthcare, business and finance, the legal sector, education, scientists, engineers, researchers, technical and technological professionals, as well as artists, writers and musicians;
 - That 'traditional' industries increasingly rely on creative professionals' skills and knowledge;
 - That bright young people are more likely to be attracted to municipalities that offer the environment, job opportunities, social experiences, and quality of life that they expect and demand; and

¹ Referring to author Gord Hume's idea of a CRINK economy and Richard Florida's concept of the 'Creative City Movement.' The main thesis is that economic prosperity is shaped by knowledge-based workers and entrepreneurs. Ultimately, "creativity and innovation are together the overall elements to propel municipalities to success." Hume stresses that municipalities should have an economic development strategy which strives to establish the necessary conditions to attract knowledge-based workers with things like culture, recreation and retail variety.



- That in a globalized economy, municipalities must often compete with one another to attract people and investment to their communities. It is the Working Group's belief that this Report, combined with the other *RES* reports, provides an excellent foundation for such a plan and initiative to be developed.
- 2. Clearwater County Council recommend that the Intermunicipal Cooperation continue the trend established by the *Reeve's Economic Summit* of engaging with industry and economic specialists and stakeholders with the goal of enhancing the community's awareness and knowledge of trends and issues. For instance, having an annual speaker on municipal creativity could be a route the ICC wishes to take. It is the Working Group's opinion that a permanent body be established by the ICC which includes Council and Administrative staff from all three municipalities in the region to maintain a common economic development vision. This body would act on the goals established by a regional Joint Cultural and Economic Development Plan.
- 3. That Clearwater County Council promote the use of an 'integrated' heat/power facility for municipal infrastructure in the future.
- 4. That the Joint Cultural and Economic Development Task Force, if established, work to provide a consistent venue for increased collaboration amongst the region's core industries, especially Forestry and Oil & Gas. The Working Group believes that these industries can inspire innovation and creativity together, when lines of communication are established and maintained.
- 5. That changes be made to the County website to utilize foreign languages to market the community as a welcoming place for new residents and businesses. These changes would be cosmetic and would primarily target Germany, the Philippines, China and French-speaking nations.
- 6. That Clearwater County Council considers taking a resolution to the AAMDC regarding industry's concerns with how post-secondary opportunities are communicated within Alberta, and the complexity, transparency and consistency of research grant processes in the province.
- 7. That regarding some of the described labour shortages companies face within Clearwater County, that the municipality consider posting a 'Jobs' link on the County webpage which would direct visitors to external sources for job opportunities within the community. Moreover, regarding the difficulties families have with finding a job



for all family members, the Working Group recommends that Council pursue a proactive philosophy of developing Clearwater County to be a community of choice.

This entails:

- Having the necessary basic infrastructure residents demand and expect, and the kinds of facilities which attract new families to move to the community;
- Helping to create a vibrant cultural, arts and recreation environment that entices people to live in the community. Such items may include new programs, or may include the development of new facilities which benefit the greater Rocky/Clearwater/Caroline region, yet also attract visitors ;
- The expansion of tourism opportunities;
- Council, and the Task Force strive to attract a variety of new businesses and retail outlets to the community to further contribute to the attraction and retention of residents; and
- Council continue its commitment to excellence and progressiveness.



Conclusions

This report by the Forestry Working Group is broad in scope, as many of the factors affecting the forestry industry in Clearwater County affect other industries and aspects of economic development. This report, combined with the generalities established after the finalization of the other *RES* groups, will serve as catalysts to provide new areas of collaboration and innovation within the community to generate new ideas and solutions to some of the challenges discussed by the Working Group.

The Working Group encourages Clearwater County Council, but even more importantly, the broader Clearwater/Rocky/Caroline community to utilize this report as a trigger for new, progressive achievements in our region over the next five, ten and twenty years.

Through its discussions over the last several months, the Working Group discovered that having a creative, vibrant economy largely depends on the workforce. When a community has a creative and talented citizenry, residents are capable of making the local economy flourish through new ideas and new businesses. In order to continue to retain and attract intelligent, skilled people to our community, the Working Group strongly recommends that a regional Cultural and Economic Development Task Force be created to ask questions of the community like:

- 'What do we want our community to look like in 20 years?'
- 'What amenities do we need to improve or add within that time to retain and attract talented people to the community? Such amenities include things like affordable housing, recreation and arts centres, healthcare and daycare centres.'
- 'What action items need to be developed by the region to ensure long-term prosperity?'

The Working Group believes this Report provides a foundation to some of these questions, and hopes that the regional Cultural and Economic Development Task Force pick up where we have left off.

Overall, the Working Group recognizes that the diversification of the local economy and the growth of our major industries is vital to the community's sustainability. This report targeted the forestry sector in particular, but the Working Group hopes that its findings and



recommendations will help to guide regional economic and community development in general in the years ahead.

Moreover, as Gord Hume states, “the competitive reality is that most communities now offer similar amenities to potential investors and companies. They have serviced, zoned land available. They have wireless high-speed Internet. They have an economic development corporation of some kind that offers help to new businesses. What differentiates Canadian communities today is the quality of life they offer—and that does vary substantially...Bright young people are not going to be attracted to communities that don’t offer the environment, job opportunities, social experiences, and quality of life that they expect and demand today. The inevitable result will be stagnation and economic decline.”²

Clearwater County Council and the stakeholders who participated in the *Reeve’s Economic Summit* with the Forestry Working Group showed both vision and leadership in addressing some of the issues the community faces. The Working Group thanks them for their support and contributions, and invites the community at large to generate new solutions and ideas from the framework provided by our work.

Respectfully Submitted,

The Clearwater County Forestry Working Group

² Gord Hume, *Cultural Planning for Creative Communities*, 3-5.



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Questions?

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Agenda Item

Project: <i>Reeve's Economic Summit: Tourism Working Group Report</i>	
Presentation Date: August 13, 2013	
Department: Community & Protective Services	Author: Trevor Duley
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Land & Economic Development	Goal: The County will develop an economic development plan which supports and promotes industry, business and agri-business and tourism opportunities in the County.
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council accepts the report as information.	
Attachments List: Tourism Working Group Report	

Background:

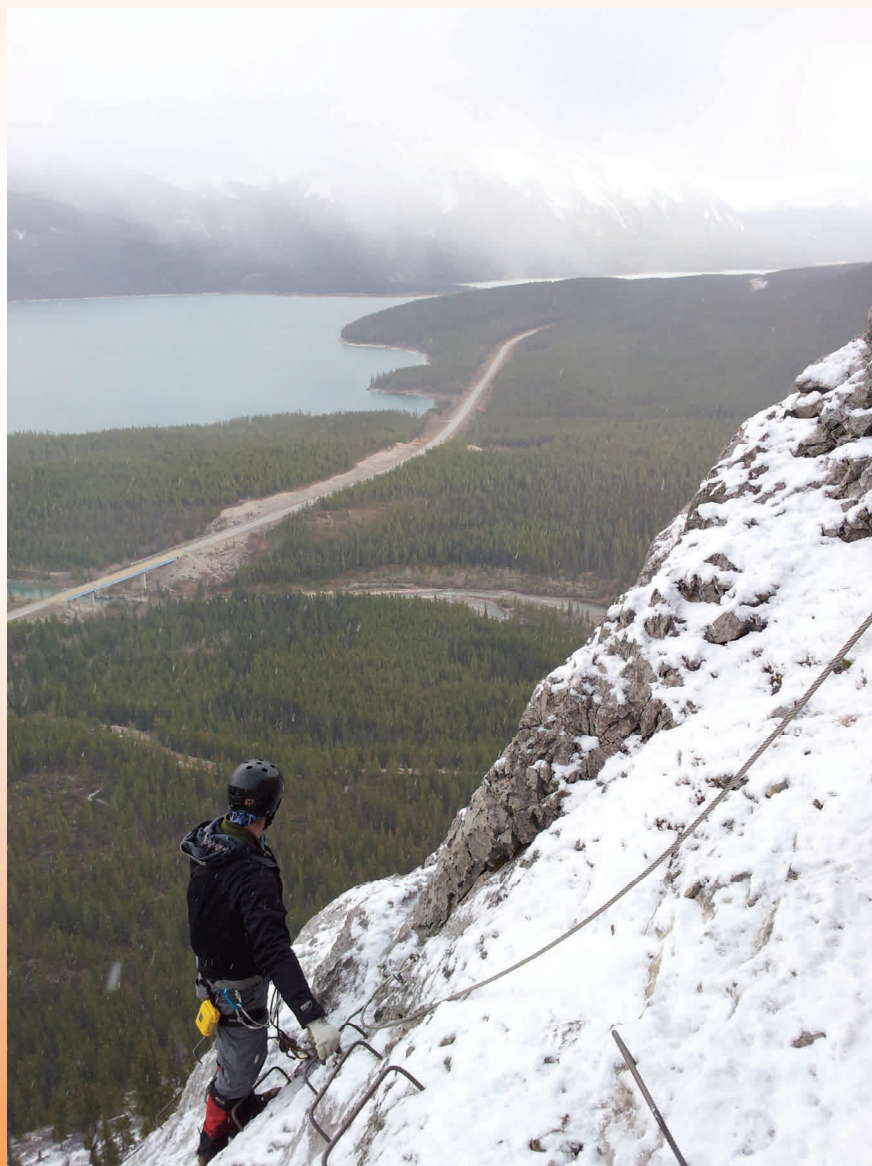
As Council is aware, the *Reeve's Economic Summit (RES)* Tourism Working Group met with a number of representatives and stakeholders from within the tourism industry in a single session in 2012. Enclosed for Council's review is the Working Group's Report as per the discussions that took place during this session. More background information is provided in the Working Group's attached report and Executive Summary.

The recommendation is that Council accepts the Working Group's report as information.



Clearwater County
Reeve's Economic Summit:
Tourism Working Group Report

August 13, 2013





Executive Summary: Tourism Working Group

Clearwater County's *Reeve's Economic Summit* was a two phased initiative. The first phase consisted of a meeting of business leaders from within the Clearwater/Caroline/Rocky Mountain House community on July 28, 2010 with the purpose of identifying and discussing economic opportunities and challenges businesses face within the region. Coming out of this meeting County Council felt the need to discuss and research the issues further with delegates from within the four key industries in the community: oil and gas, forestry, agriculture and tourism. This initiated the second phase, as Council created a Working Group for each of these sectors to meet over the course of 2012-2013 with industry representatives and specialists, and to report back to Council after the conclusion of these meetings with their findings.

The Tourism Working Group sought to better understand issues the industry currently faces and possible solutions, and ways to create new economic spinoffs within the region. After meeting with stakeholders from within the industry, the Working Group confirmed that there are issues largely around: workforce demographics; local, provincial, national and international market factors; and changing dynamics, demands and trends within the tourism sector . These issues and more are discussed within the Working Group's report.

Ultimately, the Working Group believes that the greater Clearwater/Caroline/Rocky Mountain House region has several key issues the community has to face when it comes to the economic development and long term sustainability of the area. This primarily includes creating an environment more conducive for the attraction and retention of highly skilled and talented individuals, and therefore positioning the region as a community of choice. Heavy reliance on the Oil and Gas industry, a sector subject to various 'booms' and 'busts', combined with proposed new taxation methods¹, may put the community's sustainability at risk in the future. In their report, the Working Group makes a number of recommendations for how the region can work towards growing the local economy and mitigating potential future risks. However, this is a pursuit the entire community must engage in—this report is only one of the first steps to securing long term regional prosperity.

¹ The concept that a percentage of industrial taxes from rural municipalities would be transferred to urban centres like Edmonton and Calgary.



Introduction

On July 28, 2010, the original *Reeve's Economic Summit* was held with representatives attending from the municipal councils of Clearwater County, the Village of Caroline and the Town of Rocky Mountain House. Industry representatives from oil and gas, forestry, tourism and agriculture also participated in the event. *The Summit* brought together business leaders from within the community to identify and discuss economic opportunities and challenges and to identify actions required to address these issues. Bruce Schollie, the consultant who facilitated the event, submitted a list of 3 recommendations to guide the County's economic development for the next 5-10 years as follows:

1. Focus local efforts on developing the tourism industry;
2. Maintain the strength of core industries and encourage the influx of secondary, value-added industry; and
3. Cooperate regionally for marketing and communications purposes.

Specific to the tourism industry, specialists made the following comments:

- Alberta is facing increasing global competition;
- The tourism development nodes in Clearwater County are a competitive advantage;
- It is a challenge to get tourists to stop and spend money in municipalities in Clearwater County before travelling into the West Country;
- China recently granted Canada approved destination status. This means Alberta will be able to advertise in China, and Chinese tourists will have more access to visas for pleasure travel to Canada; and
- There is a need for more 'bricks and mortar' tourism facilities in the region to support tourism activity throughout the entire year.

In June of 2012, Clearwater County Council acted on these recommendations and appointed a committee of Council to further engage with stakeholders from within the tourism industry and to examine the state of the local economy. The Working Group consisted of:

- Reeve Pat Alexander, Division 7;
- Councillor Bob Bryant, Division 5;



- Councillor Jim Duncan, Division 1;
- Mike Haugen, Director of Clearwater County Community and Protective Services;
and
- Tyler McKinnon, Clearwater County Community Services Coordinator.

The objectives of the Working Group were to:

1. Identify current composition and types of activity in the local tourism sector;
2. Identify the long-term (10+ years) tourism trends and prospects both locally and regionally;
3. Identify any programs that may facilitate tourism and the feasibility/desirability of such programs;
4. Identify tourism skillsets and infrastructure that may prove valuable in the attraction of other tourism opportunities; and,
5. Other items as may be identified by the Working Group, subject to approval by Council.

The Working Group met with stakeholders in a single session in an attempt to meet these objectives. These stakeholders were selected by the Working Group, and were made aware that a public report would be created with the Working Group's findings. The session was chaired by Councillor Bob Bryant and was held in a round-table format.

This report will firstly establish some background information on the tourism industry in Clearwater County, including the types of activity the region currently facilitates. Secondly, long-term tourism trends are identified. Thirdly, the infrastructure required to expand tourism opportunities within the region are identified and recommendations are made. Fourthly, several key focus areas are recommended to grow the sector. Finally, the report will conclude with a summarization of the Working Group's overall thoughts.



Background

Clearwater County heavily relies on industry for municipal revenues. Historically, approximately 80-90% of the tax-base has come from industry, as depicted below:

Given this breakdown, Clearwater County Council established the *Reeve's Economic Summit* in part to better understand future municipal revenues based on Industry's long-term plans within the region. With non-residential playing a major role for future municipal revenues and the local economy in general, the Tourism Working Group engaged stakeholders from within the tourism community to fulfill the Working Group's objectives.

The Province's 2011 Industry Profile for both the Accommodation and Food Services Industry and the Business Building and Other Support Services Industry notes the following:

Age Group	Number	Percentage of Total Employment in Alberta	Population Employed in Accommodation & Food Services	Percentage of Age Group within the Overall Industry
15-24 years	318,900	15.2%	49,300	37.7%
25-54 years	1,423,000	68%	70,300	53.7%
55+ years	352,300	16.8%	11,200	8.6%
Total	2,094,200	100%	130,800	100%

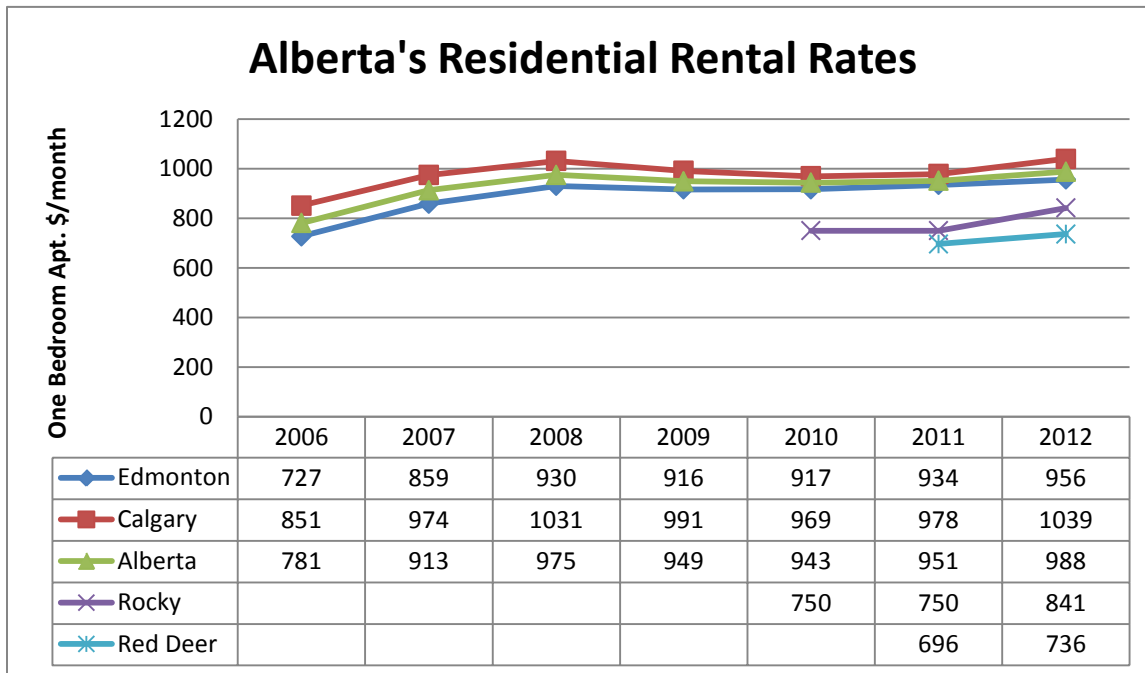


A higher relative percentage of workers aged 15-24 are employed in the two industries than in Alberta as a whole. Additionally, the wages for accommodation and food services is almost half of the average wage in Alberta. The wages for Business and Other Support Services are also lower than Provincial averages.

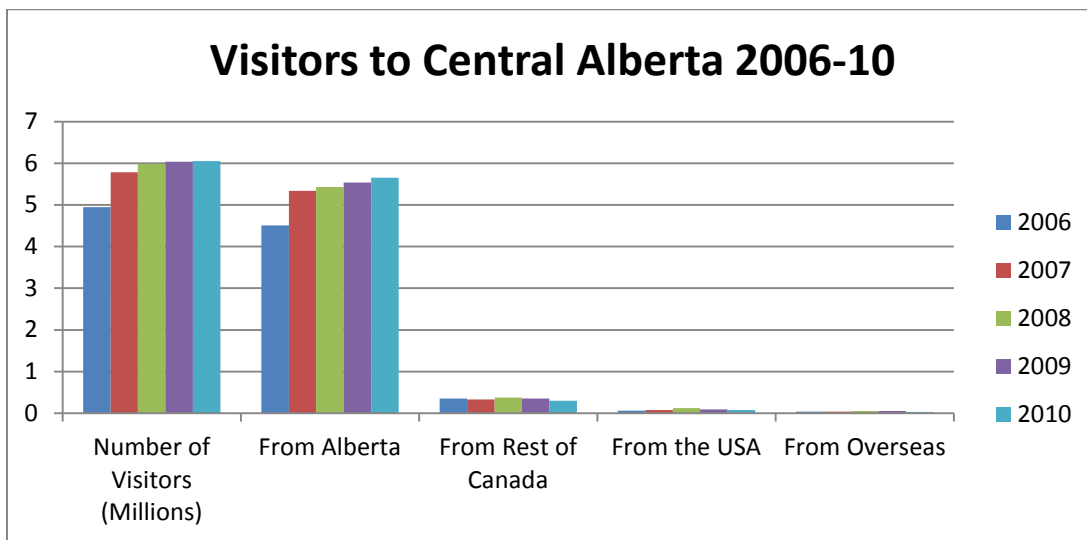
The lower than average wages in this sector present a possible barrier to recruiting and retaining staff for this industry. There is the potential that tourism workers will be comprised largely of itinerant, seasonal employees who may not necessarily have the incentive to invest in the community by purchasing homes and settling here. Clearwater County may wish to consider bringing in higher-end tourism opportunities that require more highly skilled, highly paid employees. Local businesses and operators have provided anecdotal evidence that there are currently difficulties in recruiting and retaining service and tourism sector staff.

On the other hand, the support of greater access to affordable housing may be an option to attract and retain demographics inherent to more commonly found tourism operations, given

wage statistics and rising rental costs.

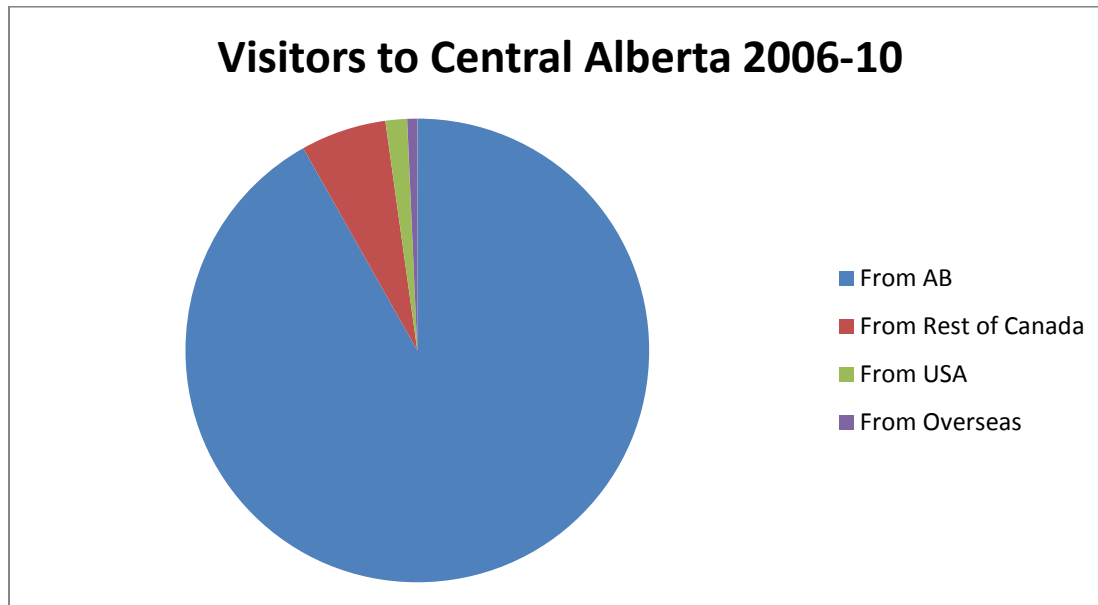


Alberta Tourism, Parks and Recreation has provided some statistics on visitors to the Central Alberta region. Their most recent data is for 2010. For the purposes of Alberta Tourism, Parks and Recreation's study, the Central Alberta region spans from the Eastern border of the Province, West to the Banff Park Boundary and North of Edmonton and South to Calgary, excluding the City of Edmonton itself.



¹ The statistics for Calgary, Edmonton, Red Deer and Alberta are provided by the Canada Mortgage and Housing Corporation (CMHC). The statistic for average rental prices in Rocky Mountain House is an estimate based on a survey of advertisements and anecdotal evidence.

On average over the five years, the information can be summarized as follows:



In 2007, 2008 and 2010, tourism activity in Central Alberta accounted for 26% of total visitors to the Province. In 2006 and 2009 it was 25% and 27%, respectively.

Albertans comprise the highest number of visitors to the Central Alberta Region, but also average much shorter stays than visitors from other parts of Canada, the United States and overseas. Overseas visitors stay the longest, followed by visitors from United States and then visitors from other parts of Canada. The higher cost associated with travelling here from other countries may mean that international visitors will find longer visits more desirable in order to get the most out their travel investment.

Central Alberta tends to receive the most visitors in the July-September and April-June periods, with fewer visitors during the October-December and January-March periods.

There are generally almost twice as many visitors from Edmonton and area recorded as from Calgary and area.

Trends:

Visitor 'Classes'

Generally, there are three 'classes' of visitors within the Clearwater area:



1. People travelling through the area;
2. 'Do-It-Yourself' visitors; and
3. People coming for an 'experience.'

Class 1 visitors were identified in the session as a market opportunity to be explored further down the road, once the needs of the Class 2 and 3 visitors within the region are better met. It was identified that Class 2 visitors may not spend much money in an area if they have brought their own supplies (quad, trailer, food, etc.) and are using those supplies to create their own tourism experiences in the West Country. Class 3 visitors come to the area looking for something (an event, accommodation, a 'packaged experience', etc.) to spend their tourism dollars on, but are currently underserved in the Clearwater area.

Other Current Trends

- Advertising has helped local tourism venues. For instance, the Caroline Museum is included in a brochure that lists six driving tours, which has brought in a good deal of visitor traffic.
- The David Thompson Highway is known to sports car clubs as a 'high-speed' stretch, due to the perceived lack of highway traffic enforcement West of Rocky Mountain House.
- Analytics on the 'Where Adventure Begins' website shows that most searches are done for camping and quad opportunities.
- A new glass walkway is being developed at the Columbia Ice Fields, which may prove to be a major tourist attraction, drawing visitors to the general Clearwater area. Another big draw to the area has been Ice Field Helicopter tours.

Long-Term Trends

- There is an increased push towards 'creating a packaged experience,' and the Clearwater area needs to determine what unique experience can be promoted, above the natural features found in the West Country, as many parts of Alberta also have natural features to offer. Moreover, with the paving of the Sunchild Road, there is greater competition from Drayton Valley, as their business community has worked hard to welcome visitors and people travel there from within the Clearwater community to spend money there as opposed to within the local community. It was



emphasized in the session that a regional tourism experience needs to be created and promoted. Additionally, more and more tourists expect to have a tour-experience organized for them, over and above being provided with information on areas of interest/activities in an area. In other words, there is a push for a 'one stop shop' location that can arrange itineraries, tickets, etc. for multiple stops and experiences. Tourists are becoming more sophisticated and expect the region to compete globally. Tourists are well-informed and know what they want—if the area does not offer it, they will go elsewhere.

- Other entities within Alberta and Canada are working to promote the industry. This includes the Canadian Tourism Council, which is currently focused on encouraging international visitors to come to Canada. Currently, most visitors to Central Alberta and the Clearwater area are from Edmonton, Calgary and Red Deer. Travel Alberta's 'Remember to Breathe' promotion has been successful in encouraging Albertans to stay in Alberta for their vacation experiences.
- Competitively, the United States has a similar campaign, which encourages US residents to spend their tourism dollars in their own country. Outside of Canadian and Albertan visitors, Central Alberta is visited most by US tourists—this campaign is increasing competition for the US tourism market.
- The Province is cutting back on information resources, which may create a barrier to educating and encouraging visitors in the future.
- Random camping is a concern to some local tourism operators, as they have received feedback that tourists do not feel safe in the West Country due to the rate and type of random camping activity taking place.
- Nordegg is developing better infrastructure which may better support tourism endeavours. As more businesses and tourism operators locate in the area, there will be greater demand for staff housing.
- The West Country is seeing an increase in cyclists. Bike tours are becoming more popular and these tourists often spend more money than RV campers as they do not have the same capacity to carry their own supplies/accommodation as what RV users have.
- The development of the Rocky-Nordegg Trail may be a draw to the area once it is completed.



- Visitor feedback from tourists is that they do not feel welcome at all local businesses, and are 'treated like outsiders.' A business ambassador program, similar to what is conducted in Drayton Valley may be worthwhile for business and tourism operators.

Required Programs and Infrastructure/Opportunities:

- The Visitor Information Centre is spending less time on handing out information and more time on helping visitors to plan their experiences. Specific experiences and events (ie. Market on Main Street) should be developed as a draw to visitors. Attractions should have some set times for tours, with the rest set up for successful self-guided experiences. Having tours with set times would allow for the development of multi-operator tours/itineraries.
- Develop a single, unified brand for the region.
- The Province should be encouraged to be more receptive to development within West Country development nodes.
- The use of the David Thompson Highway as a dangerously high-speed area needs to be controlled and prevented.
- Mitigating some concerns regarding random camping could be done through the development of more/better facilities or by offering an incentive system for users of private and provincial campgrounds. Similarly, finding a way to make random camping more manageable, enforceable and sustainable to encourage responsible random camping would be of benefit.
- Improvement of the type and accessibility of information on recreation infrastructure in the area (maps, brochures, signage, etc.)
- There may be an opportunity to encourage the development of 'green' programs and facilities in the area to help the tourism experience stand out from other parts of Alberta that also offer access to mountainous landscapes.
- Develop a 'one stop shop' to provide tourism information for the entire region and possibly to develop, promote, sell and book specific tourism experiences/packages.
- Improve Internet connectivity in the West Country with a specific focus on Nordegg.
- Develop annual events to draw people to the area, such as an adventure race or outdoor festival.
- The facilitation for increased networking between industry members.



- The perception of the area needs to change from an industrial oil and gas area to a desirable tourism destination, with a variety of facilities and recreation opportunities.
- Put a greater focus on promoting the area internationally.
- Lobby to address the development of a highway through Howe's Pass. If Parks is concerned about the disruption a highway may cause, perhaps it is feasible to build a Confederation Bridge style pass. The BC government would need to be lobbied around this as well.
- Encourage the development of a 'signature resort' in Nordegg to act as an anchor and to encourage visitors to stay in the area.
- Approach Brewster bus lines about providing tours on the David Thompson Highway, as they already operate North-South trips on Highway 93.
- Develop staff housing that can be accessed by local tourism staff. There may also be an opportunity to merge tourism and the oil and gas sector by having worker friendly long-term sites that are also suitable for recreation. Perhaps allow businesses in Nordegg to include staff suites on site.
- Look into potential incentive programs to encourage new tourism operators to locate in the area.
- Facilitate tourism operators meeting annually to network and discuss the challenges and opportunities of the season.

Recommendations

Given its findings, the Working Group makes the following recommendations:

1. Clearwater County Council recommends that the Intermunicipal Cooperation Committee create a Regional Cultural and Economic Development Task Force after the conclusion of the *Reeve's Economic Summit* with the purpose of developing a Joint Cultural and Economic Development Plan for the region with the Town of Rocky Mountain House and Village of Caroline. This Plan should take into account principles of a 'creative economy',² described by Richard Florida and Gord Hume, in

²Referring to author Gord Hume's CRINK economy concept and Richard Florida's 'Creative City Movement.' The main thesis is that economic prosperity is shaped by knowledge-based workers and entrepreneurs. Ultimately, "creativity and innovation are together the overall elements to propel municipalities to success." Hume stresses that municipalities should have an economic development



addition to the trends identified by the *Reeve's Economic Summit*. Such principles include:

- That the workforce is increasingly composed of creative professionals such as knowledge-based workers, those working in healthcare, business and finance, the legal sector, education, scientists, engineers, researchers, technical and technological professionals, as well as artists, writers and musicians;
- That 'traditional' industries increasingly rely on creative professionals' skills and knowledge;
- That bright young people are more likely to be attracted to municipalities that offer the environment, job opportunities, social experiences, and quality of life that they expect and demand; and
- That in a globalized economy, municipalities must often compete with one another to attract people and investment to their communities.

It is the Working Group's belief that this Report, combined with the others released in accordance with the *Reeve's Economic Summit* provides an excellent foundation for such a plan and initiative to be developed.

2. Clearwater County Council recommend that the Intermunicipal Cooperation continue the trend established by the *Reeve's Economic Summit* of engaging with industry and economic specialists and stakeholders with the goal of enhancing the community's awareness and knowledge of trends and issues. For instance, having an annual speaker on municipal creativity could be a route the ICC wishes to take. It is the Working Group's opinion that a permanent body be established by the ICC which includes Council and Administrative staff from all three municipalities in the region to maintain a common economic development vision. This body would act on the goals established by a regional Joint Cultural and Economic Development Plan.
3. Clearwater County Council and Administration explore ways to facilitate the development of a regional tourism group that focuses on promoting the region as a whole. This entity would serve as a 'one stop shop' for residents and visitors, with an initial focus on Class 2 and 3 visitors. The first projects for the regional tourism group

strategy which strives to establish the necessary conditions to attract knowledge-based workers with things like culture, recreation and retail variety.



should be the development of a tourism-focused website for the area, and the promotion of the region to potential international visitors.

4. Council continue to lobby the Province to increase enforcement in the West Country.

Conclusions

This report by the Tourism Working Group is broad in scope, as many of the challenges and trends witnessed within the tourism industry in Clearwater County affect other industries and aspects of economic development. This report, combined with the other reports that will be established as part of the *Reeve's Economic Summit* will serve as catalysts to provide new areas of collaboration and innovation within the community to generate new ideas and solutions to some of the problems discussed by the Working Group.

The Working Group encourages Clearwater County Council, but even more importantly, the broader Clearwater/Rocky/Caroline community to utilize this report as a starting point or a trigger for new, progressive achievements in our region over the next five, ten and twenty years.

Overall, the Working Group recognizes that the diversification of the local economy and the growth of our major industries is vital to the community's sustainability. This report targeted the tourism sector in particular, but the Working Group hopes that its findings and recommendations will help to guide regional economic and community development in general in the years ahead.

Through its discussions over the last several months, the Working Group discovered that having a creative, vibrant economy largely depends on the workforce. When a community has a creative and talented citizenry, residents are capable of making the local economy flourish through new ideas and new businesses. In order to continue to retain and attract intelligent, skilled people to our community, the Working Group strongly recommends that a regional Cultural and Economic Development Task Force be created to ask questions of the community like:

- 'What do we want our community to look like in 20 years?'



- 'What amenities do we need to improve or add within that time to retain and attract talented people to the community? Such amenities include things like affordable housing, recreation and arts centres, healthcare and daycare centres.'
- 'What action items need to be developed by the region to ensure long-term prosperity?'

The Working Group believes this Report provides a foundation to some of these questions, and hopes that the regional Cultural and Economic Development Task Force pick up where we have left off, as well as with the establishment of a regional tourism entity to focus on the development of tourism specifically.

Moreover, as Gord Hume states, “the competitive reality is that most communities now offer similar amenities to potential investors and companies. They have serviced, zoned land available. They have wireless high-speed Internet. They have an economic development corporation of some kind that offers help to new businesses. What differentiates Canadian communities today is the quality of life they offer—and that does vary substantially...Bright young people are not going to be attracted to communities that don't offer the environment, job opportunities, social experiences, and quality of life that they expect and demand today. The inevitable result will be stagnation and economic decline.”³

Clearwater County Council and the stakeholders who participated in the *Reeve's Economic Summit* with the Tourism Working Group showed both vision and leadership in addressing some of the issues the community faces—but this is merely the beginning in a long journey ahead. The Working Group thanks them for their support and contributions, and invites the community at large to generate new ideas and solutions from the framework provided by our work.

Respectfully Submitted,

The Clearwater County Tourism Working Group

³ Gord Hume, *Cultural Planning for Creative Communities*, 3-5.



Clearwater County

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Questions?

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www.clearwatercounty.ca

Clearwater County Councilor and Board Member Remuneration Statement For the Year of ...2013.....

Name of Councilor / Board MemberPat Alexander.....

Payment Periods

January	February	May	<u>June</u>
March	April	July	August
September	October	November	December

Supervision Rate – \$550.00 Monthly
Reeve Supervision Rate - \$850.00 Monthly

Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Mileage @ \$0.54 / km
June 1	FCM	X	X			X	
June 2	FCM	X	X			X	
June 3	FCM	X				X	
June 4	FCM	X				X	178
June 5							
June 7	NSWA	X	X	X		X	192
June 11	Council				X		74
June 12	Rural Crime Watch						78
June 13	Joint Council Carol.	X					122
June 17	A+P	X	X				74
June 18	RPAP	X					74
June 19	Planning+Reg Fire	X	X			X	37
June 19	Open House Carol.			X			70
June 20	EMS Leduc	X	X				336
June 20	Rocky Open House			X			74

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Remuneration Calculation

<u>13</u>	Meetings @ \$149.00=	<u>1937.00</u>	<u>1531</u>	Kms @ \$0.54=	<u>826.74</u>
<u>12</u>	Meetings @ \$119.00=	<u>1428.00</u>	<u>6</u>	Lunch @ \$16.00=	<u>96.00</u>
<u>2</u>	Meetings @ \$271.00=	<u>542.00</u>			
	Supervision=	<u>850.00</u>			
	TOTAL=	<u>4757.00</u>		TOTAL=	<u>922.74</u>

Signature {Councilor / Board Member}

Clearwater County Councilor and Board Member Remuneration Statement

For the Year of ...2013.....

Name of Councilor / Board Member Bob Bryant

Payment Periods

January	February	May	June
March	April	<u>July</u>	August
September	October	November	December

**Supervision Rate – \$550.00 Monthly
Reeve Supervision Rate - \$850.00 Monthly**

Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Mileage @ \$0.53 / km
July 9/13	Regular Council				/		4km.
July 10/13	AER Opening Red Deer	✓					172km
July 11/13	MPC	✓	✓				4km
July 15/13	Library Board Advocacy	✓					4km
* July 16/13	Rocky Senior Housing						
July 17/13	RDRWA Project Wet.	✓	✓				172km
July 18/13	County Road Tour Nordegg	✓	✓				4km
July 23/13	Regular Council				/		4km
July 25/13	RDRWA/AESRD Funding	✓					172km
July 26/13	RDRWA Board Meet	✓	✓				172km

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Remuneration Calculation

1	Westview @ \$69.00	\$69.00				
7	Meetings @ \$149.00=	1043.00	708		Kms @ \$0.53=	375.24
4	Meetings @ \$119.00=	476.00	0		Lunch @ \$16.00=	0
2	Meetings @ \$271.00=	542.00				
	Supervision=	550.00				
	TOTAL=	2680.00			TOTAL=	375.24

Signature {Councilor / Board Member} R. J. Bryant

K4

attention Joanne

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...2013.....

Name of Councilor / Board Member

EARL GRAHAM

Payment Periods

- January
- February
- May
- June
- March
- April
- July
- August
- September
- October
- November
- December

Supervision Rate - \$550.00 Monthly
Reeve Supervision Rate - \$850.00 Monthly

Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Milcage @ \$0.54 / km
<i>July 8/13</i>	<i>EMS CALGARY</i>	✓	✓				<i>0</i>
<i>July 9/13</i>	<i>COUNCIL</i>				✓		<i>92</i>
<i>July 10/13</i>	<i>SPOG / AER.</i>	✓	✓				<i>215</i>
<i>July 11/13</i>	<i>MPC.</i>	✓	✓				<i>92</i>
<i>July 15/13</i>	<i>SPOG. BOD.</i>	✓	✓				<i>90</i>
<i>July 16/13</i>	<i>WESTVIEW.</i>						
<i>July 16/13</i>	<i>AG SOCIETY</i>	✓					<i>22</i>
<i>July 17/13</i>	<i>Red Deer Parade.</i>	✓	✓				<i>215</i>
<i>July 15/13</i>	<i>RDRMOG</i>	✓	✓	✓			<i>125</i>
<i>July 22/13</i>	<i>RDRMOG</i>	✓					<i>92</i>
<i>July 23/13</i>	<i>COUNCIL</i>				✓		<i>92</i>
<i>July 26/13</i>	<i>AG SOCIETY</i>	✓					<i>22</i>

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Remuneration Calculation

<i>1</i>	<i>Westview @ \$69</i>	<i>69.00</i>			
<i>9</i>	<i>Meetings @ \$149.00=</i>	<i>1341.00</i>	<i>1057</i>	<i>Kms @ \$0.54=</i>	<i>570.78</i>
<i>7</i>	<i>Meetings @ \$119.00=</i>	<i>833.00</i>		<i>Lunch @ \$16.00=</i>	
<i>2</i>	<i>Meetings @ \$271.00=</i>	<i>542.00</i>			
	<i>Supervision=</i>	<i>550.00</i>			
	TOTAL=	3335.00		TOTAL=	570.78

Signature {Councilor / Board Member}

[Handwritten Signature]

Clearwater County Councilor and Board Member Remuneration Statement For the Year of ...2013.....

Name of Councilor / Board Member *Case Keruev*

Payment Periods

January	February	May	June
March	April	July	August
September	October	November	December

Supervision Rate – \$550.00 Monthly
Reeve Supervision Rate - \$850.00 Monthly

Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Mileage @ \$0.53 / km
1	Eschville Parade	✓					50
4	S D A B	✓					26
6	Big Horn Backcountry	✓					26
6	D.T Rec Board	✓					60
11	Council				✓		26
13	Joint @ Caroline	✓					40
17	A + P	✓					26
19	Openhouse Caroline	✓					40
20	Openhouse Rocky	✓					26
24	Joint @ Rocky	✓					26
25	Council				✓		26
26	St. Dominic Grad	✓					26

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Remuneration Calculation

<u>10</u>	Meetings @ \$149.00=	<u>1490.00</u>	<u>398</u>	Kms @ \$0.53=	<u>214.92</u>
<u>—</u>	Meetings @ \$119.00=	<u>—</u>	<u>—</u>	Lunch @ \$16.00=	<u>—</u>
<u>2</u>	Meetings @ \$271.00=	<u>542.00</u>			
	Supervision=	<u>550.00</u>			
	TOTAL=	<u>2582.00</u>		TOTAL=	<u>214.92</u>

Signature {Councilor / Board Member}

..... *[Signature]*