

**CLEARWATER COUNTY COUNCIL AGENDA**  
**June 26, 2018**  
**9:00 am**  
Council Chambers  
4340 – 47 Avenue, Rocky Mountain House, AB

**A. CALL TO ORDER**

**B. AGENDA ADOPTION**

**C. CONFIRMATION OF MINUTES**

1. June 12, 2018 Regular Meeting Minutes

**D. PUBLIC WORKS**

1. Facility Needs Assessment Review
2. Draft Granular Resource Management Plan

**E. AGRICULTURE & COMMUNITY SERVICES**

1. Rocky Air Show Association Sponsorship and Parking Request

**F. MUNICIPAL**

1. Obsolete Bylaw Clean-Up – Draft Bylaw 1054/18 ‘2018 Obsolete Bylaws’ Consideration of First and Second Readings
2. Governance Refresher Course

**G. INFORMATION**

1. CAO’s Report
2. Public Works Report
3. Accounts Payable
4. Councillor’s Verbal Report

**K. ADJOURNMENT**

***TABLED ITEMS***

<b><u>Date</u></b>	<b><u>Item, Reason and Status</u></b>
06/13/17	<b>213/17 identification of a three-year budget line for funding charitable/non-profit organizations’ operational costs pending review of Charitable Donations and Solicitations policy amendments.</b>
03/13/18	<b>116/18 Crammond Community Hall Grant Request pending receipt of Crammond Community Hall’s 2017 Financial Statement</b>
05/22/18	<b>254/18 Delegation: RCMP Headquarters ‘K’ Division Alberta Rocky Mountain House RCMP Detachment</b>



## REQUEST FOR DECISION

<b>SUBJECT:</b> Facility Needs Assessment Review		
<b>PRESENTATION DATE:</b> June 26, 2018		
<b>DEPARTMENT:</b> Public Works	<b>WRITTEN BY:</b> Erik Hansen, Director, Infrastructure	<b>REVIEWED BY:</b> Murray Hagan, Acting Chief Administrative Officer
<b>BUDGET CONSIDERATIONS:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
<b>STRATEGIC PLAN THEME:</b> Managing our Growth	<b>PRIORITY AREA:</b> Objective 1:1 Plan for a well designed and built community	<b>STRATEGIES:</b> 1.1.1 Ensure appropriate land use planning for Public Infrastructure, rural subdivisions, hamlets and commercial and industrial lands
<b>ATTACHMENT(S):</b> Facility Needs Assessment PowerPoint		
<b>STAFF RECOMMENDATION:</b> <b>That Council reviews the information provided and direct staff to take steps to implement Option #2 as presented. This includes:</b> <b>Reinvest in existing facilities and supplement with additional sites and facilities as needed.</b> <b>+</b> <b>Plan for consolidation in the long term.</b> <b>Implement life cycle reserve budgeting practices.</b> <b>Use Facility Condition Index to guide future investment.</b>		

### BACKGROUND:

During the 2018 budget deliberations, Council directed staff to complete a needs assessment for the County's civic facilities. Administration retained RC Strategies+ PERC to assist with this this needs assessment. Mike Roma will be presenting a summary of the Facility Needs Assessment.

If Council agrees with the recommendation, staff will bring back more detailed information regarding the implementation process, budgetary implications and timelines.



# Facilities Needs Assessment

Council Presentation

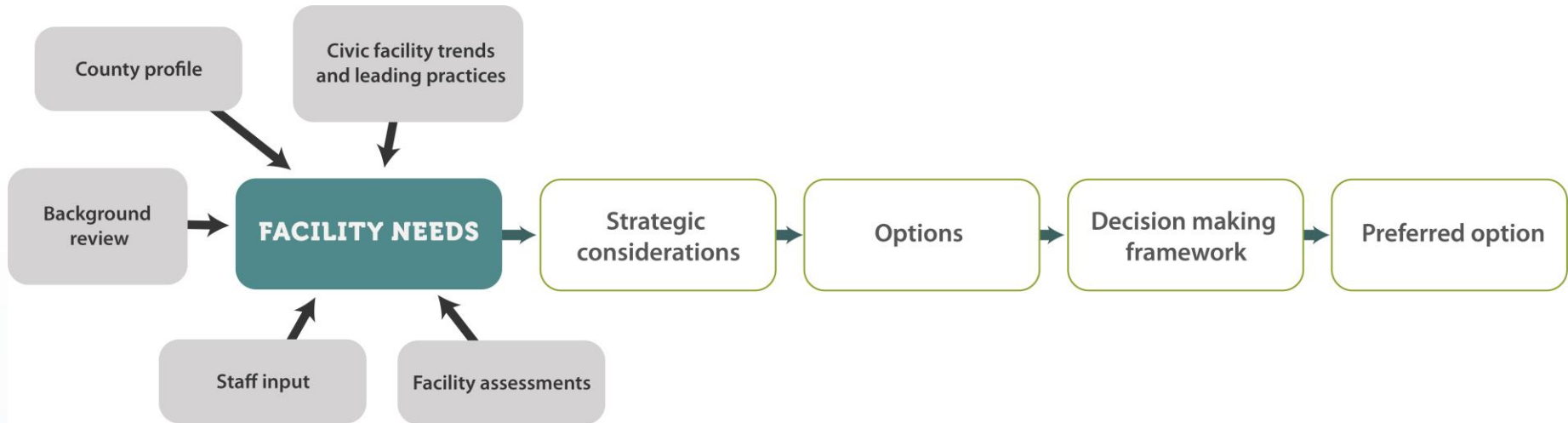
June 26, 9am

# Workshop Overview

1. Introductions and process overview (5 min)
2. Findings (20 min)
3. Options (5 min)
4. Recommendation (5 min)
5. Next steps (5 min)



# Process overview



# Findings

## County profile

- The population of the County is approximately 12,000. It is **not expected to grow** significantly in the short- to mid-term.



# Findings

Background review sources:

- Clearwater County Municipal Development Plan (2010)
- Clearwater County Strategic Plan 2015-2018 (under review)
- Rocky-Clearwater Inter-municipal Development Plan (2007)
- Other Strategic Planning and Directions



# Findings

## Background review findings:

- The County has a **strategic foundation** upon which it delivers services to residents. In order to achieve its goals and aspirations, it needs to provide administrative and operational spaces for its staffing and operational functions.
- It is important for the County to **plan for the long term**, investing in sustaining existing assets and planning for long term spatial needs (current strategic plan; under review).
- It is also important for the County to be an **“employer of choice”** (current strategic plan; under review).
- The County’s is currently exploring a number of initiatives to promote and **enhance economic development**, through **investment in tourism** resources as well as pursuits such as providing **broadband** services to residents. As business activities diversify for the County, spatial needs for administration and operations will increase.





# Findings

Civic facility trends and leading practices sources:

- Review of case studies  
(Lac Ste. Anne, Rocky View, Kneehill, Lacombe)
- Review of industry publications



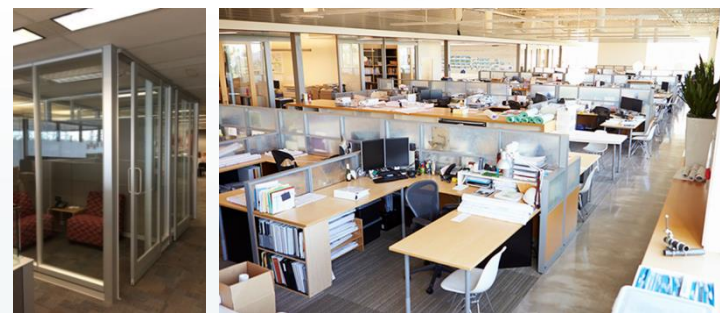
# Findings

Civic facility trends and leading practices findings:

- **Co-locating** municipal administrative and operational services and spaces is a growing trend in civic facility provision.

Trends in office design suggest:

- Typical offices are **decreasing in size**
- There is a move **away from individual office spaces** into open group working areas



# Findings

Of the four case studies reviewed:

- They **ranged in size** from 13,000 to 75,000sq.ft.
- They were paid for through a **combination of reserves and MSI** funding
- And **3 of four included consolidation** of almost all municipal administrative and operational functions
- **Ageing facilities, accommodation deficits, and lack of modernized program specific spaces** were cited as reasons for developing new facilities.



# Findings

County	Date Constructed	Square Footage	Cost	Departments
Lac Ste. Anne	Fall 2017	25,000 (new build)	\$11.7 million (reserve & MSI funded)	7 (unverified), excluding Public Works
Rocky View	Ongoing	75,000 (new build)	\$42 million (\$10m reserve & \$32m MSI)	All departments, as well as a new fire hall
Kneehill	Winter 2016	13,630 (new build)	\$12 million (\$9.45m, reserve & \$2.5m MSI)	All departments and regional medical clinic; separate Ag. & Public Works fac.
Lacombe*	Winter 2009	14,981 Admin (expansion) & 3,888 Shop (expansion)	\$5.8 million (\$4m reserve, \$1.8 MSI)	All administrative departments and public works shop (unverified)



# Findings

Current facilities assessment sources:

- Preliminary assessments conducted by licenced architects
- Past County facility planning
- Discussions with market stakeholders



# Findings

## Current facilities assessment findings:

- It is expected to cost over **\$3.8M (2018 dollars) to simply maintain** the current “main” County owned buildings over the next 10+ years.
- The replacement value of the County owned administrative and operations facilities is **\$9,845,553** (as is, 2018).
- The estimated market **value** of the three **existing facilities** and the two sites which they are situated on is **\$4,600,000**.
- The County has **already invested** approximately **\$4,200,000** in site acquisition, preparation, design, and development at the new site; **\$1.5M of which can't be recovered through liquidation**.



# Findings

Current and future needs sources:

- Preliminary assessment
- Staff input
- Industry leading practices



# Findings

Current and future needs sources:

- **Current facilities** accommodate current and some future staff.
- Based on **current and future** staffing needs and current and future operational concerns, the County requires:
  - **6 more office spaces and 4 workstations** in the **near future**
  - It is important to note that the **current operations spaces are inadequate** for a number of reasons. They are **undersized** for the equipment stored and maintained within them (i.e. ceiling heights are too low for equipment). **Storage areas** are current intermingled with work areas and **air handling** throughout facilities is insufficient.
  - There is an immediate need for **two more equipment bays**, another **wash bay**, more **warm storage areas**, improved **staff support** areas (two additional lunch rooms, 2 large meeting rooms, 3 small meeting rooms) and an improved and expanded **retail presence**.
- Additional capacity for **long term** growth (+15%)



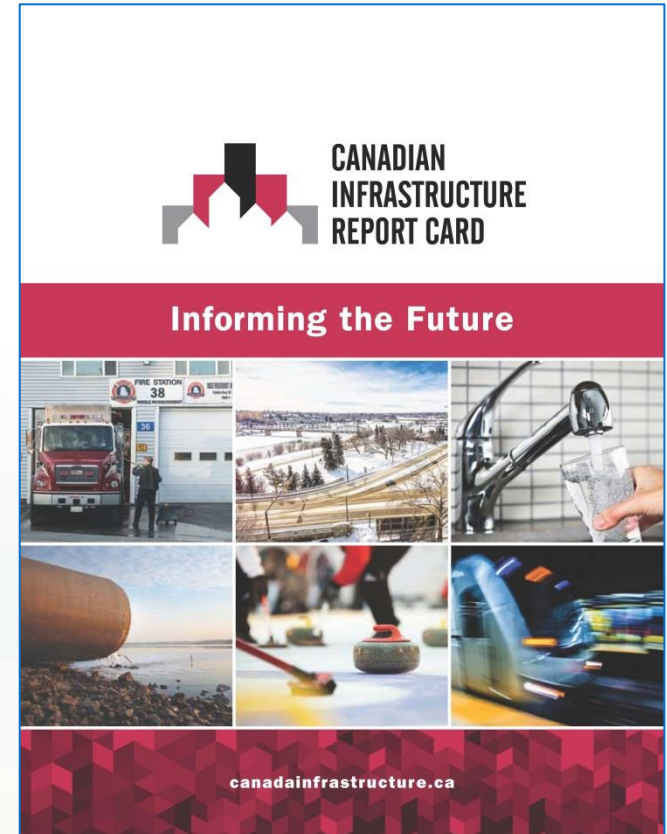


# Findings

Strategic considerations sources:

- Leading practices
- Canadian Infrastructure Report Card

Click [here](#) for more information...



# Findings

## Strategic considerations findings:

- **Facility condition index** is a framework some municipalities use to help decide whether to reinvest or replace existing infrastructure; it suggests that if reinvestment requirements are beyond 50% of replacement cost, replacement should be considered.
  - “Main” County facilities are at **36% currently**; the **Transfer station building** is at **304%**
- Tactical capital **project planning** (business planning and/or feasibility studies) for public facilities should be conducted before major investment in any project.
- It is recommended that municipalities allocate between **1.7% and 2.5%** of facility replacement value annually to a **life cycle reserve fund**.
  - “Main” County facilities reserve allocation should be **at least \$200,000** per year at 2.1%



# Options

1. **Do nothing**
2. **Reinvest in existing** facilities and supplement with additional sites and facilities as needed.
3. **Reinvest in and expand existing** facilities
4. **Renovate the David Thompson High School** to accommodate consolidation of administration and operations functions
5. **Develop a new facility on a new site** to consolidate administrative and operations functions.



# Options

Option	Square footage existing building	Expansion square footage	Future square footage	Life cycle costs	Other considerations	Land / building value	Construction costs of new and / or renovated space	Investment in new site (NE)	Total
1. Do nothing (life cycle only, no expansion)	47759	0	0	\$3,515,000	\$450,000			\$1,512,206	<b>\$5,477,206</b>
2. Reinvest in existing facilities and supplement with additional sites and facilities as needed.	47759	0	0	\$3,515,000	\$450,000	\$2,000,000	\$3,327,750	\$1,512,206	<b>\$10,354,956</b>
3. Reinvest in existing facilities and expand facilities as needed.	47759	1615	7568	\$3,515,000	\$450,000		\$5,033,850	\$1,512,206	<b>\$10,511,056</b>
4. Renovate the David Thompson High School to accommodate consolidation of administration and operations functions	40289	9085	7568	\$3,160,000	\$450,000	-\$3,600,000	\$8,384,150	\$1,512,206	<b>\$9,906,356</b>
5. Develop a new facility on a new site to consolidate administrative and operations functions.	0	0	0	\$0	\$0	-\$4,600,000	\$28,522,000	-\$1,512,206	<b>\$22,409,794</b>

# Options

Option	Pro's	Con's
1. Do nothing	<ul style="list-style-type: none"> <li>• Low cost.</li> <li>• Ability to focus investment elsewhere.</li> <li>• Low operating impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential reduction of service.</li> <li>• Further deterioration of existing facilities.</li> <li>• Staff turnover.</li> <li>• Lost investment in new site.</li> <li>• Facilities are not purpose built.</li> <li>• Various sites.</li> </ul>
2. Reinvest in existing facilities and supplement with additional sites and facilities as needed.	<ul style="list-style-type: none"> <li>• Medium cost.</li> <li>• Meets current and future needs (next 10 years).</li> <li>• Increasing the County's land inventory.</li> <li>• Commercial property market conditions may be favorable.</li> <li>• Medium operating impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities are not purpose built.</li> <li>• Various sites.</li> </ul>
3. Reinvest in and expand existing facilities	<ul style="list-style-type: none"> <li>• Medium cost.</li> <li>• Meets current and future needs (next 10 years).</li> <li>• Low operating impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities are not purpose built.</li> <li>• Various sites.</li> <li>• Congesting existing sites.</li> <li>• Construction costs may be high.</li> </ul>
4. Renovate the David Thompson High School to accommodate consolidation of administration and operations functions	<ul style="list-style-type: none"> <li>• Medium cost.</li> <li>• Meets current and future needs (next 10 years).</li> <li>• Consolidation on one site.</li> <li>• Ability to liquidate existing facilities.</li> <li>• Medium operating impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities are not purpose built.</li> <li>• Construction costs may be high.</li> <li>• Remote location.</li> <li>• Site challenges.</li> <li>• State of existing facilities not completely known.</li> </ul>
5. Develop a new facility on a new site to consolidate administrative and operations functions.	<ul style="list-style-type: none"> <li>• High cost.</li> <li>• Meets current and future needs (next 10+ years).</li> <li>• Consolidation on one site.</li> <li>• Ability to liquidate existing facilities.</li> <li>• Facilities are purpose built.</li> <li>• Low operating impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction costs may be high.</li> <li>• Remote location.</li> <li>• Public perception.</li> </ul>

# Decision making framework

1. **Public Safety:** does the project address an immediate or future safety concern for the public?
2. **Employee Safety:** does the project address an immediate or future safety concern for County employees?
3. **Service Levels:** does the project sustain or enable the enhancement of current service levels?
4. **Legislative Requirements** is the project required for the County to meet legislative requirements?
5. **Community Demand:** is the project supported by the community?
6. **Financial Implications:** what are the capital costs of the project?
7. **Financial Implications:** what are the operating costs of the project?
8. **Regional Partnerships:** will the project help to strengthen regional collaboration?
9. **Cost Savings through Partnerships or Grants:** are there external grants or funding sources that will help leverage County investment?
10. **Economic Impact:** will the project generate non-local spending, positively influence the brand of the County, or generate commercial, residential, or industrial development?



# Recommendation

In the short- to mid-term...

**#2: Reinvest in existing facilities and supplement with additional sites and facilities as needed.**



Plan for **consolidation in the long term.**

Implement **life cycle reserve budgeting** practices.

Use **Facility Condition Index** to guide future investment.



# Next steps

1. Report to be referenced during future decision making
2. Administration to bring forward steps to implement recommended approach





# Thank you

Questions / Comments?





## REQUEST FOR DECISION

<b>SUBJECT:</b> Draft Granular Resources Management Plan		
<b>PRESENTATION DATE:</b> June 26, 2018		
<b>DEPARTMENT:</b> Public Works	<b>WRITTEN BY:</b> Kate Reglin, Project Technologist	<b>REVIEWED BY:</b> Kurt Magnus, Director, Public Work Operations; Rick Emmons, CAO
<b>BUDGET CONSIDERATIONS:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
<b>STRATEGIC PLAN THEME:</b> Managing Our Growth	<b>PRIORITY AREA:</b> Support a transportation networks that connects and move residents and industry	<b>STRATEGIES:</b> Own, or have access to, strategically located aggregate supply with minimum 100-year gravel supply
<b>ATTACHMENT(S):</b> Draft Granular Resources Management Plan		

**STAFF RECOMMENDATION:**  
That Council approves the Granular Resources Management Plan.

### BACKGROUND:

The Granular Resources Management Plan is an initiative set out by the Clearwater County 2015 – 2018 Strategic Plan. The management plan is to manage current and projected growth and to respond to various trends, impacts and demands, within the County, including infrastructure, economic development, financial management and land use planning.

Based on the guidance and consensus of the Agenda and Priorities Council Committee, Administration recommends that Council approves the Granular Resources Management Plan.



# **GRANULAR RESOURCES MANAGEMENT PLAN**

June 2018



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## A.) INTRODUCTION

### a.) Rationale

The Granular Resources Management Plan is an initiative set out by the Clearwater County 2015 – 2018 Strategic Plan to manage current and projected growth and to respond to the various trends, impacts and demands, within the County, including infrastructure, economic development, financial management and land use planning.

Clearwater County recognizes that effective use of its finite gravel resources is crucial in meeting Clearwater County local infrastructure objectives as well as ensuring the sustainable management of all-natural resources. It is the intention of Clearwater County to establish a compliant approach to managing this valuable resource. This will result in more consistent approaches to planning, extraction and reclamation of sites where activity currently exists, or may take place in the future. Reduction of legal liability and enhancement of the efficiencies of the material usage will also occur. The resource will be managed in the most effective manner through an infrastructure prioritization process as identified by Clearwater County. It will also be achieved through the application of current best management practices coupled with environmental terms and conditions applied through associated Federal and Provincial authorizations. It is also realized that, while future projects can help determine demand forecasts, situations ~~can~~ will change and that new infrastructure projects may present challenges to established management criteria. Consequently, changes to the Granular Resources Management Plan will need to be explored as and when events unfold.

It is also realized that the search for gravel resources, on both Crown lands and Private lands, will continue. The challenge will be the differentiation between ideal gravel source prioritization versus practicalities of the site in question. As such, Clearwater County will continue to consult on these issues to ensure that the management plan effectively meets current infrastructure objectives while providing the flexibility to adapt to meet changing conditions in the future.

The Clearwater County Granular Resources Management Plan will be a framework from which Clearwater County can draw from to apply current day best management practices related to the planning, extraction and reclamation of granular resources. It lends itself to progressive land stewardship objectives pertaining to pit development. The Granular Resources Management Plan will work in concert with the necessary land use authorizations to ensure adequate mitigation of the potential impacts resulting from the quarrying, and its associated development activities, ~~during development~~ occurs. In addition to terms and conditions, as set out by the Development Permit, Clearwater County also utilizes environmental monitors, wherever possible, throughout the gravel extraction to ensure that the County adheres to the terms and conditions of the municipal permit ~~license~~.



## **b.) Objective**

In 2015, Clearwater County supported, via the 2015 - 2018 Strategic Plan, a transportation network that connects and moves residents and industry. Accordingly, Clearwater County is to own, or have access to, strategically located aggregate supplies with minimum 100-year reserves by 2018. The following management plan provides an overview of all the current and potential granular resources on both public (Crown) and private lands. In addition, the plan outlines the systematic approach to granular resources management under the guidance and authority of both the Federal and Provincial Government.

## **c.) Limitations**

As with all projections and forecasts, a certain amount of uncertainty and assumptions have been incorporated into this management plan. The management plan is based on dated information which may not accurately reflect the quantity of materials remaining in the identified gravel sources, and does not include other possible sources yet to be identified. The existing data discusses current and prospective resources. Projects, and infrastructure maintenance demands, play a key role in this management plan in the speculative allocation of resources from identified sources. As such, the demand for granular resources may change in respect to infrastructure requirements. For example, there are several gravel roadway rehabilitation and roadway construction projects, along with the yearly winter gravel program which may, or may not, come to fruition in the forecasted period.

With respect to the reservation of granular resources within and by Clearwater County, it should be recognized that geology, development costs, existing infrastructure, geotechnical limitations and public input will all affect Clearwater County's decision in the selection of an aggregate source. Future inventory and evaluation of granular resources will improve our strategic approach to resource development.

Finally, there is an existing and substantial price differential with respect to costs in the acquisition of private lands in comparison to costs associated with the leasing of Government of Alberta Crown lands. As a result, it may be difficult to assign specific gravel sources on Private Land, for infrastructure development, if adjacent provincial sources are available at a much lower cost. This issue will be continually reviewed by Clearwater County to ensure that the management plan objectives coincide with the economic realities of infrastructure activities within and conducted by Clearwater County.



## d.) Definitions

**Activities Plan** - A description of the characteristics of the site and the sequential plans for construction, operation and reclamation of gravel pits.

**Buffer strip** - An area of land used for the erection of a fence and/or the planting and maintaining of a continuous row of coniferous trees or a natural living fence, immediately adjacent to the lot line or portion thereof along which such buffer strip is required.

**Class I pits** - Cover areas greater than or equal to five hectares on private land and are subject to the requirements of the Code of Practice for Pits under the Environmental Protection and Enhancement Act (EPEA). Class I pits require a registration (or pre-existing provincial approval).

**Class II pits** - Cover areas less than five hectares on private land and are not currently subject to the provisions of the Code of Practice for Pits. Class II pits are subject to the environmental provisions of the EPEA and specifically the requirements of the Conservation and Reclamation Regulation under the Act.

**Code of Practice (COP)** – Document which details the information that forms the activities plan, pertaining to an aggregate pit located on private land, which clearly describes the characteristics of the site and the sequential plans for construction, operation and reclamation.

**Conservation Reclamation Business Plan (CRBP)** - Document which details the information that forms the activities plan, pertaining to an aggregate pit located on public land, which clearly describes the characteristics of the site and the sequential plans for construction, operation and reclamation.

**Drift** - Is generally referred to as unconsolidated glacial material deposited directly on the land surface. This material usually consists of silty to sand clay.

**Extraction** - The removal of sand, gravel, and rock for aggregates, which includes drilling, blasting, baling and breaking necessary for extraction and transport. Extraction does not include any crushing, screening or similar activities carried out to make the gravel marketable.

**Gravel** – Rock / [aggregate](#) that is of a specific particle size range.

**Historical Resource Impact Assessment** - If development proponents and/or their agents become aware of historic resources during the course of development activities, they are required, under Section 31 of the *Historical Resources Act*, to report these discoveries to the Heritage Division of Alberta Culture and Tourism. This requirement applies to all activities in the Province of Alberta.



**Infrastructure** – Any roads, piping, buildings, structures, facilities, equipment, apparatus, mechanism, instruments or machinery belonging to or used in developing or operating a pit including any storage site or facility, disposal site or facility, access road, haul road, railway or telecommunication line.

**Pit** – Under the Environmental Protection and Enhancement Act, a pit is an excavation in the surface made for the purpose of removing, opening up or proving sand, gravel, clay, marl, peat or any other substance, and includes any associated infrastructure, but does not include a mine or a quarry.

**Private land** – Deeded or patent land, special areas board land including Métis Settlements and provincial parks.

**Processing** - Includes drying, stockpiling, crushing, sorting, screening, mixing or washing of sand, gravel and rock to produce aggregate products but does not include manufacturing.

**Public land** – Land of the Crown in right of Alberta to which the Public Lands Act applies. This may include the bed and shore of water bodies anywhere within the Province.

**Rare Species** - Any native species that, due to biological characteristics or occurrences in edges of their natural range, or for some other reason, occur in low numbers or in restricted areas.

**Restriction Zone** - Refers to zones that have been identified as having limitations on their uses which are based on environmental sensitivity and compatibility with neighboring land uses. Gravel pit development and operations may be permitted in these zones; however, these zones are subject to conditions set by the Municipal District prior to the issuance of a Development Permit.

**Sand and Gravel Pits** – A surface mine or excavation used for the removal of sand or gravel.

**Surface Materials Lease (SML)** – A long term tenure promoting orderly resource development and management through detailed assessment and planning.





## B.) SUPPLY AND DEMAND

### a.) Supply

Presently, as of the year 2017, Clearwater County has ownership of eight (8) aggregate pits (including stockpile sites) and has a lease, from the Alberta Provincial Government, on nine (9) aggregate pits. Extensive work has been done to compile information, from engineering geotechnical studies, to determine a generally accurate idea of the quantity of proven reserves of granular resources available, to the County, from the aforementioned aggregate pits. Based on this compilation of information, it is estimated that the total volume of proven granular reserves, from the current existing Public, Private and Stockpile Gravel Pit sites, in Clearwater County, is 27,624,242 tonnes.

**TABLE: Clearwater County Aggregate Pit Reserves**

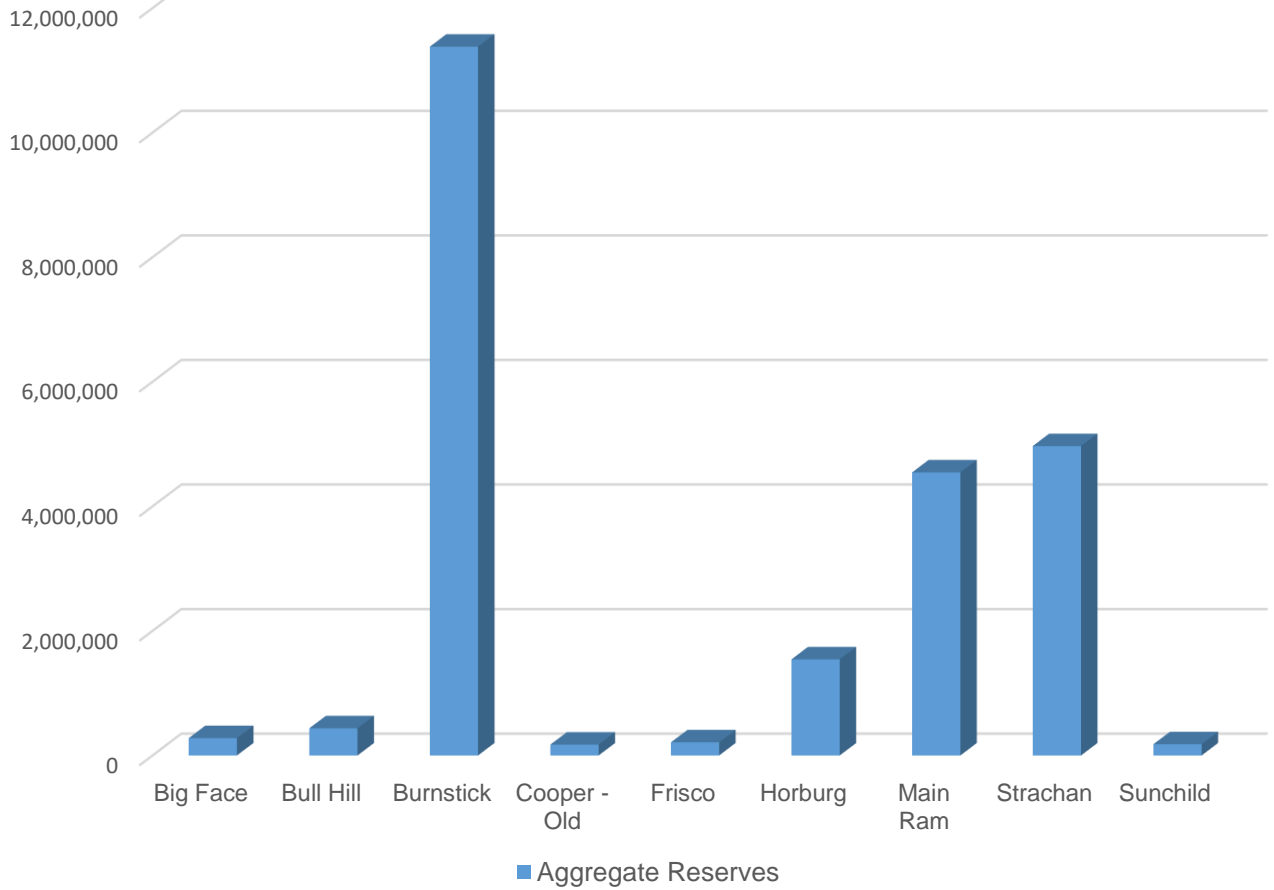
Name of Pit/Stockpile	Legal Land Location	Aggregate Reserves (tonnes)	Additional Notes; Pit Operating Hrs.
<b>Public Pits</b>			
Big Face/Clearwater	NE 32-34-09-W5M	277,701	No restrictions.
Bull Hill	NE 04-31-05-W5M	435,499	No restrictions.
Burnstick	NE 10 & SE 15-34-07-W5M	11,380,434	Pit operations: 7 a.m. to 7 p.m. six days per week.
Cooper – Old	SW 11-37-06-W5M	174,460	No restrictions.
Frisco	SW 17-41-07-W5M	210,283	No restrictions.
Horburg	N 36-39-10 & SE 01-40-10-W5M	1,543,007	New pit. Currently no Development Permit.
Main Ram	NE 19-39-10-W5M	4,543,912	No restrictions.
Strachan	SE & N ½ 01-38-09 and SE 11 & SE 12-38-09-W5M	4,966,658	New pit. Currently no Development Permit.
Sunchild	NW 16-42-10-W5M	180,000	No restrictions.
<b>TOTAL Public Pits:</b>		<b>23,711,954</b>	
<b>Private Pits</b>			
Cooper – Merv	NW 02-37-06-W5M	518,695	New pit. Currently no Development Permit.
Irwin	SE 01-35-05-W5M	600,000	No restrictions.

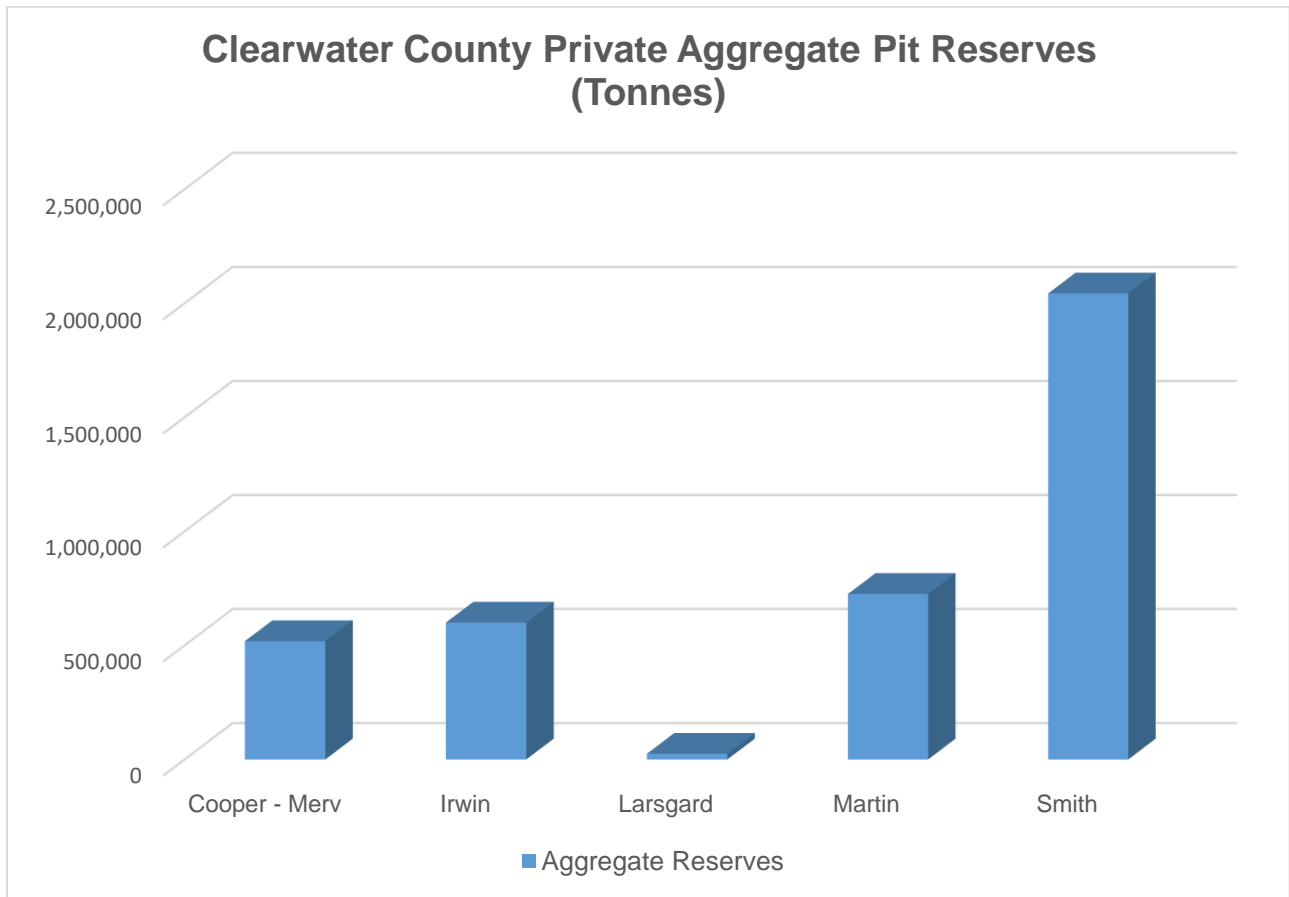


Larsgard	SE 14-40-06-W5M	25,000	No restrictions. Currently being used as a stockpile site.
Martin	NE 13-39-08-W5M	725,525	No restrictions.
Smith	NE 31-37-08-W5M	<u>1,021,534</u>	Pit operations: 7 a.m. to 7 p.m. six days per week.
<b>TOTAL Private Pits:</b>		<b>3,912,288</b>	
<b>Stockpile Sites</b>			
Centerview	SW 02-41-05-W5M	N/A	8:00 a.m. to 4:00 p.m., Monday to Friday, May to September; 7:00 a.m. to 7:00 p.m. Monday to Friday for summer road construction. Two weeks during winter months.
North Ram	SE 19-38-14-W5M	N/A	Alberta Transportation managed pit
Varty	SW 08-43-06-W5M	<u>N/A</u>	No restrictions.
<b>TOTAL All Pits:</b>		<b>27,624,242</b>	



### Clearwater County Public Aggregate Pits Reserves (Tonnes)





### b.) Demand

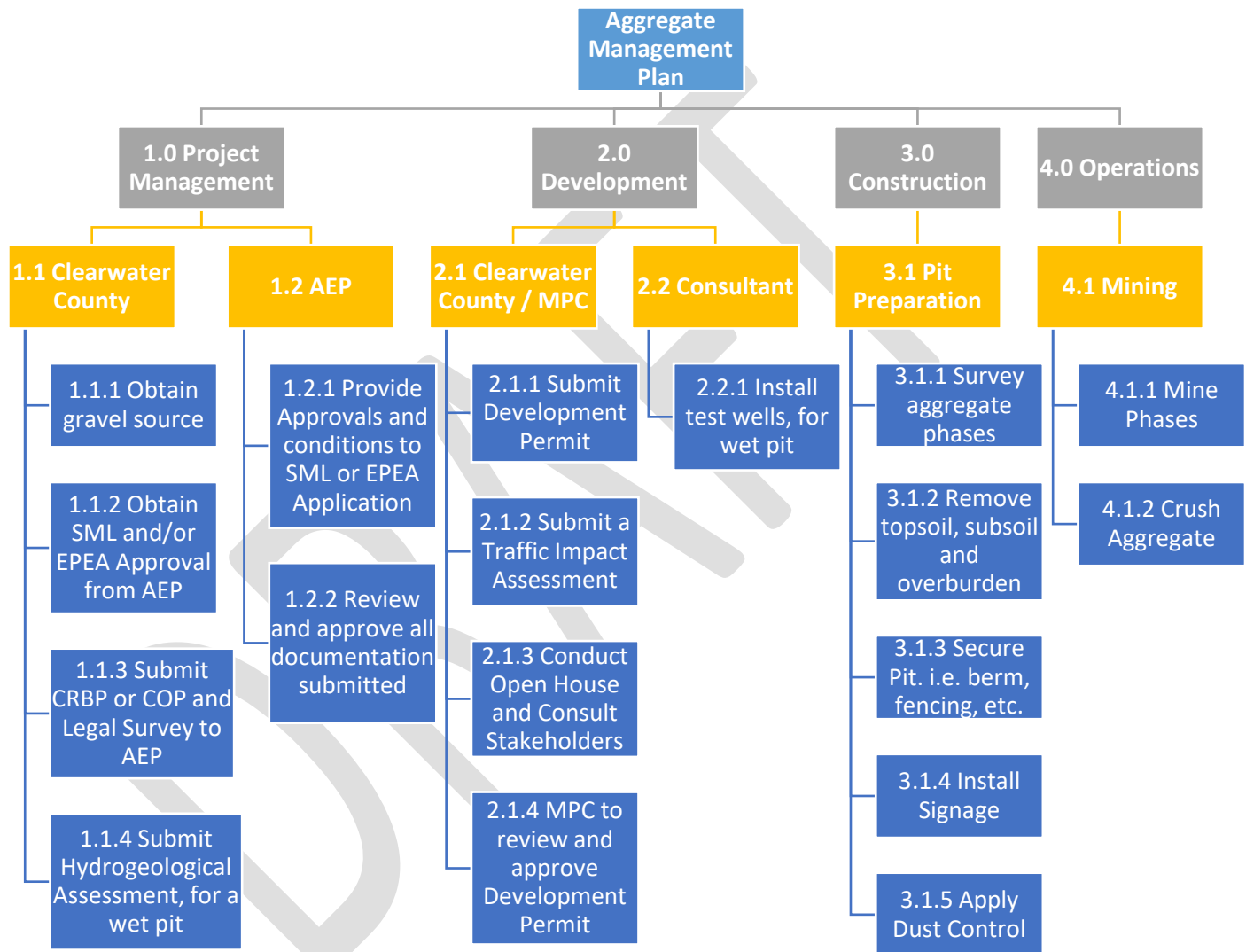
Historically, on average, Clearwater County utilizes 210,000 tonnes of gravel per year. As such, demand for a twenty (20) year period is forecasted to be approximately 4,200,000 tonnes. Based on proven reserves of 27,624,242 tonnes, (assuming no other proven granular resources are found) this will provide Clearwater County with 132 years of supply.

The quantity and location of the reserved materials, within Clearwater County, will be revised, from time to time, to reflect changes in granular resource supply and demand. In addition, the location and quantity of these reserved materials shall be reviewed, at minimum, once per year.



## C.) PLANNING PROCESS

### a.) Work Breakdown Structure



**NOTE:**

- AEP** – Alberta Environment and Parks
- EPEA** – Environmental Protection and Enhancement Act
- COP** – Code of Practice
- CRBP** – Conservation Reclamation Business Plan
- MPC** – Municipal Planning Commission
- SML** – Surface Materials Lease

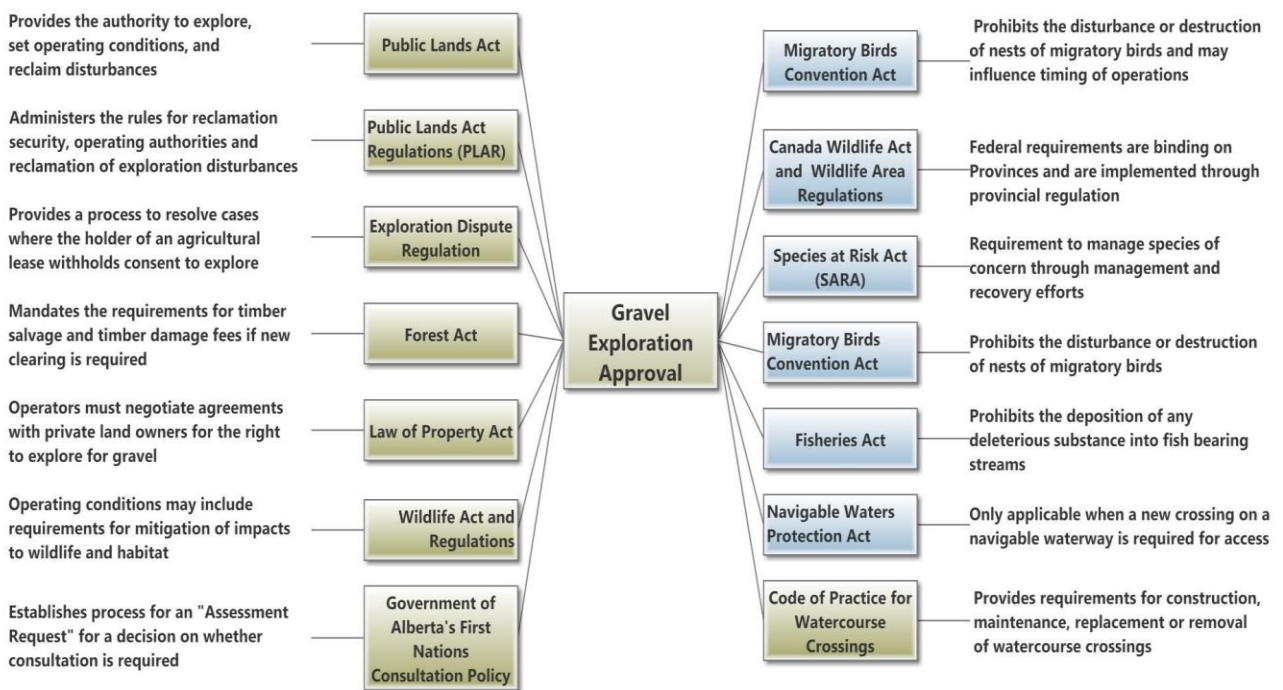


## D.) LEGISLATION AND POLICY

### a.) Exploration

Clearwater County is continuing to source aggregate in strategic locations, to supply the County with gravel for the next 100 years. Administration is exploring to secure gravel in the northern and western areas of Clearwater County. Exploration will occur as per federal and provincial legislation and policy.

#### *Legislation and Policy Guiding the Approval of Gravel Exploration - Public Land*



**Notes:**  
*Federal legislation and the Code of Practice for Watercourse Crossings are applicable on both private and public land.*

*Other legislation and policy listed is applicable only on public land.*

*Exploration on private land requires property owner's agreement*

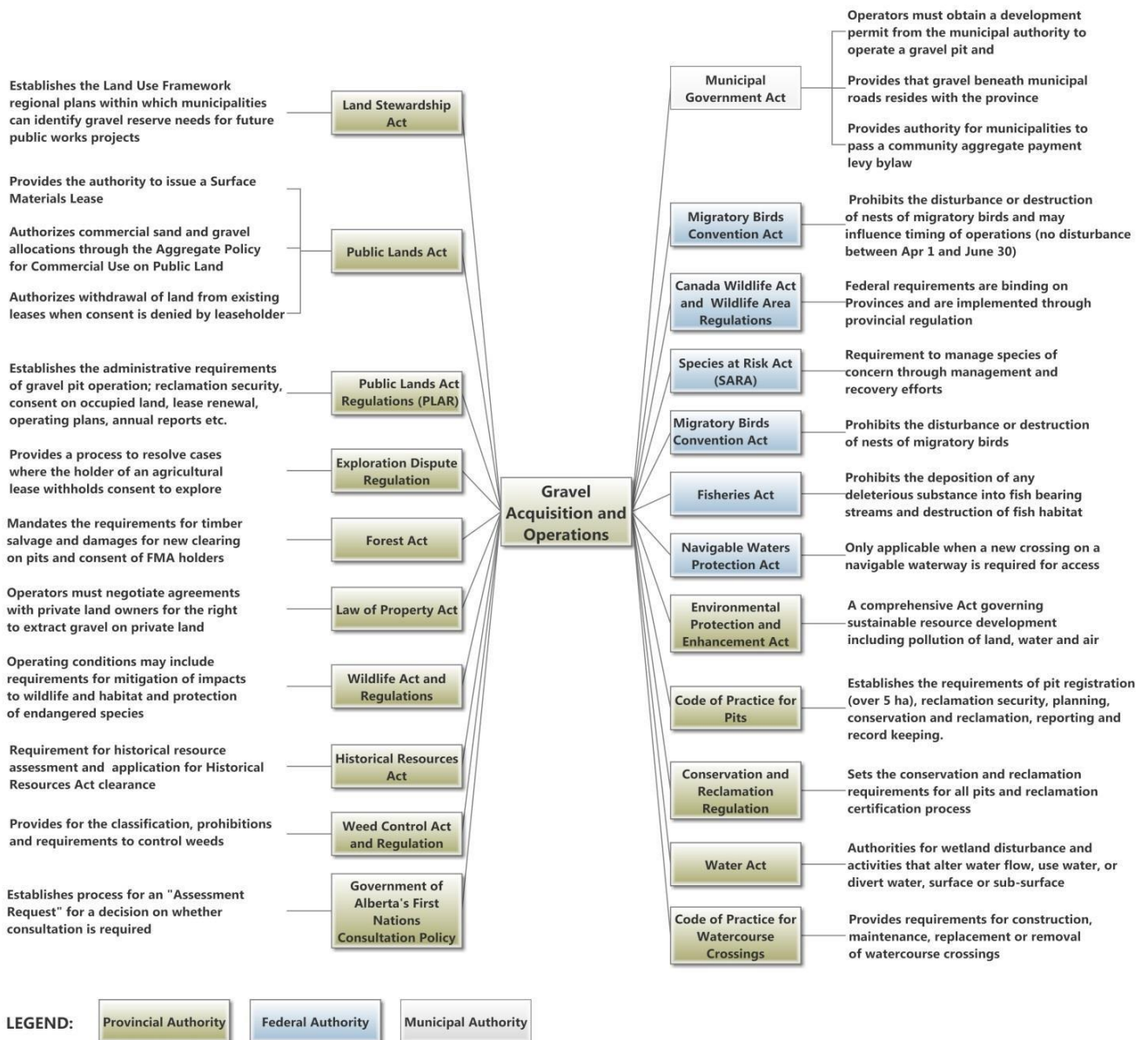
(AAMDC. (2013). Got Gravel? Strategies to Secure Gravel for Rural Municipalities. Part 1 – Summary Report., Pg. 28)



## b.) Acquisition and Operations

Aggregate acquisition and operations (including extraction) is an important activity(s) which has the potential to cause significant disruption to local communities, and the environment, over a prolonged period. Consequently, numerous conditions are imposed upon Clearwater County aggregate operations, via Federal, Provincial and Municipal authority, and many of these are valid for the entirety of the development. In addition, gravel from any one pit, will be distributed, as required, throughout Clearwater County, in all directions, within a defined pit radius (see Section F).

### Legislation and Policy Guiding the Acquisition of Gravel and Operation of a Pit





Furthermore, for Clearwater County to obtain an SML, on public lands, Clearwater County will require a 'withdrawal from lands' in the Forest Management Agreement (FMA) area (within the SML), particularly if there is a current FMA holder (i.e.: Sundre Forest Products Inc., etc.). A FMA provides companies with the right to harvest trees on crown (public) land and ensures activities are carried out in a sustainable manner. Forested areas which do not have a FMA holder are managed by the Alberta Agriculture and Forestry Forest Management Unit. Clearwater County is, presently, working with the FMA holder(s), such as Sundre Forest Products Inc., to harvest trees, and thereby withdrawal, from only the phase currently planned to be mined rather than harvesting trees within the entire SML boundary.

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### c.) Reclamation

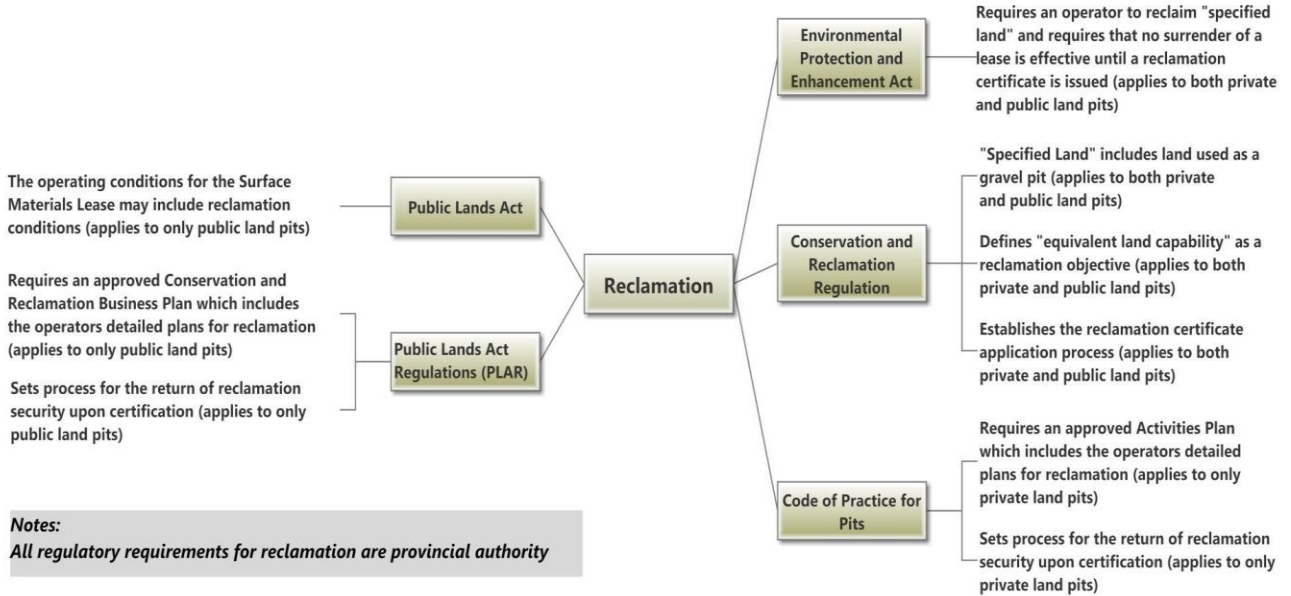
Reclamation will follow provincial legislation and policy. Furthermore, reclamation of the aggregate pits will occur progressively throughout the development of each pit. Once an area has been depleted of aggregate the area will be reclaimed. In effect, Clearwater County performs sequential reclamation; meaning prior to opening a new phase to be mined, the greatest amount of reclamation possible shall be completed on the previous mined phase. During the development of the aggregate pit, the topsoil, subsoil and overburden will be stockpiled separately within the pit. Within the depleted areas, reclamation will include spreading the overburden, subsoil, topsoil and, if required, planting trees. The replaced material shall be contoured to facilitate proper surface water drainage and to leave any pit faces with a 3:1 slope. During replacement, inferior quality materials will be directly placed into the pit.

- Poor-quality overburden (very stony), rejected material and fine sediments will be replaced first and covered by roughly 0.5m of better quality material so as to not impact the rooting zone.
- Coarse materials will be buried at the bottom of the pit or used for slope reconstruction.
- Overburden will be spread evenly across the site or placed where it is needed for site grading and re-contouring.
- Overburden will be directly replaced into depleted portions of the pit. The direct placement of this material will be done so that it supports the final land use for the site. Salvaged subsoil will be replaced evenly over the overburden or reject material and can be used for minor re-contouring. Topsoil will be replaced onto the subsoil at the same depth as obtained in the exploratory testing.

To sustain, when needed, ongoing reclamation requirements, Clearwater County has established a reserve whereby \$300,000 is available per year.



**Legislation and Policy Guiding the Reclamation of a Gravel Pit  
(both public and private land pits as noted)**



AAMDC. (2013). Got Gravel? Strategies to Secure Gravel for Rural Municipalities. Part 1 – Summary Report., Pg. 63)





## E.) ALBERTA ENVIRONMENT AND PARKS REGULATORY PROCESS

### a.) Public Pits

Prior to obtaining a Surface Material Lease (SML), Clearwater County is required to follow Alberta Environment and Parks (AEP), *Guidelines for Acquiring Surface Material Dispositions on Public Land, 2008*. This manual provides guidelines for obtaining approvals to extract surface materials from public land in accordance with the regulatory and policy regime. From the *Guidelines for Acquiring Surface Material Dispositions on Public Land, 2008*, SMLs are issued based on the geological information substantiating the extent and quality of the surface material resources as well as the size and environmental sensitivity of the lease.

A SML expires every ten years from the AEP approval date. A notification is required to be sent in, by Clearwater County, to AEP before the SML expires. After AEP receives the notice, which will outline whether the operator will be renewing the lease or not, they will send a letter with the conditions required for the approval. Typically, a new Conservation Reclamation Business Plan (CRBP) will be required.

For all public pits, an *Annual Return and Accrual Report* is required to be submitted to AEP by January 31<sup>st</sup> of each year. The annual return outlines the amount of aggregate that was crushed and removed from the pit. It also includes information on any clearing, excavation or reclamation that has taken place within the SML throughout the year. An annual return is required even if no activity has taken place within the SML. The accrual report is an estimated quantity of gravel that the operator intends to remove from the SML within the first 3 months of the new year.

There are six steps required to obtain a SML.

- Step 1 – Surface Material Exploration (SME) Application
- Step 2 – SME Approval from Alberta Environment and Parks (AEP)
- Step 3 – Surface Material Lease (SML) Application
- Step 4 – SML Approval in Principle
- Step 5 – Conservation and Reclamation Business Plan (CRBP)
- Step 6 – Final Approval Letter/Lease Agreement

- If it is a wet pit, a water division permit will also be required

#### Step 1 - Surface Material Exploration (SME)

The SME application must be accompanied by a sketch showing the limits of the proposed SME and approximate test locations. SMEs are issued for up to 180 days, with no extensions, and the maximum area of the approval is 320 acres. The SME



approval authorizes the use of mechanical equipment during the exploration program that may result in a physical disturbance to public land. This could include, test pit digging with a hoe and test hole drilling with a drill rig. The holder of the SME has exclusive rights to any surface material applied for and found within the lands listed in the SME approval.

If the applicant does not proceed with an SML application, the applicant is responsible for reclaiming all disturbed areas. A *letter of clearance application* is to be submitted for the approved SME area that has been disturbed.

#### Step 2 – Surface Material Exploration Approval

If the SME is approved, an approval letter is provided, from AEP, along with the requirements to undertake the work.

#### Step 3 – Surface Materials Lease Application

SML applications must include the exploration data including adequate mapping and test data that illustrates test hole locations, horizon profile, and any other data that depict the volume and degree of the gravel deposit; an acceptable plan showing the proposed lease boundary, as outlined in the guidelines; a statutory declaration; and required fees.

#### Step 4 – Surface Material Lease Approved in Principal

If the SML application is accepted, AEP will issue a letter requesting a Conservation and Reclamation Business Plan (CRBP) along with other application requirements.

#### Step 5 – Conservation and Reclamation Business Plan (CRBP)

The CRBP must be submitted within 6 months of receiving the *Approval in Principal* letter. If the CRBP is not received, within the required timeframe, AEP may cancel the approval. If a Historical Resources Impact Assessment is required, Clearwater County can apply for an extension for the CRBP submission.

The CRBP is a detailed plan describing how the applicant proposes to develop the aggregate resource and resolve any related environmental and/or land issues. The plan must also clearly define the end-land use of the SML.

The CRBP must provide, at a minimum, the following information:

- A brief history of the project operator and the market conditions;
- A description of the aggregate resource and proposed site operations;
- Potential regulatory and planning policy requirements that may be triggered by the project;
- Analysis of biophysical/land use conditions that may be affected by the project and a description of proposed mitigation measures;



- Sequential plans for site development, operation and reclamation of the pit.

The content requirements, including report format and appendices, can be found in the *Guidelines for Acquiring Surface Material Dispositions on Public Land, 2008*.

## **b.) Private Pits**

To develop a private aggregate pit, Clearwater County is required to obtain an approval under the *Environmental Protection and Enhancement Act* (EPEA). The application will include information about the applicant, location and size of pit, characteristics of the existing land, with topsoil, subsoil, overburden and aggregate depths.

There are two classifications of private pits. Class I pits, are five hectares or more in area. Class II pits are less than five hectares, or any size on public land.

Upon Clearwater County receiving an EPEA approval, the County is required to submit a *Code of Practice* (COP). The COP details the information that form the activities plan. The activities plan is to clearly describe the characteristics of the site and the sequential plans for construction, operation and reclamation of the pit. In addition to the COP, Clearwater County must comply with all the requirements of the EPEA and its associated regulations and Codes of Practice, the *Water Act* and its associated regulations and Codes of Practice, and all other applicable Federal and Provincial laws.

The COP is, at minimum, to provide the following information:

- Current Pit Size
  - o Pit size includes the excavation where aggregate is being removed, any areas where reclamation material has been salvaged and stockpiled. The pit size is to be determined by survey drawings.
- Thickness of Topsoil, Subsoil, Overburden and Aggregate
  - o This information assists in planning pit sequence and storage needs.
- Topsoil Texture
- Erosion and Dust Control
  - o Erosion Control – include all necessary techniques to prevent erosion, especially the loss of topsoil and subsoil, during construction, operation and reclamation. Vegetation is one of the most widely used and acceptable methods to control both water and wind erosion.
  - o Dust Control – Dust becomes more of a concern as pit development encroaches on urban and residential areas.
- Local and Regional Air Monitoring Initiatives
  - o Actively search out and participate in local and regional air shed monitoring initiatives. Particularly in areas where the local stakeholders consider dust or emissions from equipment or vehicles an issue.



- Inactive Pit Plan
  - o A plan must be developed for the pit, or portions of the pit, that will be inactive for more than two years.
  - o
    - Ensure the site is safe (e.g. slopes, water bodies, equipment, structures)
    - Ensure that soil reclamation materials will continue to be conserved
    - Control weeds
- Scale Drawings of Existing Pit Conditions and Proposed Sequence of Activity
  - o Drawings to reflect current conditions and planned operations. The planned operations are to include the sequence of excavation and reclamation for the life of the pit. Each drawing should show major activities such as:
    - New salvage areas
    - New excavations
    - New stockpile areas
    - New pit water discharge locations
    - New water diversion infrastructure
    - New groundwater discharge and recharge areas
    - Existing and new infrastructure and recent reclamation areas.
- Cross-section Drawings of Existing Pit Site Conditions
- Maximum Pit Size
- Depth to Groundwater
  - o To depth of groundwater in any test holes
- Pit Activities
  - o Wet Pit Excavation
  - o Asphalt Mixing ~~and Truck Box Spraying Sites~~
  - o Aggregate Washing
  - o Use of Alternative Reclamation Materials
- Mitigative Measures
  - o Description of the mitigative measures that will be employed to prevent any adverse effects from the pit activities
- Proposed Land Uses
  - o The end land use for the pit should be decided during the planning stage.
    - Agricultural Land
    - Forestry
    - Wildlife Habitat
    - Subdivision Development
    - Surface Water Body
- Release of Pit Water
  - o Where water is retained on-site, the COP/Activities Plan should include a description of the water movement plan.
- Soil Replacement Depths



- Topsoil and subsoil replacement depths must be described. These depths may vary depending on the land use.

— Scale Drawings of Site Conditions After Reclamation

- 
- Cross-Section Drawings of Site Conditions After Reclamation
- Surface Water Bodies in Reclaimed Landscape
  - If Applicable

The Code of Practice requires several types of reporting that Clearwater County must comply with. The reporting includes, Contravention Report, Five Year Report and Final Reclamation Report.

### Contravention Report

Contraventions of the COP must be immediately reported to the Director using Alberta Environment's industrial reporting. The reporting provides an opportunity for Clearwater County to indicate what happened and why, and what will be done in the future to prevent similar problems.

### Five Year Report

Clearwater County must submit a report to AEP, starting five years after the registration then every five years after that until the final reclamation report. The report provides information on the disturbance and reclamation status of the pit. This report will be used by AEP to collect and report province wide data.

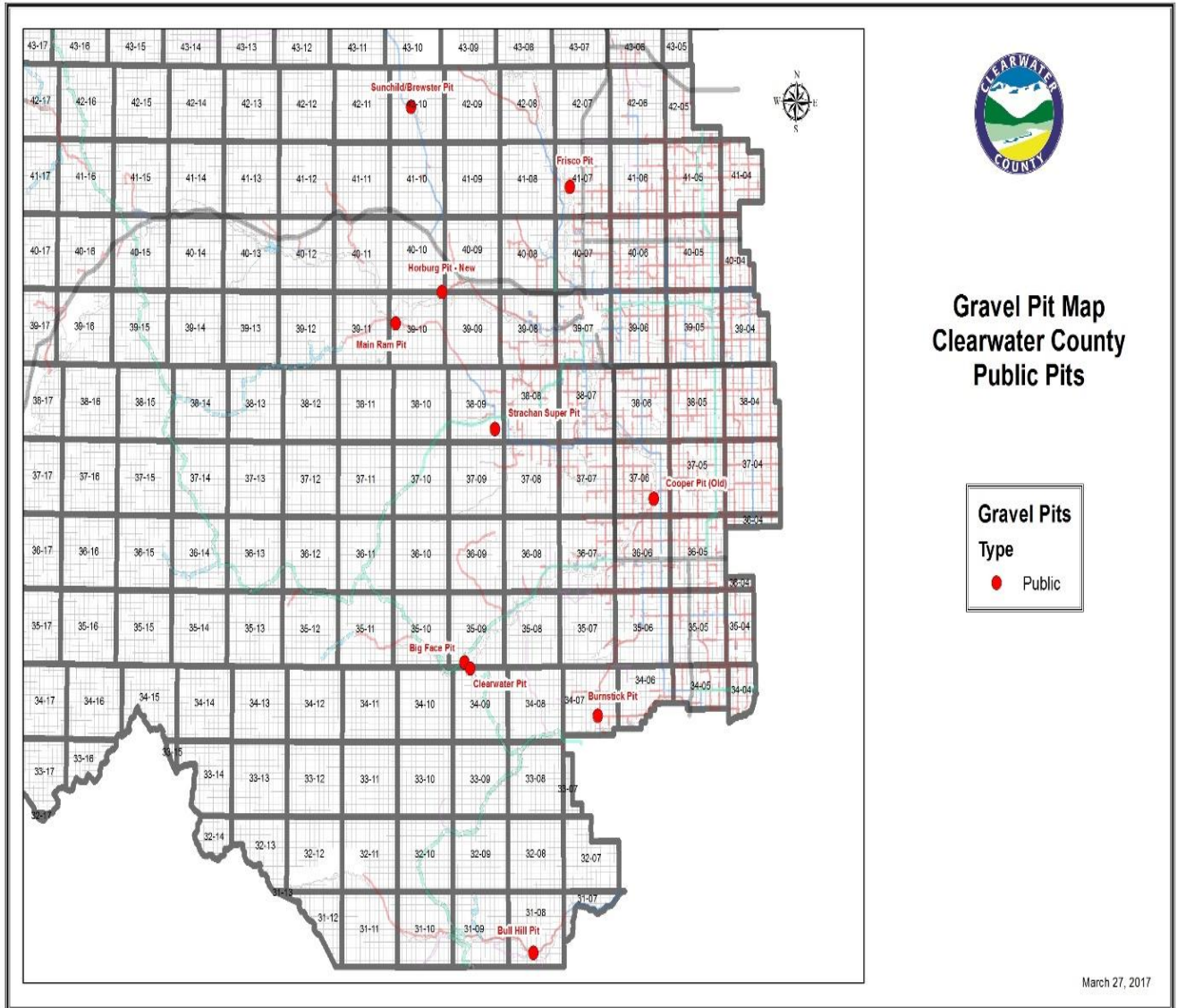
### Final Reclamation Report

Clearwater County must submit a Final Reclamation Report no later than three years after the entire pit has been revegetated unless a reclamation certificate for the whole pit has been received. The drawings are to follow the same format as the drawings in the activities plan.



## F.) CLEARWATER COUNTY AGGREGATE PITS

### a.) Aggregate Pits – Public







### Big Face (Clearwater) - NE 32-34-09-W5M

The Big Face aggregate pit is located at NE 32-34-09-W5M on Highway 734, approximately 43 km west of the town of Caroline. The pit is located on crown land and a Surface Materials Lease (SML) was approved in 1996. Clearwater County acquired the SML from Alberta Transportation, who had operated the site since 1963. The lease area of the aggregate pit is 18.61 hectares with a current disturbed area of 1.5 hectares. The estimated remaining amount of recoverable gravel is 277,701 tonnes.

The remaining area to be developed is 10.2 hectares. The area will be divided into five operational phases. Once one phase is depleted of aggregate, the stripping of the topsoil, subsoil, and overburden will commence on the second phase. Once operations have commenced in the second phase the first phase will be reclaimed. This will continue by each phase until the five areas, within the pit, are depleted of the aggregate supply.

The reclamation objective is to restore the gravel pit to natural forest.



## BIG FACE (Clearwater) – NE 32-34-09-W5M





### Bull Hill - N ½ 04 and S ½ 09-31-08-W5M

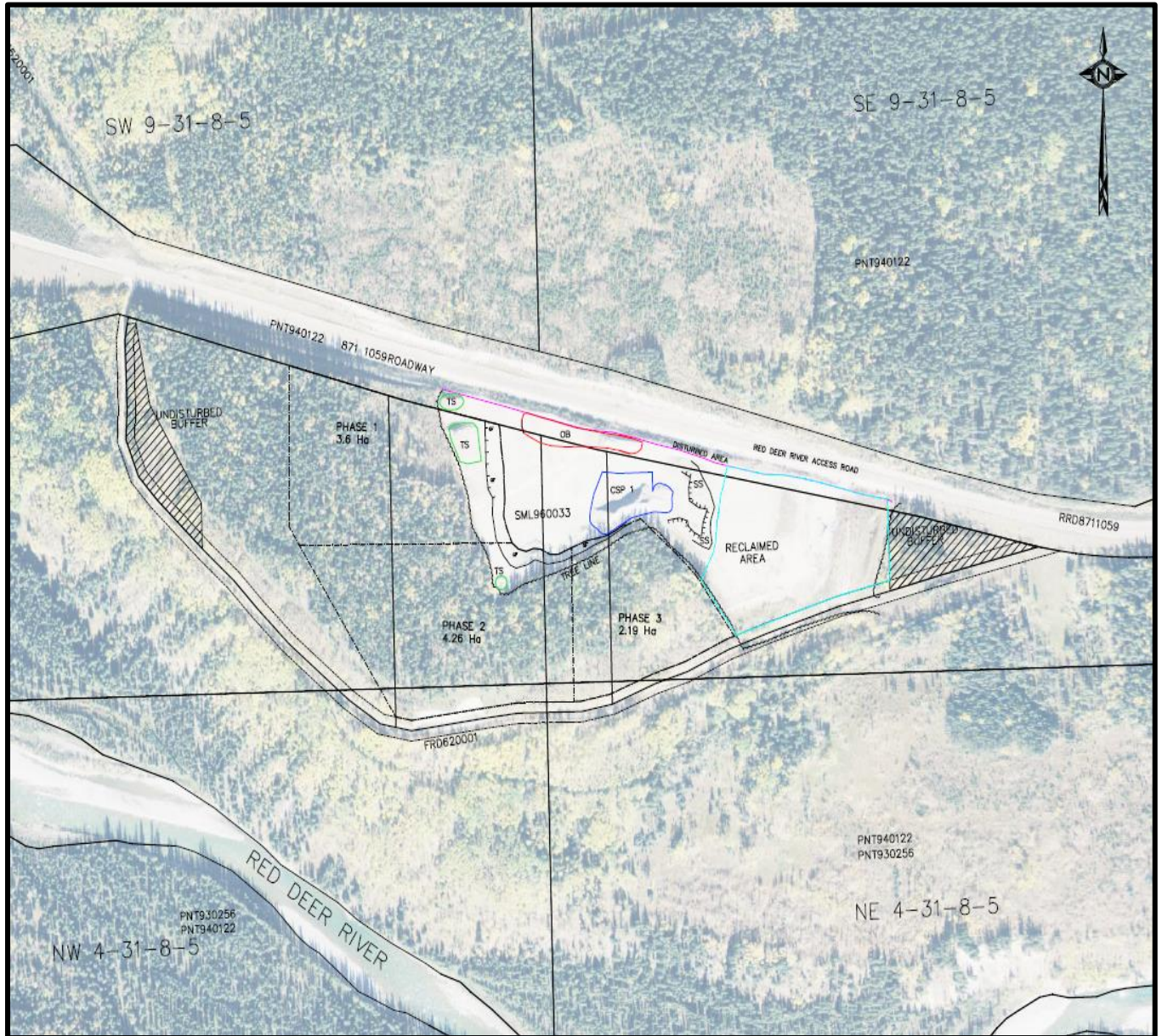
The Bull Hill aggregate pit is located at N ½ 04 and S ½ 09-31-08-W5M, on local road Red Deer River Access. The pit is located on crown land and a Surface Materials Lease was approved in 1996. The total lease area of the gravel pit is 21.08 hectares with a current disturbed area of 4.01 hectares. A total of 2.53 hectares was reclaimed in 2015. The estimated remaining amount of recoverable gravel for this pit is approximately 435,499 tonnes.

The aggregate area is divided into three operational phases. Aggregate will be extracted, to the full depth of the deposit, from one phase before mining commences on another phase. Once one phase is depleted of aggregate, the stripping of the topsoil, subsoil, and overburden will commence on the second phase. Once operations have commenced in the second phase the first phase will be reclaimed. This will continue by each phase until the three phases, within the pit, are depleted of the aggregate supply.

The end land use for the Bull Hill pit will be returned to a forested area.



**BULL HILL – N ½ 04 and S ½ 09-31-08-W5M**





### Burnstick - NE 10 & SE 15-34-07-W5M

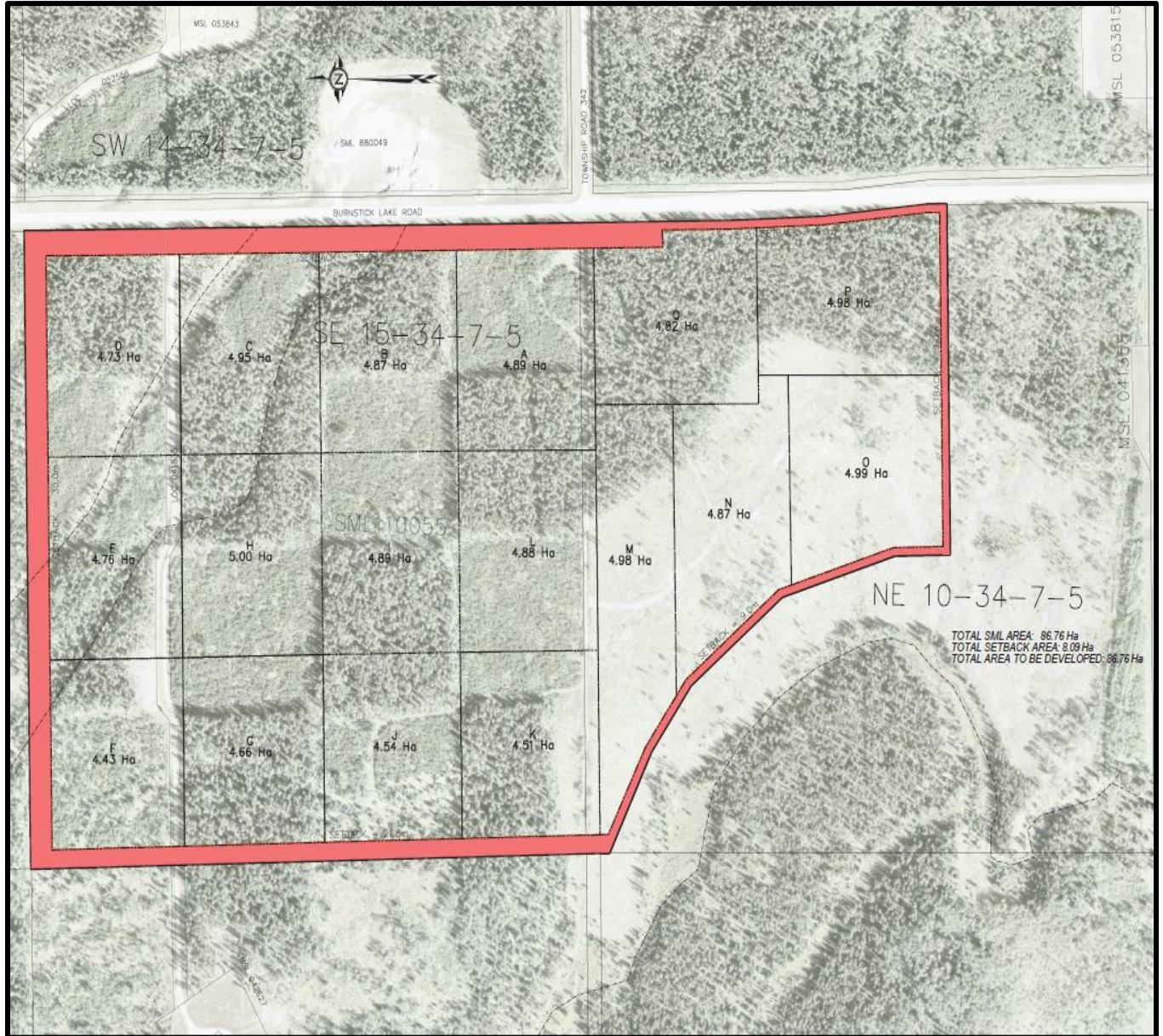
The Burnstick aggregate pit is located at NE 10 & SE 15-34-07-W5M, on local road, Burnstick Lake Road. The pit is located 600m north of the James River and 7 km south of Burnstick Lake. The Burnstick gravel pit is located on crown land and a Surface Materials Lease was approved in 2011. Development of the gravel pit occurred in 2016. The lease area of the gravel pit is 86.76 hectares. The total amount of recoverable gravel for the pit is estimated at approximately 11,380,434 tonnes.

The aggregate area will be divided into 17 operational phases. Once one phase is depleted of aggregate, the stripping of the topsoil, subsoil, and overburden will commence on the second phase. Once operations have commenced in the second phase the first phase will be reclaimed. This will continue by each phase until the 17 phases, within the pit, are depleted of the aggregate supply.

The end reclamation of Burnstick aggregate pit will be grazing.



# BURNSTICK – NE 10 & SE 15-34-07-W5M





### Old Cooper - SW 11-37-06-W5M

The Old Cooper aggregate pit is located at SW 11-37-06-W5M, on local road Range Road 6-1A, approximately 23 km southwest of the town Rocky Mountain House. The pit is located on crown land and a Surface Materials Lease was approved in 1995. The Old Cooper pit has a total area of 36.6 hectares with a current disturbed area of 29 hectares. The total amount of recoverable gravel remaining in the pit is estimated at approximately 174,460 tonnes.

The remaining aggregate area will be divided into four operational phases, Phase A through Phase D. Operations will commence in Phase A. The aggregate will be mined to the full depth of the deposit. The aggregate will be stockpiled and crushed in Phase B and C. When mining commences in Phase B, the stockpiling and processing will occur within Phase C and D. Stockpiling and processing of the aggregate material in Phase C and D will be moved offsite to another County pit located at NW 02-37-06-W5M.

The end use of the Old Cooper pit is a day use recreation area with watchable wildlife and a waterbody. The waterbody is estimated to be 20.85 hectares and the total reclaimed area will be 29.0 hectares.



## COOPER (Old) – SW 11-37-06-W5M







### Frisco – SW 17-41-07-W5M

The Frisco aggregate pit is located at SW 17-41-07-W5M, on local road Township Road 41-2, approximately 14 km north of the town Rocky Mountain House. The pit is located on crown land and a Surface Materials Lease was approved in 1997. Frisco pit is 12.33 hectares with a current disturbed area of 6.18 hectares. The total amount of recoverable gravel remaining in the gravel pit is 210,283 tonnes.

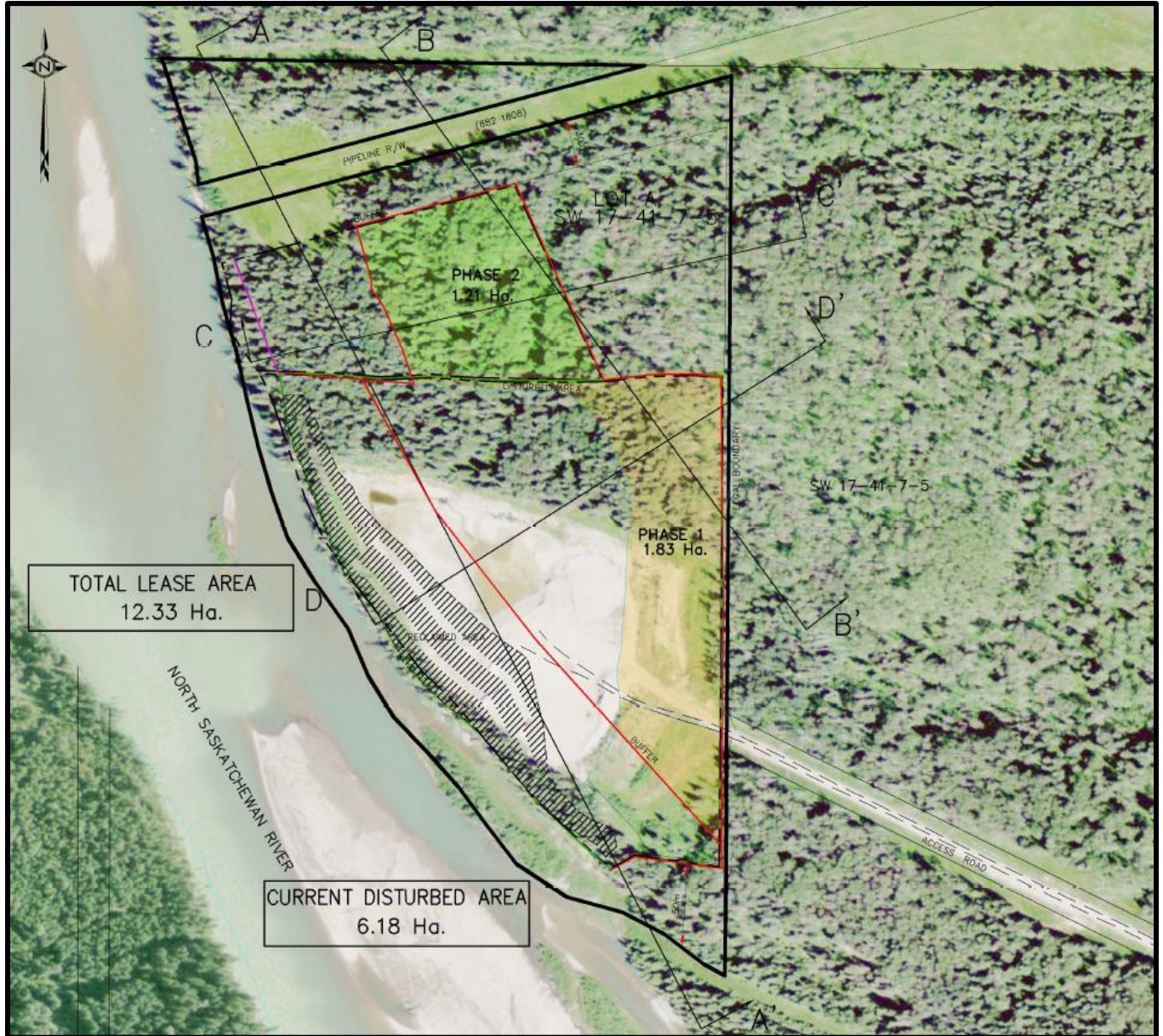
The undisturbed area will be divided into two operational phases, Phase 1 and Phase 2. Due to the shape and access point of the Frisco Pit, progressive development is not practical so reclamation of the pit is to occur in stages. Reclamation of Phase 2 will be implemented prior to mining the east edge of Phase 1. Phase 1 will be reclaimed when aggregate is depleted in this area.

The end reclamation goal of the Frisco Pit is to incorporate the area into the adjacent grazing lease. The total area of reclaimed land within the pit, will be approximately 7.39 hectares.

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**FRISCO – SW 17-41-07-W5M**





### Horburg (New) - N ½ 36-39-10-W5M and SE 01-40-10-W5M

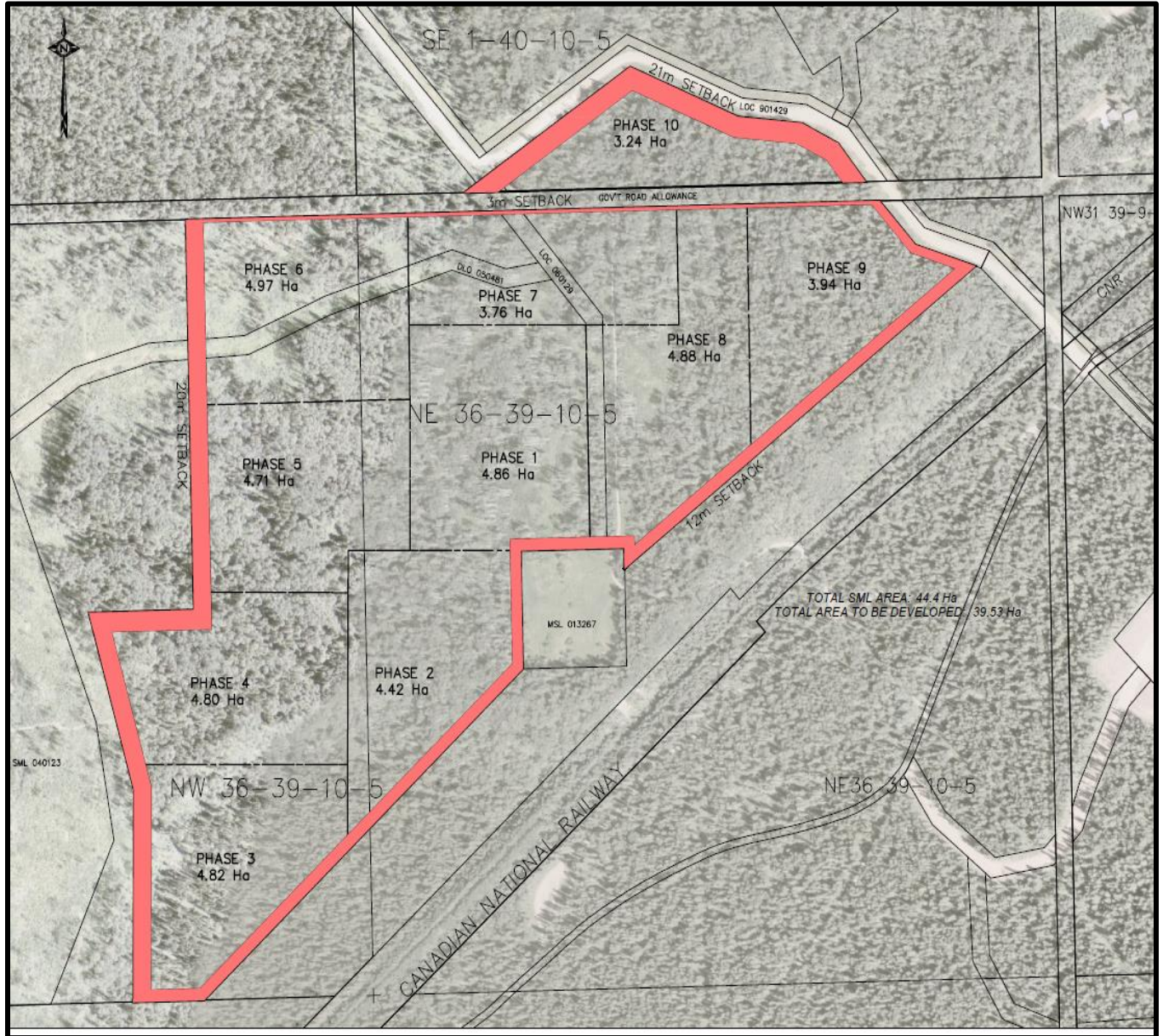
The Horburg aggregate pit is located at SE 01-40-10-W5M and N ½ 36-39-10-W5M, approximately 24 km west of the town of Rocky Mountain House. The pit is located on crown land and a Surface Materials Lease was approved in 2016. Horburg pit is 44.40 hectares, and, at this time, with no disturbed area. The total amount of recoverable gravel, within the pit, is 1,543,007 tonnes.

The pit will be divided into ten operational phases, Phase 1 through Phase 10. Operations will commence in Phase 1. The topsoil, subsoil and overburden will be stripped in Phase 1 and stockpiled into the west corner of this phase. The aggregate will be mined to the full depth of the deposit. Afterwards, the stripping of topsoil, subsoil and overburden will commence in Phase 2. The topsoil, subsoil and overburden will be stockpiled with the material from Phase 1. Phase 1 will remain the aggregate stockpile location throughout the life of the pit. Once Phase 2 is depleted of aggregate the stripping of topsoil, subsoil and overburden will commence in Phase 3. The topsoil, subsoil and overburden from Phase 3 will be used to reclaim Phase 2. This sequence will continue for Phase 4 through Phase 10. An access road will remain along the east boundary of Phase 2 and Phase 3. The road will be reclaimed after the reclamation of Phase 8. The access road along Phase 7 and 10 will be reclaimed with the reclamation of phase 9.

Tree planting will be required to meet the reclamation guidelines for forested areas. Some of the revegetation goals will be achieved through natural succession with the placement of topsoil and subsoil through progressive reclamation. The sequential reclamation of the site will have minimal stockpiling times thereby reducing the loss of viable plant remnants and seeds. The end reclamation objective is to restore the aggregate pit to natural forest.



## HORBURG (New) – N 36-39-10 & SE 01-40-10-W5M





### Main Ram - N ½ 19-39-10-W5M

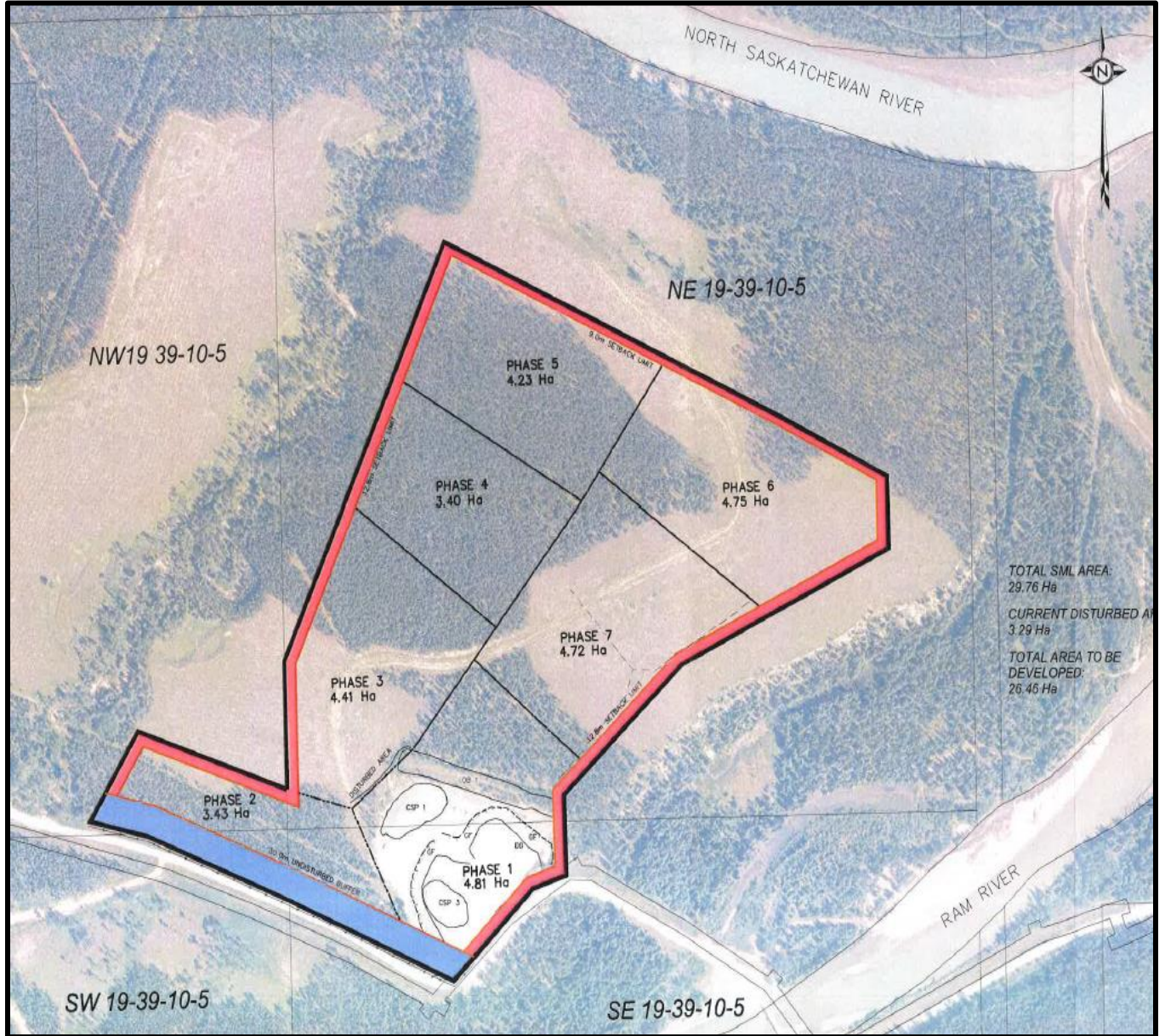
The Main Ram aggregate pit is located at N ½ 19-39-10-W5M, on local road North Fork Road, approximately 45 km west of the town Rocky Mountain House. The pit is located on crown land and a Surface Materials Lease was approved in 1995. The current Surface Material Lease area is 29.76 hectares with a current disturbed area of 3.29 hectares. The total amount of recoverable gravel in the undeveloped portion of the pit is approximately 4,543,912 tonnes.

The remaining aggregate area will be divided into seven operational phases. The aggregate will be mined to the total depth of the deposit. All gravel operations will be on the ridge above the valley. All topsoil, subsoil, and overburden have been stripped from Phase 1. Phase 1 will remain open as a staging area and stockpile area for crushed gravel to allow for winter access of the aggregate. Once one phase is depleted of aggregate, the stripping of the topsoil, subsoil, and overburden will commence on the next phase. Once operations have commenced in the second phase, the previous phase will be reclaimed, excluding Phase 1. This will continue by each phase until the seven phases, within the pit, are depleted of the aggregate supply.

The reclamation objective is to restore the aggregate pit to natural forest.



## MAIN RAM – NE 19-39-10-W5M





### Strachan - SE & N ½ 01-38-09-W5M and SE 11 & SW 12-38-09-W5M

The Strachan aggregate pit is located at SE & N ½ 01-38-09-W5M and SE 11 & SW 12-38-09-W5M, approximately 19 km southwest of the town of Rocky Mountain House. The pit is located on crown land and the Surface Materials Lease was approved in 2016. The total area of the pit is 114.95 hectares. The pit has approximately 4,966,658 tonnes of recoverable aggregate.

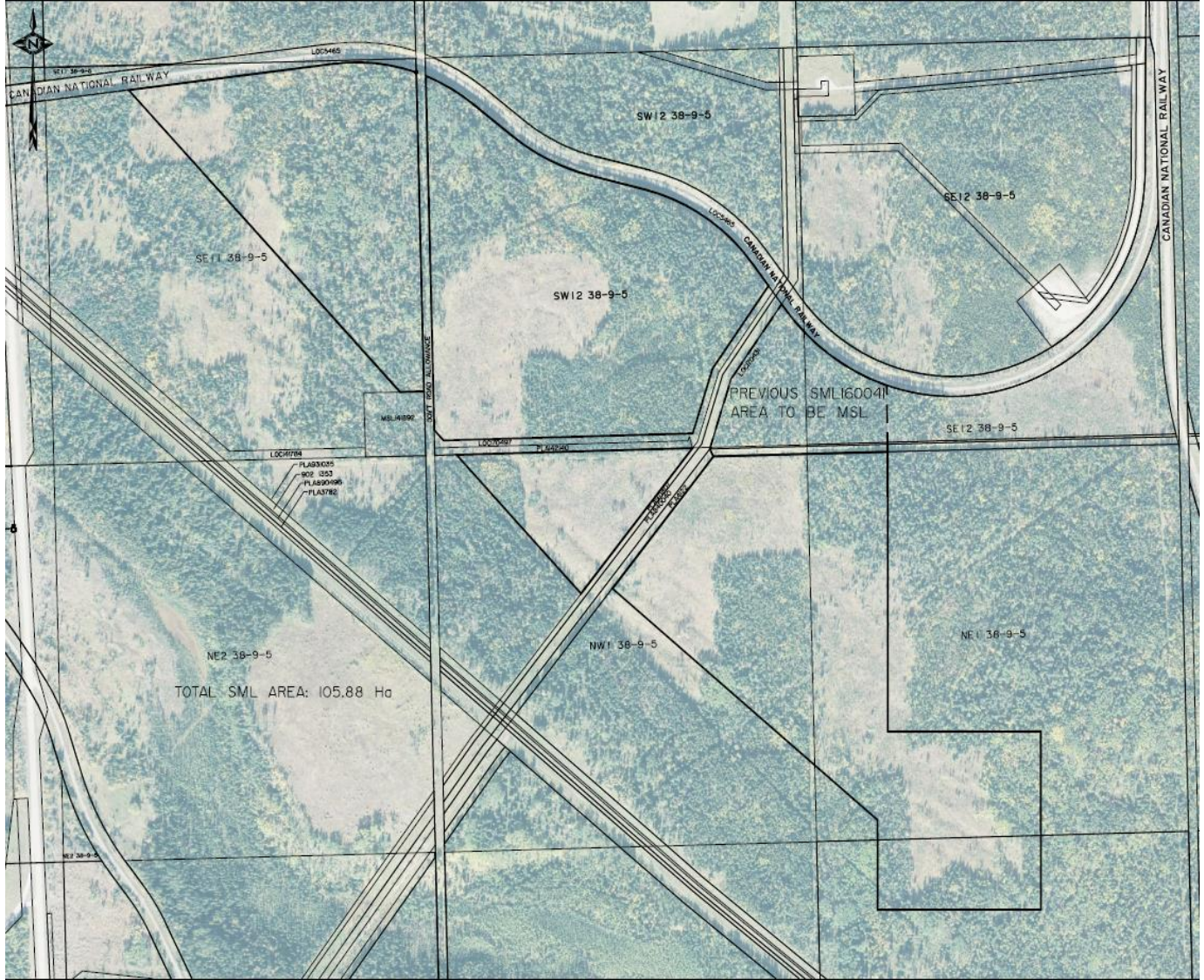
Strachan pit will be divided into eighteen operational phases. The aggregate will be mined to the total depth of the deposit. All gravel operations will have a buffer of 30 meters from the pipeline corridor. Operations will commence in Phase 1. The topsoil, subsoil and overburden will be stripped in Phase 1 and stockpiled in the west boundary of this Phase. Once Phase 1 is depleted of aggregate, the stripping of topsoil, subsoil and overburden will commence in Phase 2. Overburden from Phase 2 will be used to recontour the east half of Phase 1. The west half of Phase 1 will be used as a staging area during aggregate extraction of Phase 1 through Phase 9. The aggregate extraction will continue in Phase 2 until the aggregate supply is depleted. Once Phase 2 is depleted of aggregate, the stripping of topsoil, subsoil and overburden will commence on Phase 3 and stockpiled in the southwest corner of Phase 3. The stripped overburden from Phase 3 will be directly placed into Phase 2, followed by subsoil and topsoil. This will reduce the loss of viable plant remnants and seeds which will assist in the reclamation of each phase. This sequence will continue for Phase 4 through Phase 9.

A detailed development plan for Phase 10 through Phase 18 will be forthcoming.

The reclamation objective is to restore the aggregate pit back to natural forest.



**STRACHAN – SE & N ½ 01-38-09 and SE 11 & SE 12-38-09-W5M**







### Sunchild (Brewster) - NW 16-42-10-W5M

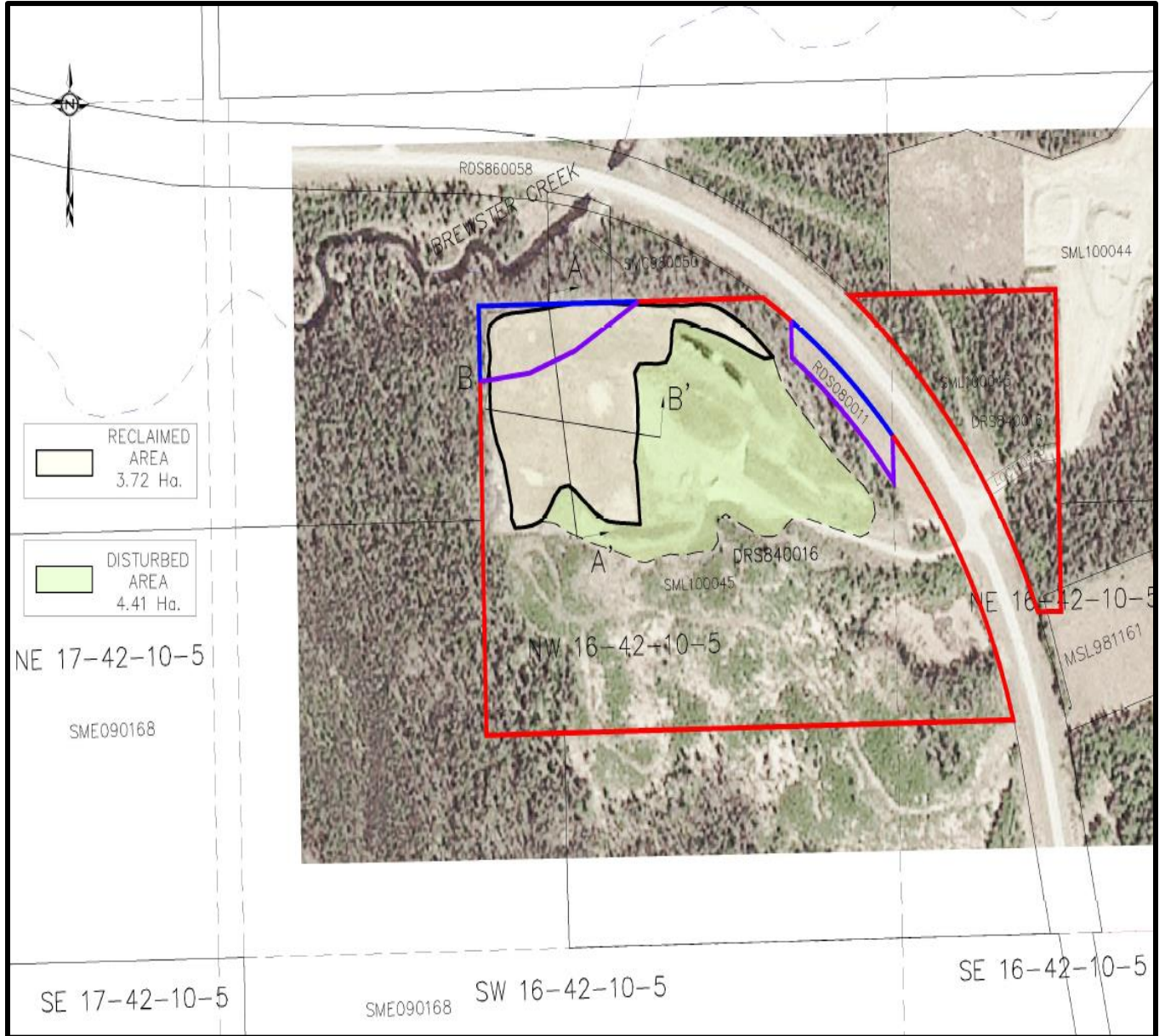
The Sunchild aggregate pit is located at NW 16-42-10-W5M, on local road, Sunchild Road, approximately 52 km northwest of the town of Rocky Mountain House. The pit is located on crown land and a Surface Materials Lease was obtained in 2010. Alberta Transportation initiated development in this area, west of the road, prior to Clearwater County. Clearwater County has since taken over the aggregate pit from Alberta Transportation. The Sunchild pit is an area of 24.28 hectares. Twenty (20) hectares are on the west side of Sunchild road and 4.6 hectares are to the east of the road. The estimated gravel reserves are 120,000 tonnes to the west of the road and 60,000 tonnes to the east of the road.

The reclamation goal for the Sunchild pit is to return the lands to their previous forested condition and use.

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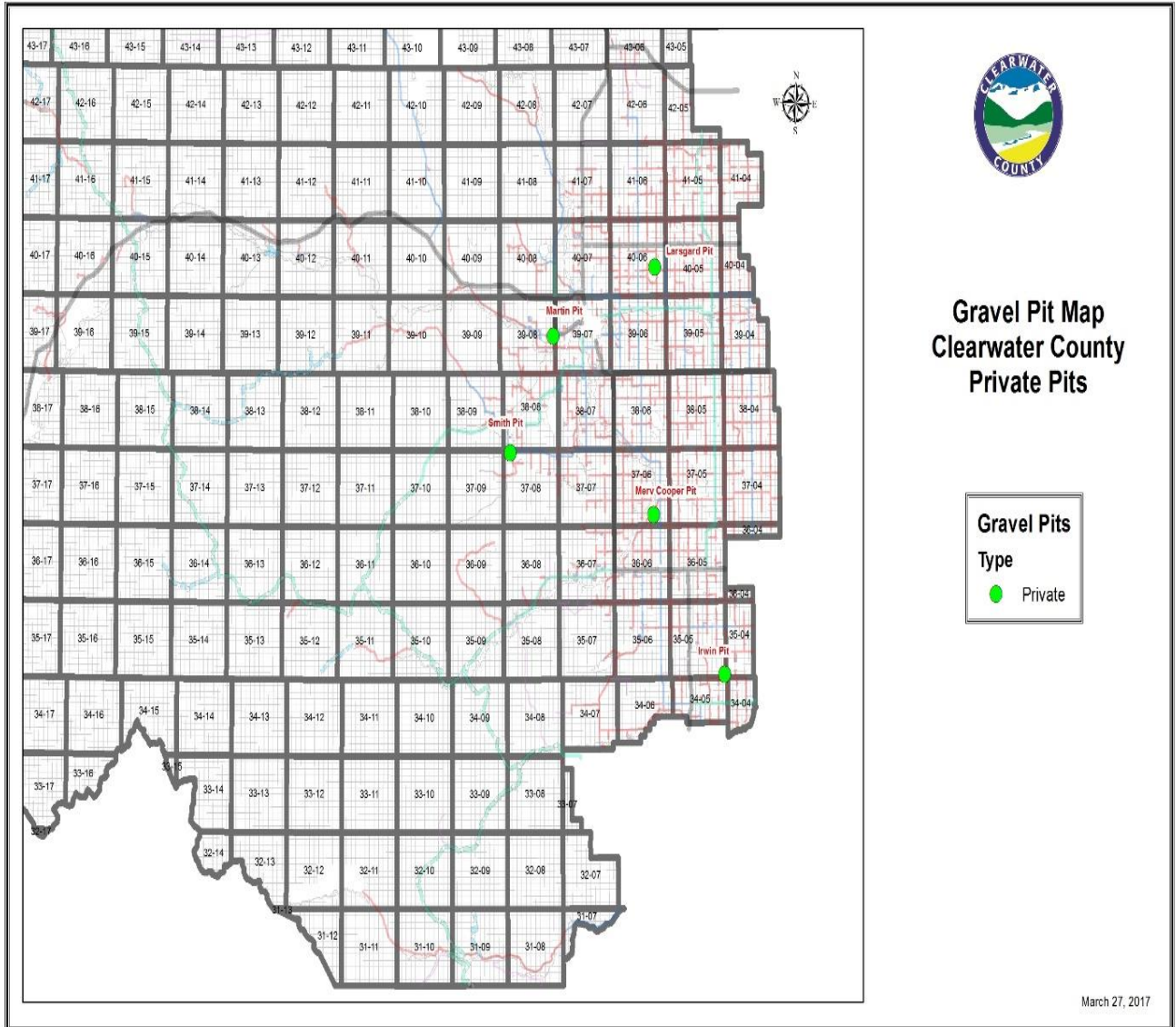


**SUNCHILD (Brewster) – NW 16-42-10-W5M**





## b.) Aggregate Pits – Private





### Merv (New) Cooper - NW 02-37-06-W5M

The Merv Cooper aggregate pit is located at NW 02-37-06-W5M, on local road Range Road 6-1A. The pit is located on private land and has been owned by Clearwater County since 2011. The total area of the gravel pit is 21.64 hectares. The total amount of recoverable aggregate is estimated at approximately 518,695 tonnes.

The gravel area is divided into four operational phases. Gravel will be extracted, to the full depth of the deposit, from one phase before mining commences on another phase. Once one phase is depleted of aggregate, the stripping of the topsoil, subsoil, and overburden will commence on the second phase. Once operations have commenced in the second phase the first phase will be reclaimed. This will continue by each phase until the four phases within the pit are depleted of the aggregate supply.

The end reclamation plan for the Merv Cooper aggregate pit is to have a 12.75-hectare pond which will be utilized for recreational purposes. This will take up approximately 75% of the reclamation area. There will also be an island on the northern end of the pond.



**MERV (New) COOPER – NW 02-37-06-W5M**

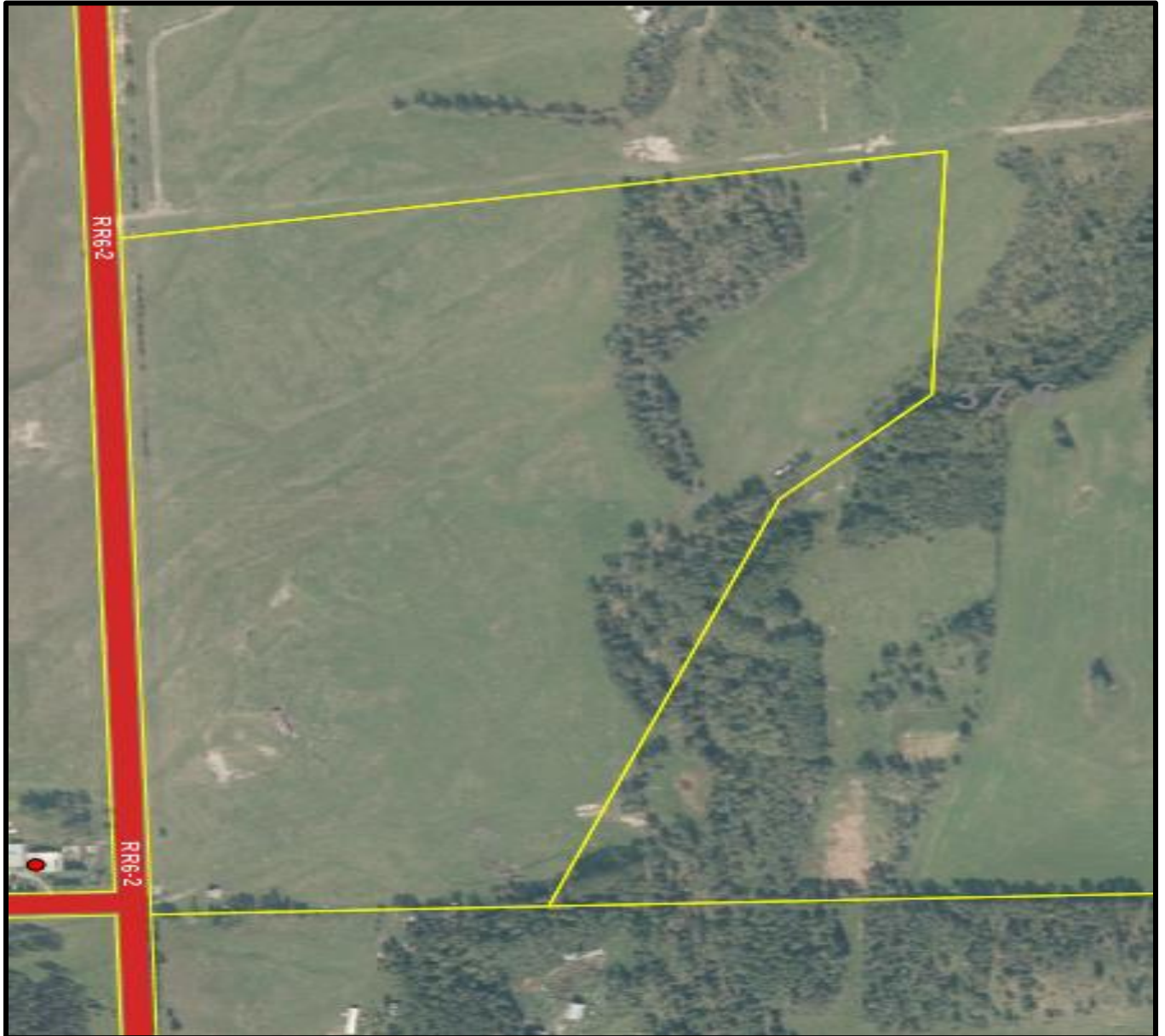


Photo from 2014



### Irwin - SE 01-35-05-W5M

The Irwin aggregate pit is located at SE 01-35-05-W5M, on a local road Range Road 5-0. The pit is located on private land which is owned by Clearwater County. The pit approval was obtained in 1989. The total area is 20.2 hectares with 7.5 hectares of active operations. The total recoverable gravel remaining in the gravel pit is approximately 600,000 tonnes.

Due to the age of the pit, there are no defined phases for excavation. Clearwater County intends to excavate the additional area in phases no larger than 5 hectares.

The end reclamation of the Irwin aggregate pit is natural forest.

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**IRWIN – SE 01-35-05-W5M**



Photo from 2014



### Larsgard - SE 14-40-06-W5M

The Larsgard aggregate pit is located at SE 14-40-06-W5M, on a local road Range Road 6-1 approximately 11 km east of the town of Rocky Mountain House. The pit is on private land and has been owned by Clearwater County since 1989. The total pit area is 36.47 hectares with a current disturbed area of 3.15 hectares. The remaining hectares have been reclaimed to pasture land.

The Larsgard aggregate pit is currently being used as a stockpile site. There is approximately 25,000 tonnes of aggregate deposit remaining within the pit. The aggregate is located beneath the overburden stockpile and the road right-of-way. Once the County has begun to reclaim the stockpile area, they will be able to access the remaining aggregate deposit.

The end reclamation goal of the Larsgard aggregate pit is pasture land.





**LARSGARD – SE 14-40-06-W5M**





### Martin - NE 13-39-08-W5M

The Martin aggregate pit is located at NE 13-39-08-W5M, on local road Old Highway 11A, approximately 6 km west of the town of Rocky Mountain House. The pit is located on private land and is owned by Clearwater County. The pit area is 16.29 hectares with a current disturbed area of four hectares. The remaining estimated quantity of recoverable aggregate is 725,525 tonnes.

The remaining area of the aggregate pit will be mined in four phases. Initially, the gravel will be mined down to the water table for the entire lease area. After the entire area is mined down to the water table, mining below the water table will occur and continue to the full depth of the aggregate deposit. The aggregate will be extracted from one phase until that phase is depleted before mining commences on another phase. Topsoil and overburden will be salvaged and stockpiled separately and used for reclamation.

The reclamation plan is to have a 6.9-hectare pond. This will take up approximately 42% of the reclaimed area. The remaining 58% of the lease will be reclaimed<sub>[RE1]</sub> as pasture.



**MARTIN – NE 13-39-08-W5M**





### Smith Pit - NE 31-37-08-W5M

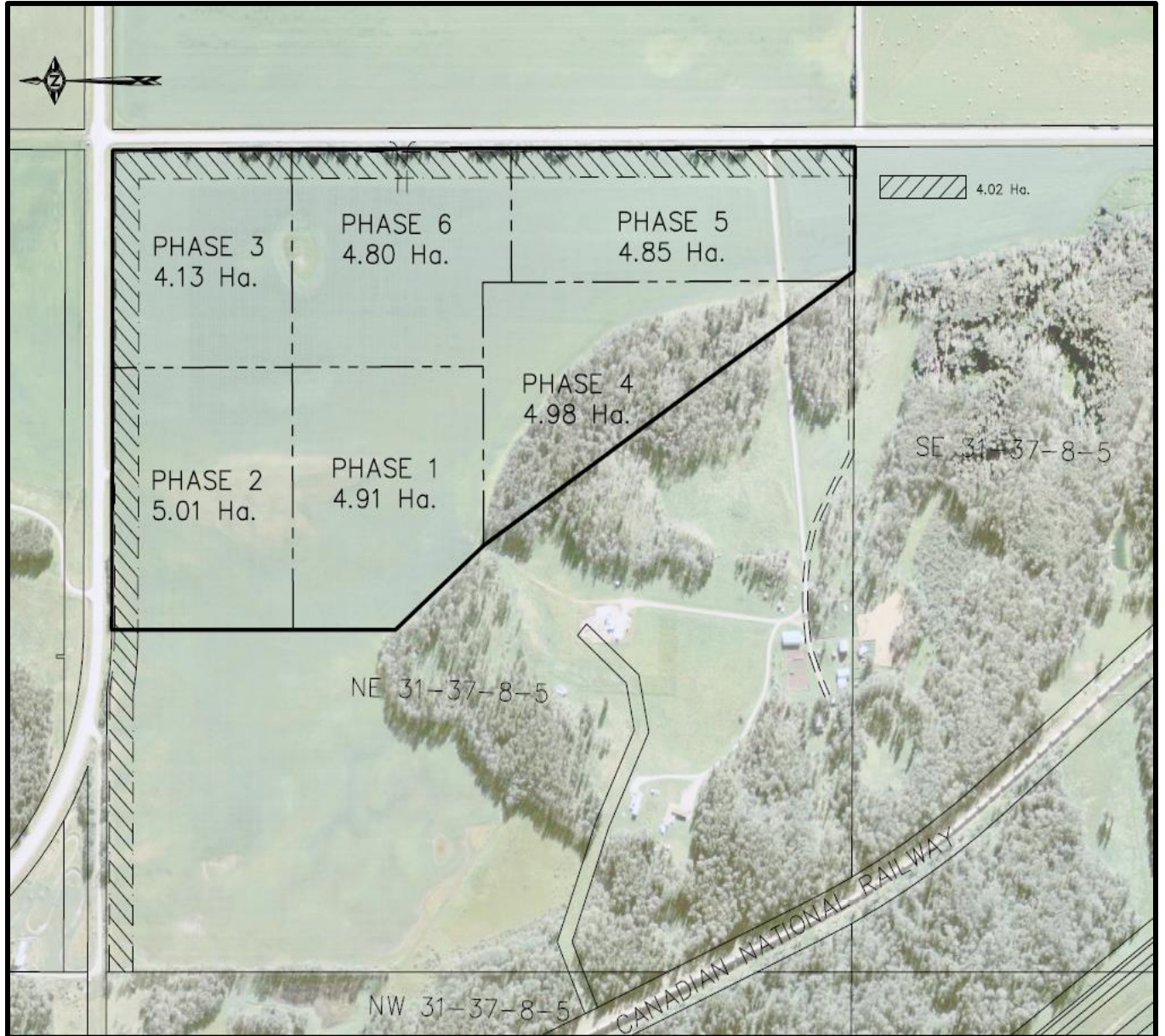
The Smith aggregate pit is located at NE 31-37-08-W5M, on local road Prairie Creek Road. The pit is located on private land and is owned by Clearwater County and Lacombe County in which each county's proportionate interest is 50%. The pit was developed in 2015 and the total area is 28.67 hectares. The pit has approximately 4,086,136 tonnes of recoverable aggregate.

The pit will be divided into six operational phases. Initially, the aggregate will be mined to one meter above the water table. When mining below the water table, the aggregate will be bailed to surface. No dewatering of the pit will occur. Once a phase is depleted of aggregate, the stripping of topsoil, subsoil and overburden will commence on the next operational phase. The topsoil will be stockpiled in a phase not intended to be mined, and the overburden, instead of being stockpiled, will be placed in the depleted phase. A progressive reclamation method will be used, starting in Phase 2, where the stripped overburden will be placed in the depleted areas of Phase 1. This method of progressive reclamation will continue through the mining of the pit. In this manner, it should not be necessary to move the overburden again for reclamation purposes.

The final land use for the Smith Pit will be a natural water body. The area of the end pit pond will be 12.01 hectares.

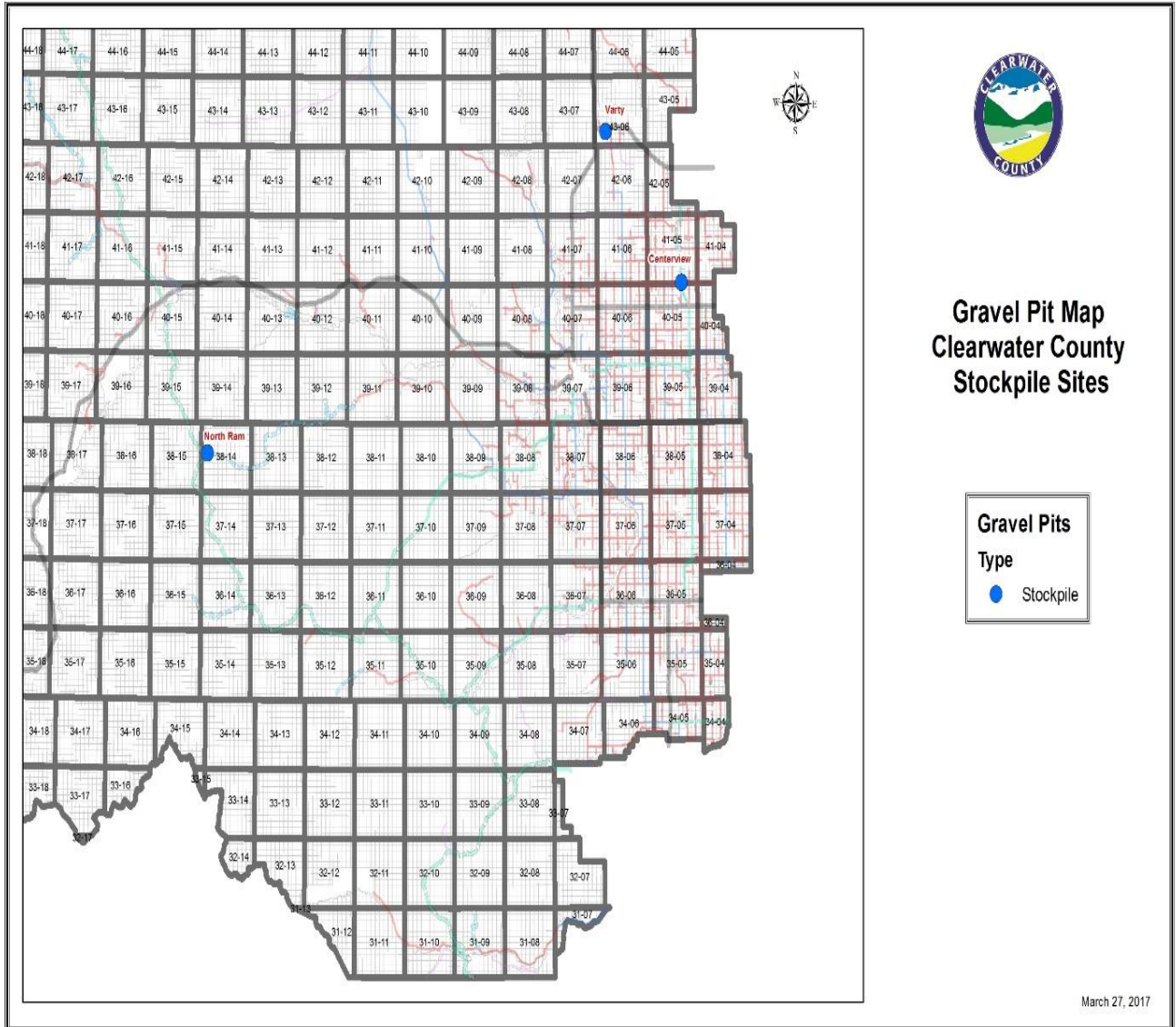


**SMITH – NE 31-37-08-W5M**





### c.) Aggregate Pits – Stockpiles





### Centerview Stockpile - NE 32-34-09-W5M

The Centerview stockpile is located at NE 32-34-09-W5M, on local road Township Road 41-0. The stockpile site had gravel piled at the site in 2015. The site is on private land owned by Clearwater County. The site is 4.82 acres in total area. Currently, the site is used to service the northeast portion of Clearwater County.

DRAFT



**CENTERVIEW – SW 02-41-05-W5M**

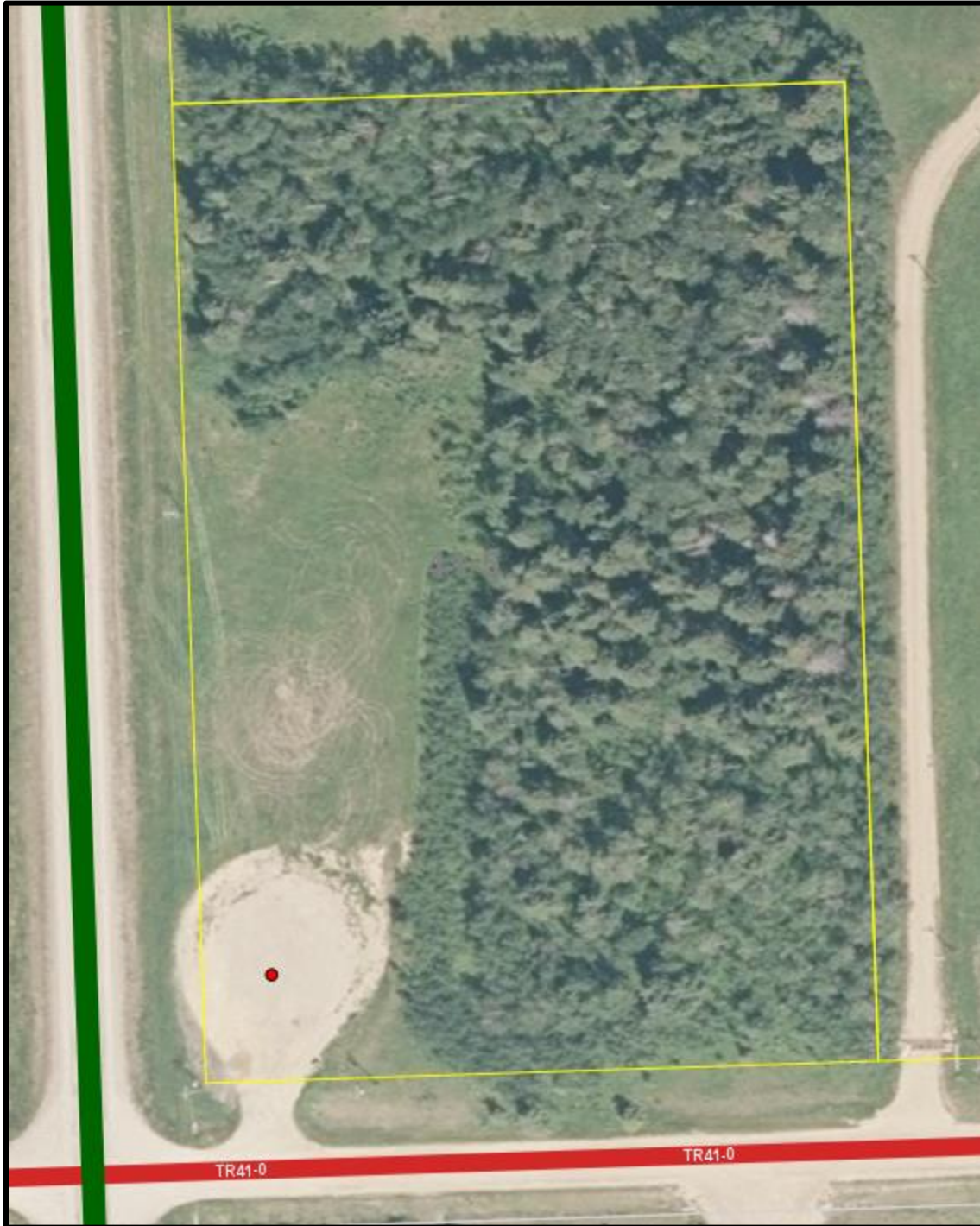






Photo from 2014

North Ram - SE 19-38-14-W5M

The North Ram stockpile site is located at SE 19-38-14-W5M, on local road North Fork Road. The stockpile site is located on crown land and Clearwater County utilizes the site to service the west, southwest portion of the County.

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**NORTH RAM – SE 19-38-14-W5M**

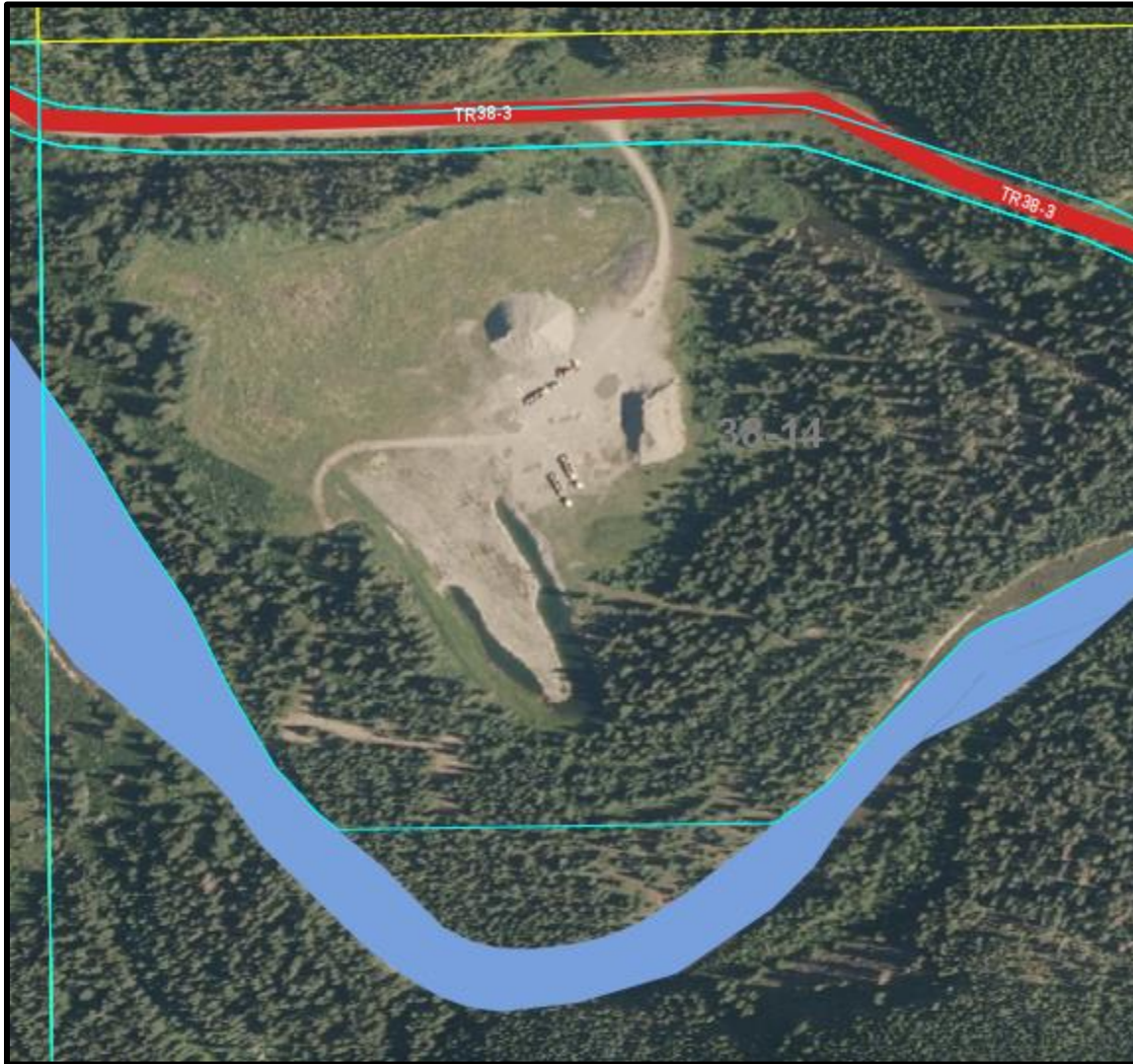


Photo from 2014



Varty - SW 08-43-06-W5M

The Varty stockpile site is located at SW 08-43-06-W5M, off Highway 53. The stockpile is located on private property and the County obtained a rental, from the landowner, in 2005. The site is utilized to maintain infrastructure and roads within the northern part of Clearwater County.

DRAFT



**VARTY – SW 08-43-06-W5M**

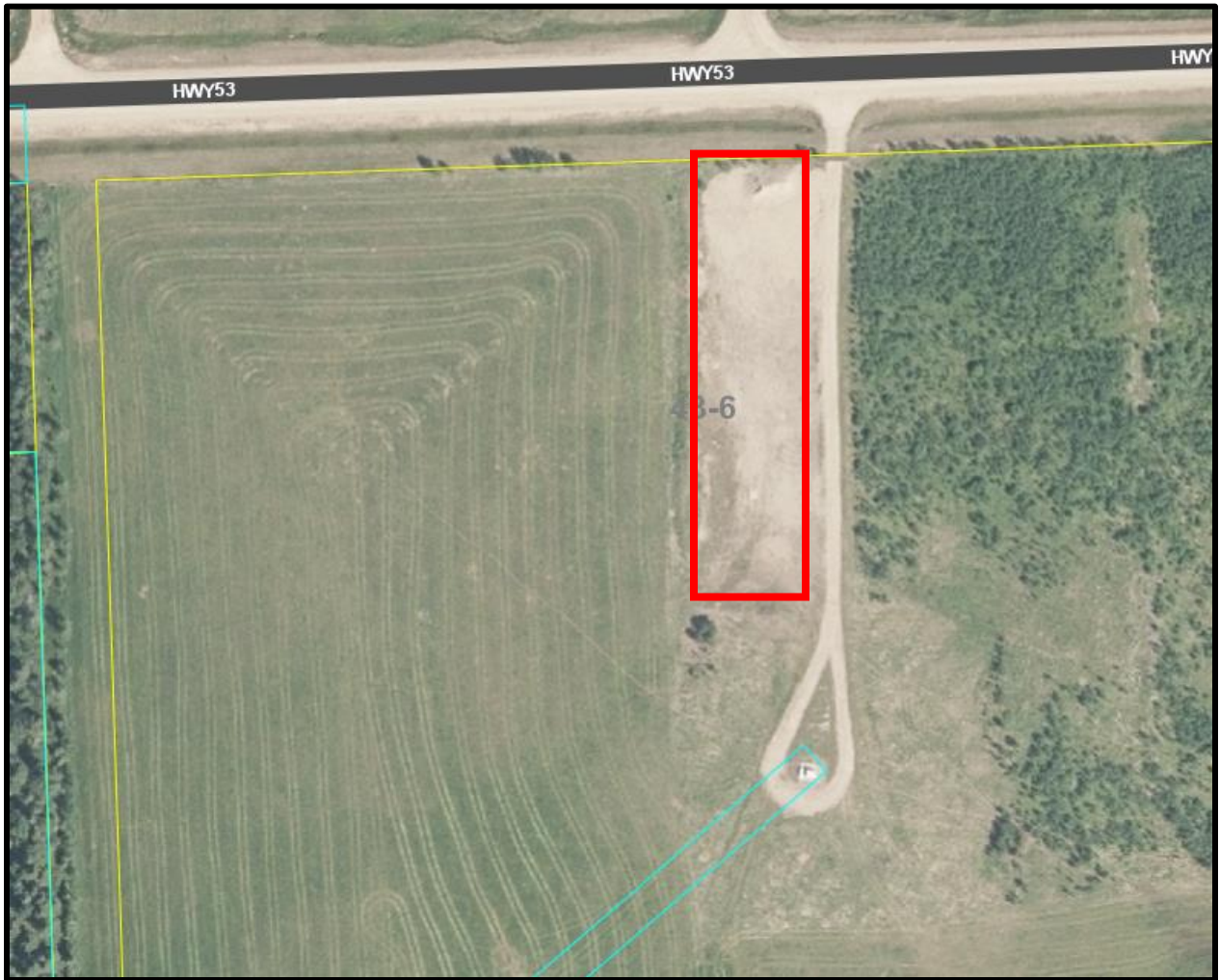


Photo from 2014

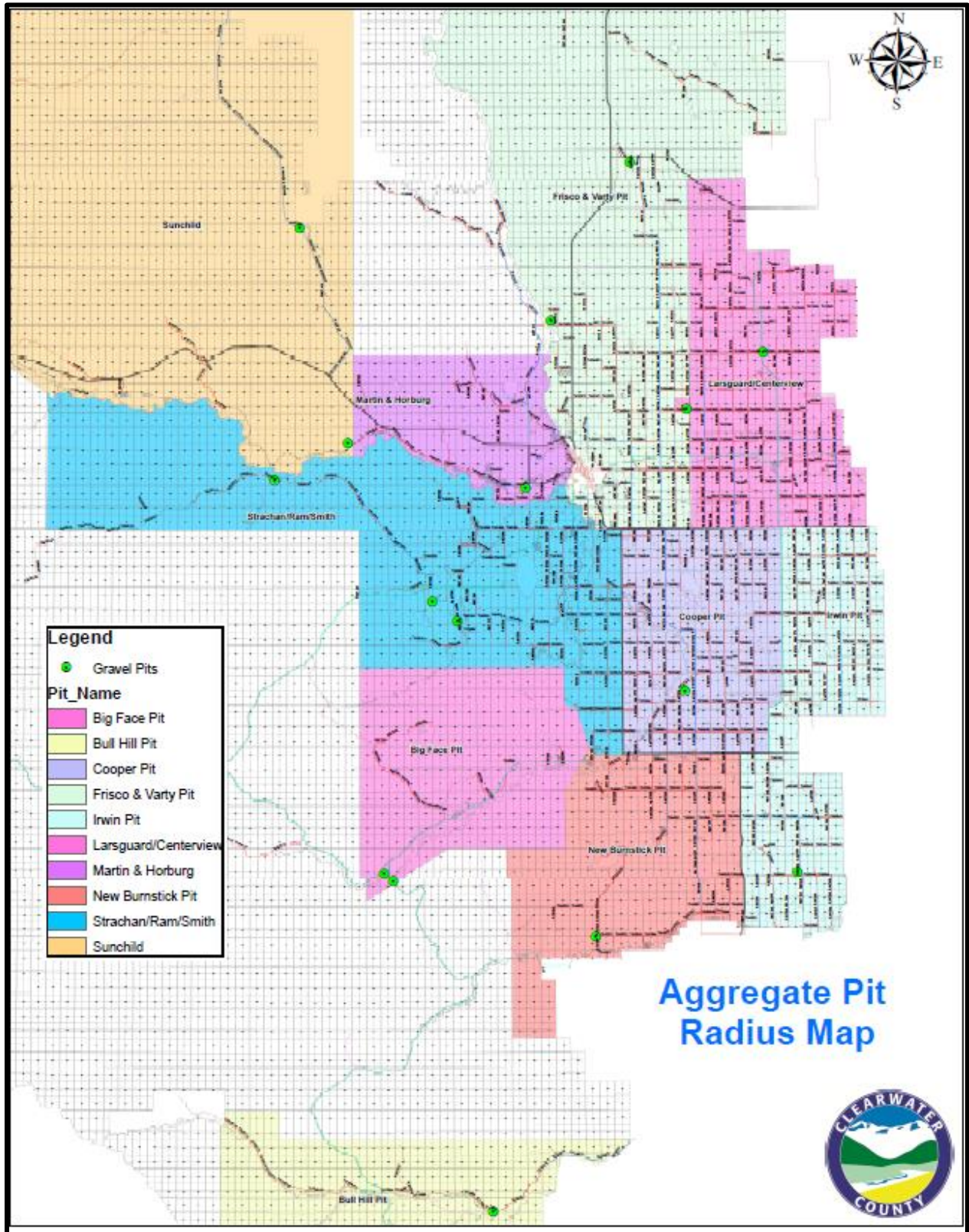


#### **d.) Aggregate Pits – Pit Radius**

It is the intention of Clearwater County, whenever feasibly possible, to strategically locate and establish aggregate pits and stockpile sites. In doing so, this allows the County to minimize the trucking, of crushed aggregate, for the purpose of maintaining Clearwater County's infrastructure. Hence, to assist in this endeavor, Clearwater County has implemented an aggregate pit/stockpile site hauling radius map.

The pit radius map shows the area to which each pit(s) is assigned. Consequently, there are ten (10) separate defined hauling areas. Infrastructure which does not reside in any of the ten defined areas and, therefore, cannot be economically supplied with Clearwater County aggregate, will be supplied with aggregate purchased from a third party.

Also, during a haul from a Clearwater County gravel pit, the County adheres to their '*Road Use for Industrial/Commercial Truck Hauls*' Policy. Namely, the policy outlines the use of dust suppression during high traffic hauls. Hence, to minimize the dust, Clearwater County will apply a dust suppressant on the gravel roads in front of their gravel pits.





## References

References used in the preparation and delivery of this management plan include:

AAMDC. (2013). Got Gravel? Strategies to Secure Gravel for Rural Municipalities. Part 1 – Summary Report. Prepared for the Alberta Association of Municipal Districts & Counties by CharettePellPoscente Environmental Corp.

AAMDC. (2007). A Municipal Guide to Sand and Gravel Operations in Alberta.

Alberta Environment. (2004). A Guide to the Code of Practice for Pits. Retrieved from, <http://aep.alberta.ca/lands-forests/land-industrial/documents/CodePracticePits-Apr27-2015.pdf> on March 29, 2017.

Alberta Environment. (2010). Alberta Water Well Information Database. Retrieved from, <http://environment.alberta.ca/01314.html> on March 29, 2017.

Alberta Sustainable Resource Development (2008). Guidelines for Acquiring Surface Material Dispositions On Public Land. Government of Alberta.

Clearwater County. (2015). Clearwater County 2015 – 2018 Strategic Plan.

Indian and Northern Affairs Canada (2009). Granular Resources Management Plan - Inuvialuit Land Administration. Retrieved from, [www.inuvialuitland.com/resources/ISR\\_GRMP.pdf](http://www.inuvialuitland.com/resources/ISR_GRMP.pdf) on March 29, 2017.



## REQUEST FOR DECISION

<b>SUBJECT:</b> Rocky Air Show Association Sponsorship and Parking Request		
<b>PRESENTATION DATE:</b> June 26, 2018		
<b>DEPARTMENT:</b> Agricultural and Community Services	<b>WRITTEN BY:</b> Anne-Marie Bertagnolli / Ag & Community Services Supervisor	<b>REVIEWED BY:</b> Matt Martinson / Director, Ag & Community Services Rick Emmons / CAO
<b>BUDGET CONSIDERATIONS:</b> <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input checked="" type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
<b>STRATEGIC PLAN THEME:</b> 3.Community well-being	<b>PRIORITY AREA:</b> Objective 3.1 Sustain the recreation, cultural and quality of life needs of the community.	<b>STRATEGIES:</b> 3.1.6 Continue to rely on volunteers, profit and non-for-profit organizations for the provision of recreation, culture or leisure programs not organized or offered by the local Recreation Boards.
<b>ATTACHMENT(S):</b> Aerial map of North quarter showing suggested area for parking.		

<b>STAFF RECOMMENDATION:</b>
1. That Council considers the Rocky Air Show Association's request for \$10,000 sponsorship for the air show event scheduled for July 25, 2018.
2. That Council considers the Rocky Air Show Association's request for parking permission on the County's north quarter for the air show event.

### BACKGROUND:

On June 12, 2018 the Rocky Air Show Association (RASA) delegation gave a presentation to Council requesting \$10,000 sponsorship and parking permission for the 2018 Rocky Mountain Air Show event.



The International Council of Air Shows (ICAS) statistical formula shows that the 2013 and 2015 Rocky Air Shows attracted 7500 paid attendees. The 2018 air show should then create a direct economic and tourism impact to the community. The air show attracts people from inside and outside the immediate area and Clearwater County's Economic Development Officer anticipates a healthy increase in business to those that provide goods and services directly to travellers i.e. restaurants, hotels, gas stations, campgrounds etc. The air show is the largest single day event in the area.

## **1. Sponsorship**

After reviewing current Council policies; Charitable Donations and Solicitations Policy and Event Funding Policy, administration finds that this request for sponsorship does not fall neatly into either one of these policies. The request is viewed by administration as a "one off" that may have to be looked at outside of existing policy. However, event support is part of the David Thompson Regional Tourism Strategy and creating and coordinating tourism level events is one of the Visitor Friendly Assessment recommendations.

Council will remember that in October 2017 the motion to review current funding practices for non-profit and community-based organizations was carried 6/0. Administration in the Ag. and Community department are currently reviewing the policies and are working towards a more streamlined policy that will add clarification and guiding principles for future funding requests. At this time however, the policy is still in draft form.

Council may be interested to know that The Town of Rocky Mountain House has pledged the amount of \$10,300 for the event which will go towards sponsoring the Snowbirds.

RASA has submitted a cost breakdown for hosting the F-18 which comes with the Wall of Fire and MAAS (Mobile Aircraft Arrestor System) which is the safety line system for aircraft required due to the length of the runway. The costs are as follows:

### **F-18**

Hotels - \$1600

Vehicles - \$300

Hospitality - \$240

Wall of Fire - \$5500

## **MAAS (mandatory) - takes a week to set up and tear down**

Hotels - \$5600

Vehicles - \$300

Crane - \$2400

Hospitality – \$840

Total cost of having the F-18 and support for the 2018 Rocky Air Show will be \$16,780.

If the sponsorship request for \$10,000 is approved Clearwater County will be recognized in all advertising, written documentation as well as mainstream and social media as a primary sponsor. During the show Clearwater County will have a significant profile through visual and audio recognition.

If Council approves the funding request, money is available in contingency funds.

## **2. Parking**

RASA has requested permission to use the County's North quarter for parking for the event. The area sited for parking is approx. 60 acres of hay land on the North side of the quarter.

An agreement exists with a neighbouring farmer to rent the farm land on a cash rent and crop share basis. Considering this agreement administration consulted the farmer who is confident that he can harvest the crop prior to the Airshow.

As far as liability goes RASA does have a general liability policy and they will need to add Clearwater County as an additional insured. Clearwater County will be requesting a copy of the document. Wendy Fowler, chairman for the Rocky Air Show has indicated that the parking of the cars will be carried out by airshow volunteers. Kelly Standard, Special Constable for the Town of Rocky Mountain House will be overseeing the parking.

## **In Summary**

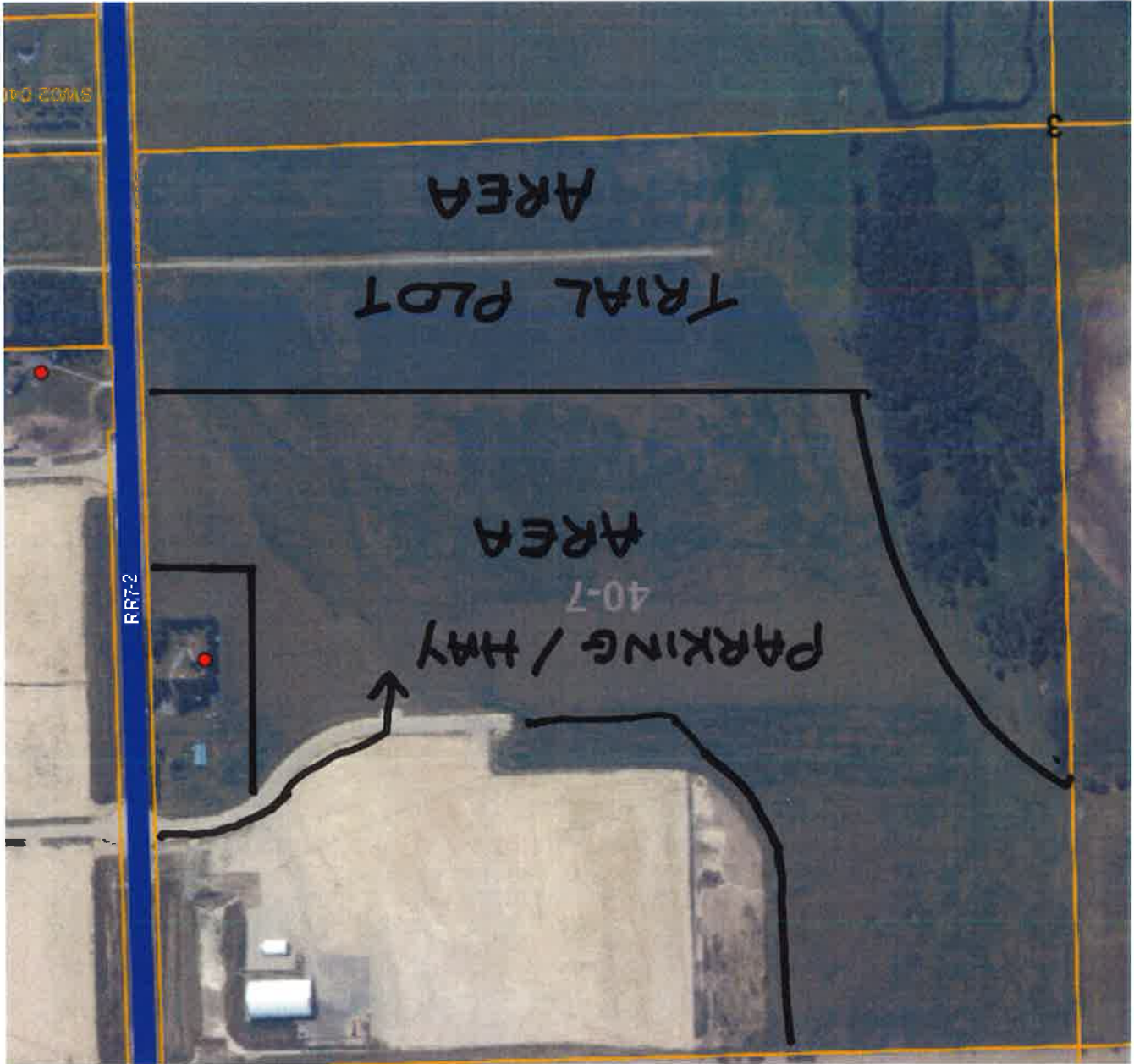
Due to time constraints RASA is looking for a decision at the June 26, 2018 Council

. In regard to the Sponsorship motion Council has the following options:

1. To approve the \$10,000 request for sponsorship.
2. To approve a sponsorship amount other than \$10,000.
3. To deny the sponsorship request.

In regard to parking Council may:

1. Grant permission for parking at the North quarter for the Air show event.
2. Deny permission for parking at the North quarter for the air show event.



AREA

TRIAL PLOT

AREA

40-7

PARKING / HAY

RR-2

SW02 0-11

3



## REQUEST FOR DECISION

<b>SUBJECT: Obsolete Bylaw Clean-Up – Draft Bylaw 1054/18 ‘2018 Obsolete Bylaws’ Consideration of First and Second Readings</b>		
<b>PRESENTATION DATE: June 26, 2018</b>		
<b>DEPARTMENT:</b> Council	<b>WRITTEN BY:</b> Christine Heggart	<b>REVIEWED BY:</b> Rick Emmons
<b>BUDGET CONSIDERATIONS:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) MGA section 191(1) & (2) – amendment and repeal		
<b>STRATEGIC PLAN THEME:</b> Well Governed and Leading Organization	<b>PRIORITY AREA:</b>	<b>STRATEGIES:</b>
<b>ATTACHMENT(S): Table of Obsolete Bylaws DRAFT 2018 Obsolete Bylaws – Bylaw 1054/18</b>		

<p><b>STAFF RECOMMENDATION:</b></p> <ol style="list-style-type: none"> <li>1. That Council reviews, amends as required and provides first and second reading of Bylaw 1054/18 to repeal bylaws that are obsolete, inoperative, expired or otherwise ineffective.</li> <li>2. That Council directs administration to advertise the <i>2018 Obsolete Bylaws Bylaw 1054/18</i>, as per the County’s <i>Public Notification Methods Policy</i>.</li> </ol>
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### BACKGROUND:

As part of Council’s governance review process, Administration conducted a complete bylaw review dating back to 1985. During that process there were many bylaws identified that were determined to be no longer required, including those that were obsolete (12), expired (9), inoperative (3), ineffective (1) or otherwise superseded by an existing bylaw (76).

The majority of bylaws proposed to be repealed (73 of 101 bylaws) with this new bylaw 1054/18 are related to the existing [Highway Management Bylaw 1018-16](#) and the new process it established for licensing for municipal road allowance access and use, as guided by the [Licensing of Municipal Road Allowance Policy](#). With the new licensing process established by Bylaw 1018-16, the 73 road allowances bylaws are no longer required.

The remainder of bylaws proposed to be repealed with this new bylaw 1054/18 are either expired agreement bylaws or obsolete/ineffective/inoperative bylaws as noted in the bylaw table listing attached.

Section 191(1) of the *Municipal Government Act (MGA)* states the power to pass a bylaw includes the power to amend or repeal it. Section 191(2) states the amendment or repeal must be made in the same way as the original bylaw and is subject to the same consents, conditions, or advertising requirements that apply to the passing of the original bylaw.

This Bylaw 1054/18 is intended to repeal 102 bylaws in total, bylaws which would have had varying advertising requirements to be passed initially. None of the bylaws proposed for repeal would have needed a public hearing in order to be originally passed. For Council's ease of review, all of the bylaws recommended for repeal have been placed in an internal folder at this [link](#).

In order to comply with s191 of the MGA, administration recommends providing first and second reading of Bylaw 1054/18 at one regular Council meeting and allowing a two-week period in between for advertising the draft *2018 Obsolete Bylaws* bylaw as per the [Public Notification Methods Policy](#), followed by third reading at a subsequent regular Council meeting.

Table of Obsolete Bylaws for Review

<b>Bylaw #</b>	<b>Bylaw Name /Purpose</b>	<b>Comment</b>
3/85	Insurance for permanent employees	Obsolete
6/85	Publication of Minutes and/or Information	Obsolete
7/85	Lease agreement with Province for office space	Expired
26/85	Agreement for Services (FCSS 1985-87)	Expired
42/85	Revenue sharing with the Village of Caroline for culture, recreation, fire grant	Expired
44/86	Caroline Ambulance Agreement	Expired
59/86	Granting a permit for temporary occupation or use of a road allowance west of W1/2-14-37-07-W5M	Highway Management Bylaw 1018/16 supersedes
60/86	Granting a permit for temporary occupation or use of a road allowance between Section 10 and 11-37-07-W5M	Highway Management Bylaw 1018/16 supersedes
68/86	Establishment of a Development Appeal Board	SDAB 1036/18 supersedes
69/86	Granting a permit for temporary occupation or use of a road allowance west of SW-32-40-05-W5M (1/2 mile)	Highway Management Bylaw 1018/16 supersedes
71/86	Granting of a permit for the temporary occupation or use of a road allowance	Highway Management Bylaw 1018/16 supersedes
77/87	To establish a Committee to negotiate settlements with parties responsible for damage to Municipal Roads	Inoperative
78/87	Temporary occupation or use of a road allowance north of the N1/2-19-40-08-W5M - 1 mile <sup>95/87</sup>	Highway Management Bylaw 1018/16 supersedes
95/87	Authorization of overdrafts	Obsolete
109/87	Permit for the temporary occupation or use of a road allowance west of SW-11-35-05-W5M and west of NW-01-35-05-W5M	Highway Management Bylaw 1018/16 supersedes
110/87	Permit for the temporary occupation or use of a road allowance west of NW-14-35-05-W5M and west of NW-11-35-05-W5M	Highway Management Bylaw 1018/16 supersedes
113/88	Temporary occupation or use of a road allowance north of the NW-31-37-08-W5M (0.50 miles) and western 500 feet of road allowance north of NE-31-37-08-W5M (0.09 miles)	Highway Management Bylaw 1018/16 supersedes
119/88	Permit for the temporary occupation or use of a road allowance west of Section 19-39-06-W5M, part of the south side of SW-30-39-06-W5M and part of the south side of SE-25-39-07-W5M	Highway Management Bylaw 1018/16 supersedes
126/88	Entering into an agreement with the Town of Rocky Mountain House to establish a joint Tourism Action Committee	Inoperative
128/88	Permit for the temporary permitting of a road allowance NE-08-38-06-W5M	Highway Management Bylaw 1018/16 supersedes
141/88	Agreement with the Councils of the Town of Rocky Mountain House and the Village of Caroline for the joint establishment, control, operation, management and funding of an Economic Development Advisory Board	Inoperative
149/88	Ambulance agreement with Specialty Medical Services and M.D. of Clearwater No. 99 and the Town of Rocky Mountain House	Expired
169/89	Granting a permit for temporary occupation or use of a road allowance east of Section 22-41-04-W5M	Highway Management Bylaw 1018/16 supersedes
170/89	Granting a permit for temporary use of a road allowance east of NE-29-38-08-W5M	Highway Management Bylaw 1018/16 supersedes

Table of Obsolete Bylaws for Review

171/89	Agreement with Alberta Transportation - Regular Road Grant and Dust Control	Expired
186/89	Granting a permit for temporary occupation or use of a road allowance west of Section 21-40-07-W5M - 1.0 miles and north of NW-21-40-07-W5M - 0.5 miles	Highway Management Bylaw 1018/16 supersedes
197/90	Entering into an agreement with the Alberta Local Authorities Reciprocal Insurance Exchange	Obsolete
201/90	Granting a permit for temporary occupation or use of a road allowance south of SE-17-39-06-W5M	Highway Management Bylaw 1018/16 supersedes
215/90	Granting a permit for temporary occupation or use of a road allowance north of NE-10-39-06-W5M - 1/4 mile	Highway Management Bylaw 1018/16 supersedes
224/90	Granting a permit for temporary occupation or use of a road allowance part of SE14, NE11, SW13, NW12-36-05-W5M	Highway Management Bylaw 1018/16 supersedes
226/90	Agreement with Village of Caroline providing Family and Community Support Services to residents of the Village of Caroline and M.D. of Clearwater No. 99	Obsolete
227/90	Granting a permit for temporary occupation or use of a road allowance west of NW-12-36-05-W5M, north of NE-11-36-05-W5M	Highway Management Bylaw 1018/16 supersedes
230/90	Tax transfer agreement with Town of Rocky Mountain House	Expired
231/90	Tax transfer agreement with the Village of Caroline	Expired
234/90	Agreement with Alberta Transportation - Regular Road Grant and Dust Control	Expired
241/90	Granting a permit for temporary occupation or use of a road allowance west of Section 31-34-05-W5M - 1.0 miles and north of Section 31-34-05-W5M - 0.5 miles	Highway Management Bylaw 1018/16 supersedes
247/91	Agreement with the Minister of Social Services and Community Health - F.C.S.S. funding	Obsolete
267/91	Granting a permit for temporary occupation or use of a road allowance between SE21 and SW32 and NE30 and NW29-39-07-W5M	Highway Management Bylaw 1018/16 supersedes
275/91	Cost sharing agreement with the County of Wetaskiwin	Obsolete
276/91	Ambulance agreement with Specialty Medical Services and M.D. of Clearwater No. 99 and the Town of Rocky Mountain House	Obsolete
278/91	Granting a permit for temporary occupation or use of a road allowance between NE-08 and NW-09-38-06-W5M	Highway Management Bylaw 1018/16 supersedes
280/92	Amend the Development Appeal Board Bylaw No. 68 re: appointments to	SDAB 1036/18 supersedes
308/92	Granting a permit for temporary occupation or use of a road allowance west of SW-13-36-05-W5M	Highway Management Bylaw 1018/16 supersedes
330/92	Granting a permit for temporary occupation or use of a road allowance west of NW-11-40-05-W5M - 1/2 mile	Highway Management Bylaw 1018/16 supersedes
331/93	Ambulance agreement with Town of Eckville, Counties of Lacombe and Red Deer and the Eckville General and Auxiliary Hospital and Nursing Home District	Obsolete



Table of Obsolete Bylaws for Review

332/93	Granting a permit for temporary occupation or use of a road allowance west of SW-22-39-05-W5M - 1/2 mile	Highway Management Bylaw 1018/16 supersedes
347/93	Permit for the temporary occupation or use of a road allowance west of SW-02-38-09-W5M - .37 mile	Highway Management Bylaw 1018/16 supersedes
363/93	Granting a permit for temporary occupation or use of a road allowance between W1/2 26 and E1/2 27-34-06-W5M - 1 mile	Highway Management Bylaw 1018/16 supersedes
377/93	Granting a permit for temporary occupation or use of a road allowance that portion north of NE-10-38-06-W5M - 0.5 miles	Highway Management Bylaw 1018/16 supersedes
380/93	Ambulance agreement with Town of Eckville, Counties of Lacombe and Red Deer, the Eckville General and Auxiliary Hospital and Nursing Home District and the Eckville and District Ambulance Service 1993 Limited	Obsolete
393/94	Granting a permit for temporary occupation or use of a road allowance that portion east of SE-02-36-07-W5M 0.25 mile	Highway Management Bylaw 1018/16 supersedes
403/94	Granting a permit for temporary occupation or use of a road allowance that portion north of NW-23-41-05-W5M - .50 mile	Highway Management Bylaw 1018/16 supersedes
420/94	Granting a permit for temporary occupation or use of a road allowance that portion east of SE-18-35-04-W5M - .50 mile	Highway Management Bylaw 1018/16 supersedes
433/94	Granting a permit for temporary occupation or use of a road allowance that portion west of SW-07-34-07-W5M - .50 mile	Highway Management Bylaw 1018/16 supersedes
454/95	Granting a permit for temporary occupation or use of a road allowance that portion east of NE-32-37-08-W5M - 1/2 mile	Highway Management Bylaw 1018/16 supersedes
468/95	Granting a permit for temporary occupation or use of a road allowance that portion west of SW-02-37-07-W5M and NW-35-36-07-W5M from the north corner of SW-02-37-07-W5M south to the driveway entrance on N1/2 of NE-34-36-07-W5M - 3/4 mile	Highway Management Bylaw 1018/16 supersedes
490/96	Granting a permit for temporary occupation or use of a road allowance that portion west of NW-01-36-05-W5M - 1/2 mile	Highway Management Bylaw 1018/16 supersedes
517/96	Granting a permit for temporary occupation or use of a road allowance that portion north of NE-36-36-07-W5M - 1/2 mile	Highway Management Bylaw 1018/16 supersedes
533/96	Establishment of Assessment Review Board	1043/18 supersedes
539/96	Granting a permit for temporary occupation or use of a road allowance between SE-02-39-07-W5M and NW-35-38-07-W5M	Highway Management Bylaw 1018/16 supersedes
542/97	Granting a permit for temporary occupation or use of a road allowance between N1/2-33-39-07-W5M and S1/2-04-40-07-W5M	Highway Management Bylaw 1018/16 supersedes
546/97	Recreation agreement with the Town of Rocky Mountain House	Obsolete
553/97	Granting a permit for temporary occupation or use of a road allowance between SW-35-39-07-W5M and SE-35-39-07-W5M	Highway Management Bylaw 1018/16 supersedes
557/97	Granting a permit for temporary occupation or use of a road allowance from the SE corner of SE-01-47-08-W5M west to the NW corner of NW-36-46-08-W5M	Highway Management Bylaw 1018/16 supersedes
559/97	Granting a permit for temporary occupation or use of a road allowance north of NW-21-38-07-W5M	Highway Management Bylaw 1018/16 supersedes
567/98	Granting a permit for temporary occupation or use of a road allowance north of SW-17-40-06-W5M, Plan 772 2939, Lot A	Highway Management Bylaw 1018/16 supersedes

Table of Obsolete Bylaws for Review

573/98	Granting a permit for temporary occupation or use of a road allowance south of SW-27-38-07-W5M	Highway Management Bylaw 1018/16 supersedes
574/98	Granting a permit for temporary occupation or use of a road allowance between E1/2-01-36-07-W5M and W1/2-06-36-06-W5M	Highway Management Bylaw 1018/16 supersedes
604/98	Granting a permit for temporary occupation or use of a road allowance between SW-04-37-04-W5M and NW-33-36-04-W5M	Highway Management Bylaw 1018/16 supersedes
620/99	Granting a permit for temporary occupation or use of a road allowance between NE-12-38-05-W5M and SE-13-38-05-W5M	Highway Management Bylaw 1018/16 supersedes
648/99	Freedom of Information and Protection of Privacy Act fees	Ineffective, fees established by FOIP ACT
676/00	Granting a permit for temporary occupation or use of a road allowance west and south of SW-04-36-04-W5M	Highway Management Bylaw 1018/16 supersedes
683/00	Granting a permit for temporary occupation or use of a road allowance between NW-08-36-07-W5M and NE-07-36-07-W5M	Highway Management Bylaw 1018/16 supersedes
687/00	Granting a permit for temporary occupation or use of a road allowance between SW-30-44-06-W5M and SE-25-44-07-W5M 494 metres	Highway Management Bylaw 1018/16 supersedes
693/01	Granting a permit for temporary occupation or use of a road allowance between NE-19-38-06-W5M and NW-20-38-06-W5M - 1/2 mile	Highway Management Bylaw 1018/16 supersedes
726/02	Road Allowance Permit-North of NW 11-38-5-W5th	Highway Management Bylaw 1018/16 supersedes
728/02	Road Allowance Permit West of NW 30-35-4-W5	Highway Management Bylaw 1018/16 supersedes
730/02	Road Allowance Permit - Township 34-7-W5th	highway Management Bylaw 1018/16 supersedes
742/02	Road Allowance Permit East of NE 7-35-7-W5th	highway Management Bylaw 1018/16 supersedes
760/03	Road Allowance Permit - West of the River Between SW 14 and NW 11-37-6-W5th	Highway Management Bylaw 1018/16 supersedes
761/03	Road Allowance Permit-Between SE 22 and SW 23-38-6-W5gh	Highway Management Bylaw 1018/16 supersedes
768/03	Road Allowance Permit - Between E 1/2 31 and W 1/2 32-40-60-W5th	Highway Management Bylaw 1018/16 supersedes
781/03	Road Allowance Permit - Between S 1/2 25 and N 1/2 24-44-5-W5th	Highway Management Bylaw 1018/16 supersedes
827/05	Road Allowance Permit – Between NW 12/NE 11-37-6-W5M and SW 13/SE 14/37-6-W5M	Highway Management Bylaw 1018/16 supersedes
836/06	Permitting of Road Allowance between S.W. 15 and N.W. 10-37-4-W5M	Highway Management Bylaw 1018/16 supersedes
854/06	Permitting of Road Allowance between and to the west of NW-19-38-8-W5M and SW 30-38-5-W5M	Highway Management Bylaw 1018/16 supersedes
899/08	Road Allowance Lease	Highway Management Bylaw 1018/16 supersedes
908/09	Permitting of Road Allowance – NE 32-39-7 & SE -5-40-7	Highway Management Bylaw 1018/16 supersedes
909/09	Permitting of Undeveloped Road Allowance Johnston Road Plan 2477JY	Highway Management Bylaw 1018/16 supersedes

Table of Obsolete Bylaws for Review

916/09	Road Allowance SW 13-41-5-W5	Highway Management Bylaw 1018/16 supersedes
968/13	Road Allowance	Highway Management Bylaw 1018/16 supersedes
971/13	Road Allowance	Highway Management Bylaw 1018/16 supersedes
973/13	Road Allowance	Highway Management Bylaw 1018/16 supersedes
978/13	Road Allowance	Highway Management Bylaw 1018/16 supersedes
993/14	Speed Limit – Twp Road 41-0	Highway Management Bylaw 1018/16 supersedes
995/14	Regulatory Sign Amendment – STOP Sign at Range Road 7-3A (River Road).	Highway Management Bylaw 1018/16 supersedes
1004/15	Road Allowance Usage – South of SE 30-39-04-W5M & SW 30-39-04 W5M approx. 8 acres	Highway Management Bylaw 1018/16 supersedes
1005/15	Road Allowance Usage – between NE 36-37-08 W5M & SE 01-38-08-W5M approx. 4 acres	Highway Management Bylaw 1018/16 supersedes
1012/16	Road Allowance between ME 35 36 06 W5M and SE 02 37 06 W5M	Highway Management Bylaw 1018/16 supersedes
1013/16	Road Allowance between NW 21 39 04 W5M and NE 20 30 04 W5M	Highway Management Bylaw 1018/16 supersedes
1029/17	Bylaw Correction Bylaw	s64 of MGA repealed - obsolete

## BYLAW NO. 1054/18

BEING A BYLAW OF CLEARWATER COUNTY, IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF OMITTING AND PROVIDING FOR THE REPEAL OF A BYLAW OR A PROVISION OF A BYLAW THAT IS INOPERATIVE, OBSOLETE, EXPIRED, SPENT OR OTHERWISE INEFFECTIVE.

WHEREAS Section 63(1) and (2) of *Municipal Government Act*, R.S.A. 2000 C.M.- 26 as amended, provides that a Council may by bylaw authorize the revisions of all or any of the bylaws of the municipality.

AND WHEREAS Council deems it desirable to repeal bylaws that are no longer required.

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:

### 1. TITLE

1.1. This Bylaw may be referred to as the "2018 Obsolete Bylaws".

### 2. OBSOLETE BYLAWS

2.1. The following bylaws and any amendments thereto are hereby repealed:

Bylaw #	Bylaw Name /Purpose
3/85	Insurance for permanent employees
6/85	Publication of Minutes and/or Information
7/85	Lease agreement with Province for office space
26/85	Agreement for Services (FCSS 1985-87)
42/85	Revenue sharing with Village of Caroline for culture, recreation, fire grant
44/86	Caroline Ambulance Agreement
59/86	Granting a permit for temporary occupation or use of a road allowance west of W1/2-14-37-07-W5M
60/86	Granting a permit for temporary occupation or use of a road allowance between Section 10 and 11-37-07-W5M
68/86	Establishment of a Development Appeal Board
69/86	Granting a permit for temporary occupation or use of a road allowance west of SW-32-40-05-W5M (1/2 mile)
71/86	Granting of a permit for the temporary occupation or use of a road allowance
77/87	To establish a Committee to negotiate settlements with parties responsible for damage to Municipal Roads
78/87	Temporary occupation or use of a road allowance north of the N1/2-19-40-08-W5M - 1 mile <sup>95/87</sup>
95/87	Authorization of overdrafts
109/87	Permit for the temporary occupation or use of a road allowance west of SW-11-35-05-W5M and west of NW-01-35-05-W5M
110/87	Permit for the temporary occupation or use of a road allowance west of NW-14-35-05-W5M and west of NW-11-35-05-W5M
113/88	Temporary occupation or use of a road allowance north of the NW-31-37-08-W5M (0.50 miles) and western 500 feet of road allowance north of NE-31-37-08-W5M (0.09 miles)
119/88	Permit for the temporary occupation or use of a road allowance west of Section 19-39-06-W5M, part of the south side of SW-30-39-06-W5M and part of the south side of SE-25-39-07-W5M
126/88	Entering into an agreement with the Town of Rocky Mountain House to establish a joint Tourism Action Committee

128/88	Permit for the temporary permitting of a road allowance NE-08-38-06-W5M
141/88	Agreement with Councils of the Town of Rocky Mountain House and Village of Caroline for joint establishment, control, operation, management and funding of an Economic Development Advisory Board
149/88	Ambulance agreement with Specialty Medical Services and M.D. of Clearwater No. 99 and the Town of Rocky Mountain House
169/89	Granting a permit for temporary occupation or use of a road allowance east of Section 22-41-04-W5M
170/89	Granting a permit for temporary use of a road allowance east of NE-29-38-08-W5M
171/89	Agreement with Alberta Transportation - Regular Road Grant and Dust Control
186/89	Granting a permit for temporary occupation or use of a road allowance west of Section 21-40-07-W5M - 1.0 miles and north of NW-21-40-07-W5M - 0.5 miles
197/90	Entering into an agreement with the Alberta Local Authorities Reciprocal Insurance Exchange
201/90	Granting a permit for temporary occupation or use of a road allowance south of SE-17-39-06-W5M
215/90	Granting a permit for temporary occupation or use of a road allowance north of NE-10-39-06-W5M - 1/4 mile
224/90	Granting a permit for temporary occupation or use of a road allowance part of SE14, NE11, SW13, NW12-36-05-W5M
226/90	Agreement with Village of Caroline providing Family and Community Support Services to residents of the Village of Caroline and M.D. of Clearwater No. 99
227/90	Granting a permit for temporary occupation or use of a road allowance west of NW-12-36-05-W5M, north of NE-11-36-05-W5M
230/90	Tax transfer agreement with Town of Rocky Mountain House
231/90	Tax transfer agreement with the Village of Caroline
234/90	Agreement with Alberta Transportation - Regular Road Grant and Dust Control
241/90	Granting a permit for temporary occupation or use of a road allowance west of Section 31-34-05-W5M - 1.0 miles and north of Section 31-34-05-W5M - 0.5 miles
247/91	Agreement with the Minister of Social Services and Community Health - F.C.S.S. funding
267/91	Granting a permit for temporary occupation or use of a road allowance between SE21 and SW32 and NE30 and NW29-39-07-W5M
275/91	Cost sharing agreement with the County of Wetaskiwin
276/91	Ambulance agreement with Specialty Medical Services and M.D. of Clearwater No. 99 and the Town of Rocky Mountain House
278/91	Granting a permit for temporary occupation or use of a road allowance between NE-08 and NW-09-38-06-W5M
280/92	Amend the Development Appeal Board Bylaw No. 68 re: appointments
308/92	Granting a permit for temporary occupation or use of a road allowance west of SW-13-36-05-W5M
330/92	Granting a permit for temporary occupation or use of a road allowance west of NW-11-40-05-W5M - 1/2 mile
331/93	Ambulance agreement with Town of Eckville, Counties of Lacombe and Red Deer and the Eckville General and Auxiliary Hospital and Nursing Home District
332/93	Granting a permit for temporary occupation or use of a road allowance west of SW-22-39-05-W5M - 1/2 mile
347/93	Permit for the temporary occupation or use of a road allowance west of SW-02-38-09-W5M - .37 mile
363/93	Granting a permit for temporary occupation or use of a road allowance between W1/2 26 and E1/2 27-34-06-W5M - 1 mile
377/93	Granting a permit for temporary occupation or use of a road allowance that portion north of NE-10-38-06-W5M - 0.5 miles

380/93	Ambulance agreement with Town of Eckville, Counties of Lacombe and Red Deer, the Eckville General and Auxiliary Hospital and Nursing Home District and the Eckville and District Ambulance Service 1993 Limited
393/94	Granting a permit for temporary occupation or use of a road allowance that portion east of SE-02-36-07-W5M 0.25 mile
403/94	Granting a permit for temporary occupation or use of a road allowance that portion north of NW-23-41-05-W5M - .50 mile
420/94	Granting a permit for temporary occupation or use of a road allowance that portion east of SE-18-35-04-W5M - .50 mile
433/94	Granting a permit for temporary occupation or use of a road allowance that portion west of SW-07-34-07-W5M - .50 mile
454/95	Granting a permit for temporary occupation or use of a road allowance that portion east of NE-32-37-08-W5M - 1/2 mile
468/95	Granting a permit for temporary occupation or use of a road allowance that portion west of SW-02-37-07-W5M and NW-35-36-07-W5M from the north corner of SW-02-37-07-W5M south to the driveway entrance on N1/2 of NE-34-36-07-W5M - 3/4 mile
490/96	Granting a permit for temporary occupation or use of a road allowance that portion west of NW-01-36-05-W5M - 1/2 mile
517/96	Granting a permit for temporary occupation or use of a road allowance that portion north of NE-36-36-07-W5M - 1/2 mile
533/96	Establishment of Assessment Review Board
539/96	Granting a permit for temporary occupation or use of a road allowance between SE-02-39-07-W5M and NW-35-38-07-W5M
542/97	Granting a permit for temporary occupation or use of a road allowance between N1/2-33-39-07-W5M and S1/2-04-40-07-W5M
546/97	Recreation agreement with the Town of Rocky Mountain House
553/97	Granting a permit for temporary occupation or use of a road allowance between SW-35-39-07-W5M and SE-35-39-07-W5M
557/97	Granting a permit for temporary occupation or use of a road allowance from the SE corner of SE-01-47-08-W5M west to the NW corner of NW-36-46-08-W5M
559/97	Granting a permit for temporary occupation or use of a road allowance north of NW-21-38-07-W5M
567/98	Granting a permit for temporary occupation or use of a road allowance north of SW-17-40-06-W5M, Plan 772 2939, Lot A
573/98	Granting a permit for temporary occupation or use of a road allowance south of SW-27-38-07-W5M
574/98	Granting a permit for temporary occupation or use of a road allowance between E1/2-01-36-07-W5M and W1/2-06-36-06-W5M
604/98	Granting a permit for temporary occupation or use of a road allowance between SW-04-37-04-W5M and NW-33-36-04-W5M
620/99	Granting a permit for temporary occupation or use of a road allowance between NE-12-38-05-W5M and SE-13-38-05-W5M
648/99	Freedom of Information and Protection of Privacy Act fees
676/00	Granting a permit for temporary occupation or use of a road allowance west and south of SW-04-36-04-W5M
683/00	Granting a permit for temporary occupation or use of a road allowance between NW-08-36-07-W5M and NE-07-36-07-W5M
687/00	Granting a permit for temporary occupation or use of a road allowance between SW-30-44-06-W5M and SE-25-44-07-W5M 494 metres
693/01	Granting a permit for temporary occupation or use of a road allowance between NE-19-38-06-W5M and NW-20-38-06-W5M - 1/2 mile
726/02	Road Allowance Permit-North of NW 11-38-5-W5th
728/02	Road Allowance Permit West of NW 30-35-4-W5
730/02	Road Allowance Permit - Township 34-7-W5th
742/02	Road Allowance Permit East of NE 7-35-7-W5th
760/03	Road Allowance Permit - West of the River Between SW 14 and NW 11-37-6-W5th
761/03	Road Allowance Permit-Between SE 22 and SW 23-38-6-W5gh
768/03	Road Allowance Permit - Between E 1/2 31 and W 1/2 32-40-60-W5th

781/03	Road Allowance Permit - Between S 1/2 25 and N 1/2 24-44-5-W5th
827/05	Road Allowance Permit – Between NW 12/NE 11-37-6-W5M and SW 13/SE 14/37-6-W5M
836/06	Permitting of Road Allowance between S.W. 15 and N.W. 10-37-4-W5M
854/06	Permitting of Road Allowance between and to the west of NW-19-38-8-W5M and SW 30-38-5-W5M
899/08	Road Allowance Lease
908/09	Permitting of Road Allowance – NE 32-39-7 & SE -5-40-7
909/09	Permitting of Undeveloped Road Allowance Johnston Road Plan 2477JY
916/09	Road Allowance SW 13-41-5-W5
968/13	Road Allowance
971/13	Road Allowance
973/13	Road Allowance
978/13	Road Allowance
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995/14	Regulatory Sign Amendment – STOP Sign at Range Road 7-3A (River Road).
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1012/16	Road Allowance between ME 35 36 06 W5M and SE 02 37 06 W5M
1013/16	Road Allowance between NW 21 39 04 W5M and NE 20 30 04 W5M
1029/17	Bylaw Correction Bylaw

**3. EFFECTIVE DATE**

3.1. This Bylaw comes into force and effect upon third and final reading.

READ A FIRST TIME this      day of      , 2018.

READ A SECOND TIME this      day of      , 2018.

READ A THIRD AND FINAL TIME this day      of      , 2018.

\_\_\_\_\_  
REEVE

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER



## REQUEST FOR DECISION

<b>SUBJECT: Governance Refresher Course</b>		
<b>PRESENTATION DATE: June 26, 2018</b>		
<b>DEPARTMENT:</b> Municipal	<b>WRITTEN BY:</b> Tracy Haight, Executive Assistant	<b>REVIEWED BY:</b> Murray Hagan, Acting Chief Administrative Officer
<b>BUDGET CONSIDERATIONS:</b> <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
<b>STRATEGIC PLAN THEME:</b> Well Governed and Leading Organization	<b>PRIORITY AREA:</b> Invest in, and support, a skilled, motivated and performing workforce	<b>STRATEGIES:</b> 2.4.1 Develop the skills and knowledge of Councillors and Administration to grow capacity and organizational performance.
<b>ATTACHMENT(S): 'Governance Review Alternatives' – George B. Cuff &amp; Associates Ltd.</b>		

### STAFF RECOMMENDATION:

**That Council reviews and considers options for a governance refresher course; identifies the preferred option and, any additional topics to be included in the course.**

### BACKGROUND:

The Municipal Government Act legislates that each councillor receives orientation training within 90 days after taking the oath of office. At the October 26, 2017, training session, Councillors received orientation on key topics outlined in the Act as follows: municipal purposes and powers; roles and responsibilities; council proceedings; bylaws and resolutions; code of conduct; and, pecuniary interest and bias.

On January 23, 2018 Council also took part in an interactive Governance Workshop, facilitated by SAGE Analytics, as an opportunity for teambuilding and to learn additional skills for basic council/board meeting etiquette.

Although Council meets legislative requirements, several councillors indicated interest in a 'governance refresher course'.

George B. Cuff & Associates Ltd., a respected and leading authority in municipal governance training, offers three options for governance related courses as follows:

- Option 1: Governance Seminar
  - One or Two-day workshop



- Topics covered include: key areas of governance and senior management functions; and, what is good governance, how it works and how to make improvements.
- Cost \$8,500 - \$10,000 plus expenses
  
- Option 2: Governance Audit
  - Three-Day review followed up with a written report one week later.
  - A series of engagement sessions with Council and Administration to identify best practices for governance and organizational effectiveness.
  - Cost \$35,000 - \$45,000 plus expenses
  
- Option 3: Governance Review
  - Three months review followed up with a written report, including recommendations.
  - An extensive review and assessment of: Council's issues, concerns and key priorities; governance principles, obligations and expectations; and, followed up with a written report.
  - Cost \$60,000+ plus expenses

All the above options can be customized to include specific topics decided by Council.

If none of the above options meets Council's requirements, Council may wish to consider directing Administration to research alternatives.

## Governance Review Alternatives

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### **Governance Improvement**

I am regularly asked to provide my advice on how a municipality can improve its governance processes. While I am happy to provide suggestions and encouragement by phone on a gratis basis, most frequently the request is to actually "come and do something"! What follows is an attempt to define what the "doing something" looks like.

### **Option One: One-Two Day Governance Seminar**

There are considerable advantages to a governance seminar (likely a series of discrete sessions) for Council including an opportunity to hear what roles a Council and its management ought to be fulfilling and some tools as to how that is best done. Such a seminar might be very useful for any Council that is struggling with one aspect or another and which wants to see if there are aspects of its governance system which ought to be addressed.

While I am asked to deliver 25-30 of these seminars yearly, I am mindful of their limitations. Such seminars are useful in terms of reminding everyone present with respect to what good governance means and some ideas which will improve your system. Because those in attendance often come to these with pre-conceived notions, it is unlikely that such a seminar will result in dramatic, systemic change unless everyone is on the same page about the need for change and the recommended ways to bring that to fruition.

What such a seminar may do is illuminate the areas in which your Council and organization may feel it is "doing things right" or it might serve to highlight where the system is struggling and provide more focus to how you move forward.

All of the key areas of governance and senior management functions (and their relationship to the governing body) would be covered and there would obviously be time for questions at or during each segment.

Based on my standard billing rates which includes the preparation and travelling time, the costs for this Governance Seminar would be \$8500-10,000 plus expenses at cost.

### **Option Two: Governance Audit**

A Governance Audit is a streamlined mechanism of ensuring a reasonably in-depth understanding of your issues and a time-sensitive manner of providing Council with a

## Governance Review Alternatives

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high level set of recommendations on how to improve/correct the system. The Audit differs from the seminar in depth which stems from the fact that I (and likely an Associate) will have spent a couple of days with you seeking to understand just where you and your system are at. We could conduct such a Governance Audit over the course of 3 days and will follow-up with a written report of all the key findings and recommendations within approximately one week following our time on site.

### **Terms of Reference for a Governance Audit:**

The terms of reference for this Governance Audit would include:

- *Conduct an opening two hour seminar on Good Governance at the conclusion of our work in your offices on Day One*
- *Develop an appreciation of the issues that are currently faced by the Council and senior administration; determine whether these issues pertain to Council direction, policies, legislative practices or the current governance model or to the responsiveness to this Council by your senior administration*
- *Review the approach to governance by the Council and whether or not the decision-making process enables the Council to feel confident about the decisions being made*
- *Survey individual Council members (and the City Manager & senior management/executive) to determine their sense of how the organization is currently doing in terms of its effectiveness/efficiency/responsiveness*
- *Identify, as a result of two days of confidential interviews and our brief, confidential pre-survey of Council members and senior administration and other documentation forwarded to us, the current Council and managerial practices and assess how well these practices are serving the needs of the organization*
- *Identify what significant roadblocks currently exist in the legislative organization*
- *Conduct a closing workshop session with all members of the Council which summarizes:*
  - *our findings and advice on the key issues brought to our attention*
  - *our findings relative to what is currently the state of affairs (i.e. governance and administration) and what key steps might provide the*

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## Governance Review Alternatives

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*Council and City Manager with an enhanced sense of “well-being” e.g. the current governance model, the role of the Council, communication practices, organizational health*

- *our observations on what changes to your practices (and perhaps policies) that we feel might add to the sense of organizational effectiveness and health*
- *provide an in camera session with Council at the conclusion of our presentation.*

We will follow up the closing session with practical and useful recommendations (in a written Report) on all such matters and any additional areas of concern that come to the attention of the consultant during the course of this focused engagement.

Based on my standard billing rates which includes the preparation time, and dependent upon the agreed terms of reference, my fee for a Governance Audit would be in the range of \$35-45,000 plus expenses at cost.

### **Option Three: Governance Review**

This is the most extensive review and thus the alternative with the greatest likelihood of a lasting impact. It will take more time (likely 3 months) and require the active participation of the Council and the City Manager, including at least one round of full interviews (i.e. about 1.5 hours each)(as contrasted with the 20-30 minutes each in a Governance Audit).

### **Terms of Reference of a Governance Review**

Suggested terms of reference for such a Review follow:

- *develop an understanding of the issues and concerns of the present Council and its key priorities*
- *assess Council’s governance objectives relative to how it would like to move the organization forward in a way that is consistent with the aims of this Council*
- *identify those areas which are felt to be strengths of the present day system and how these might best be retained/enhanced*

## Governance Review Alternatives

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- *review the Council's governance principles and assess how well the current model of governance helps the Council achieve its governance objectives in accordance with these principles*
- *review the current governance/administrative situation and examine existing governance/management styles and processes; review how the powers and responsibilities of the Mayor and Councillors are currently being discharged*
- *review the reporting relationships, roles and responsibilities of the City Manager and senior management and recommend ways by which these might be improved now and function best in the future; examine the City Manager's management style and reporting relationship to this Council and offer our assessment as to how that might be improved*
- *examine the present legislative decision-making processes, including the mandates, reporting procedures, functional guidelines and future need of standing committees and/or committee of the whole; identify how the Council can best fulfil its governance obligations and expectations*
- *review and assess current practices for preparing Council information, advising the Council, conducting meetings, following up on Council decisions*
- *recommend the most appropriate governance model; and*
- *provide practical and useful recommendations on all matters covered by the terms of reference and any additional areas of concern which come to the attention of the consultant during the course of this engagement.*

Based on my standard billing rates which includes the preparation time, my fee for a Governance Review would likely be in the \$60,000+ range plus expenses at cost depending upon time necessary to conduct on-site interviews and workshops.

With best wishes,

George B. Cuff, FCMC  
President