

CLEARWATER COUNTY COUNCIL AGENDA

November 28, 2017

9:00 am

Council Chambers

4340 – 47 Avenue, Rocky Mountain House, AB

PUBLIC PRESENTATION: 10:00 am Colleen Dwyer, President and Prab Lashar, Executive Director, Rocky Mountain House & District Chamber of Commerce

DELEGATION: 10:30 am Tracy With, Vice President, Banister Research

A. CALL TO ORDER

B. AGENDA ADOPTION

C. CONFIRMATION OF MINUTES

1. November 03, 2017 Special Meeting of Council Minutes
2. November 07, 2017 Regular Meeting Minutes

D. MUNICIPAL

1. Acting Chief Administrative Officer Appointment
2. Additional Applicants for Members-at-Large Board Positions
3. Todd Hirsch Presentation on December 12
4. 'Ignite Rocky' Invitation
5. Meeting Procedures Bylaw Review
6. Code of Conduct Bylaw Review
7. Live Video Feed in Council Chambers

E. PUBLIC PRESENTATION

1. 10:00 am – Rocky Mountain House & District Chamber of Commerce

F. DELEGATION

1. 10:30 am – Banister Research Broadband Survey Results

G. CORPORATE SERVICES

1. Broadband Policy Framework

H. COMMUNITY AND PROTECTIVE SERVICES

1. Support of Community Groups and Events
2. Elected Official Course in Economic Development
3. Funding Request from Rocky Mountain House & District Chamber of Commerce

I. INFORMATION

1. CAO's Report
2. Public Works Director's Report
3. Committee Minutes
 - a. September 7, 2017 Regional Fire Rescue Services Advisory
 - b. September 7, 2017 Rocky Mountain Regional Solid Waste Authority
 - c. March 24, 2017 Rocky/Caroline/Clearwater County Hospital
4. Councillor's Verbal Report
5. Councillor Remuneration

J. IN CAMERA

1. Labour – Verbal Report; *FOIP* s.17(1) Disclosure Harmful to Personal Privacy

K. ADJOURNMENT

TABLED ITEMS

<u>Date</u>	<u>Item, Reason and Status</u>
06/13/17	213/17 identification of a three-year budget line for funding charitable/non-profit organizations' operational costs pending review of Charitable Donations and Solicitations policy amendments.
06/13/17	227/17 commenting and/or recommending amendments on the revised preliminary draft Clearwater – North Rocky Major Area Structure Plan pending Councillors individual review.



AGENDA ITEM

PROJECT: Appointment of Rick Emmons as Acting Chief Administrative Officer		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: Municipal	WRITTEN BY: Tracy-Lynn Haight	REVIEWED BY: Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy (cite) Municipal Government Act 206(1) and Clearwater County Bylaw 636/99		
STRATEGIC PLAN THEME:	PRIORITY AREA:	STRATEGIES:
ATTACHMENT: Bylaw 636/99		
RECOMMENDATION:		
<ol style="list-style-type: none"> 1. That Council revokes the appointment of Ron Leaf, Chief Administrative Officer, effective November 9, 2017, pursuant to the Municipal Government Act 206(1); and, 2. That Council appoints Rick Emmons, as Acting Chief Administrative Officer, effective November 9, 2017, as established by Clearwater County Bylaw 636/99, until a new Chief Administrative Officer is appointed by Council; and, 3. That in advance of 2018 budget deliberations, Council excludes this position from the hiring freeze instated on October 24, 2017 and authorizes advertisement for the hiring of a Chief Administrative Officer and 		

BACKGROUND:

The above recommendations are made pursuant to the Municipal Government Act subsection 206(1):

Appointment, suspension and revocation

The appointment of a person to the position of chief administrative officer may be made, suspended or revoked only if the majority of the whole council vote to do so.

BY-LAW No. 636/99

A By-Law of the Municipal District of Clearwater No. 99 to establish the position of Chief Administrative Officer.

WHEREAS the Municipal Government Act, S.A. 1994, Chapter.M-26.1 as amended, provides that a municipal council must establish by by-law, a position of Chief Administrative Officer to carry out the responsibilities enumerated in the Act; and,

WHEREAS the Freedom of Information and Protection of Privacy Act, Chapter F18.5, requires Council to designate a head of the local public body; and,

WHEREAS, the Highway Traffic Act, Chapter H-7, allows Council to delegate to the Chief Administrative Officer the power to prescribe the location of traffic control devices within the municipality; and,

WHEREAS, Council desires to establish the position of Chief Administrative Officer and to prescribe the duties and responsibilities relating to that position,

NOW THEREFORE the Council for the Municipal District of Clearwater No. 99 duly assembled, enacts as follows:

1. Council hereby establishes the position of Chief Administrative Officer and the individual appointed to that position will have the title "Municipal Manager".
2. The Municipal Manager:
 - i) is the Administrative Head of the Municipality and is the Head of the Local Public Body for the purposes of the Freedom of Information and Protection of Privacy Act
 - ii) ensures that the policies and programs of the municipality are implemented;
 - iii) advises and informs Council on the operations and affairs of the municipality;
 - iv) performs the duties and exercises the powers and functions delegated to the Municipal manager by this or any other by-law or as otherwise assigned by Council;
 - v) ensures the performance of the administrative duties set out in Section 208 of the Municipal Government Act.
 - vi) ensures the performance of administrative duties as set out in the Freedom of Information and Protection of Privacy Act
3. Council will by resolution appoint an individual to the position of Municipal Manager.
4. The Municipal Manager shall exercise authority and responsibility with respect to the organization, supervision and operation of all Municipal District functions and departments, including;
 - i) The supervision and direction of all employees of the Municipal District;
 - ii) The right to hire, fire, discipline, terminate, demote, transfer and direct all employees in the service of the Municipal District in accordance with approved municipal policy.
 - iii) The power to prescribe where traffic control devices are to be located, including traffic control devices restricting the speed of vehicles, in accordance with municipal bylaws.
5. The Municipal Manager is authorized to delegate to any employee of the municipality, any matter delegated to the Municipal Manager by Council under this By-Law.
6. By-Law No. 455 is hereby rescinded.

Received First and Second Reading and by unanimous consent of Councillors present, a third reading and finally passed this 13th day of July 1999.

REEVE

MUNICIPAL MANAGER



AGENDA ITEM

PROJECT: Additional Applicants for Members-at-Large Board Positions		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: MUNICIPAL	WRITTEN BY: Christine Heggart	REVIEWED BY: Rick Emmons
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> MGA		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA:	STRATEGIES:
RECOMMENDATION:		
<ol style="list-style-type: none"> 1. That Council appoints one member-at-large for the Subdivision Development Appeal Board for a one-year term, effective November 28, 2017. 2. That Council appoints two alternate members-at-large for the Subdivision Development Appeal Board for a one-year term, effective November 28, 2017. 3. That Council appoints one member-at-large for the Central Alberta Economic Partnership for a one-year term, effective November 28, 2017. 4. That Council appoints one member-at-large for the Clearwater Heritage Board for the remainder of the term, one-year, effective November 28, 2017. 		

BACKGROUND:

Following Council's organizational meeting on October 24, 2017, there were members-at-large vacancies on the Subdivision Development Appeal Board (SDAB) (1 member and 2 alternates), the Central Alberta Economic Partnership (CAEP) Committee (1 member) and Clearwater County Heritage Board (1 member).

The board position vacancies were advertised in the local papers as well as the County's website and social media sites at the end of October.

To date, the County has received applications for the SDAB (6), CAEP (4) and Clearwater Heritage Board (2). The following individuals have let their names stand for members-at-large positions:



SDAB

- Bob Bryant
- Pat Butler
- Randy Hill
- Chuck Shipley
- Murray Welch
- Dick Wymenga

CAEP

- Roberta Haagsma
- Jennifer McDougall
- Randy Hill
- Andrea Garnier Spongberg

Clearwater Heritage Board

- Bob Bryant
- Rick Cuerrier

Administration recommends Council review the applications for members-at-large positions and appoint the County's SDAB, CAEP and Heritage Board members.



AGENDA ITEM

PROJECT: Todd Hirsch Presentation on December 12		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: MUNICIPAL	WRITTEN BY: Christine Heggart	REVIEWED BY: Rick Emmons
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> MGA		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA:	STRATEGIES:
ATTACHMENT(S): http://www.toddhirsch.com/		
RECOMMENDATION:		
<ol style="list-style-type: none"> 1. That Council authorizes Councillor attendance at an informal joint Council meeting with Todd Hirsch at 5:30pm on December 12, 2017, as well as the community presentation at 7:00pm. 		

BACKGROUND:

Clearwater County coordinated a community presentation by ATB's Senior Economist, Todd Hirsch on December 12 at 7:00pm in the Subway Room of the Christenson Sports and Wellness Centre. This presentation has been advertised in local papers, social media and electronic signs, and is an open invitation for the public to attend.

This presentation was originally coordinated in May of this year, and as such was included in nomination package calendar, for Council's information.

For more background on Todd Hirsch, the following [link](#) provides information on Todd's presentations related to economic development, adapting to change and the state of the economy in Alberta.

Town of Rocky Mountain House and County administrators coordinated a dinner meeting with Councils at 5:30pm to welcome Todd back to the community and address any specific questions Councillors may have. This dinner is scheduled to take place in the Rotary Room of the Christenson Centre.

Since the presentation booking, the County learned that Todd will also be speaking at the Rocky Chamber of Commerce's luncheon earlier on the same day. The Village of Caroline Council indicated that they'd attend the Chamber luncheon, due to the conflict with regularly scheduled Council meeting.

FIND OUT WHAT CREATES WEALTH!

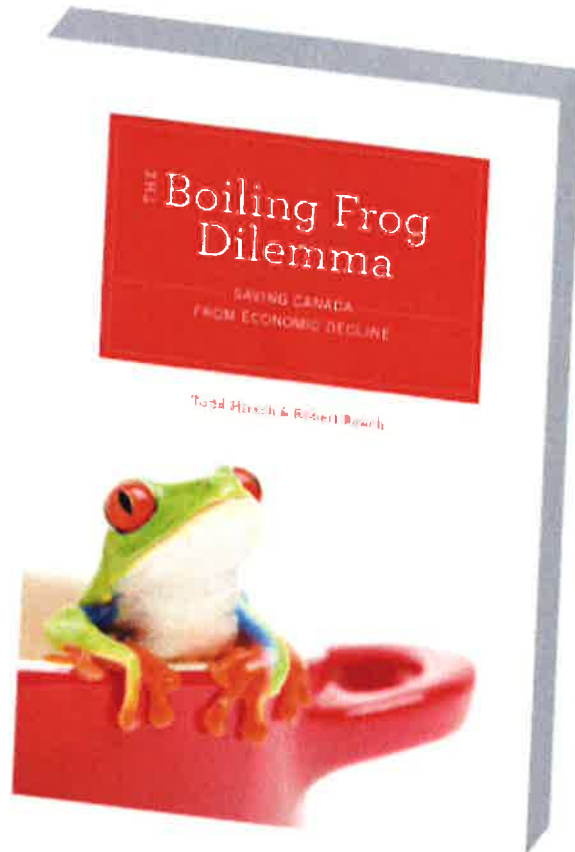
Date: December 12

Time: 7:00 - 8:00 pm

Location: Christenson Sports &
Wellness Centre (Subway Room)



**Join ATB's Senior
Economist, Todd Hirsch
as he talks about how to
save Canada from
economic decline.**





AGENDA ITEM

PROJECT: Ignite Rocky Invitation		
PRESENTATION DATE: November 28 th , 2017		
DEPARTMENT: Municipal	WRITTEN BY: Rick Emmons	REVIEWED BY: Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
Strategic Area: #1: Managing Our Growth	Priority Area: Objective – 1.1 Plan for a well designed and built community.	STRATEGY: 1.1.4 Partner with stakeholders to take sustain the natural beauty and environmental attributes through conservation, protection and enhancement.
ATTACHMENT(S): Letter of Invitation		
RECOMMENDATION: For Council to discuss the invitation and a) appoint one or two members as requested or b) decline the invitation.		

BACKGROUND:

The Ignite Rocky & Clearwater County Group has extended an invitation to Clearwater County Council to attend all their General meetings. The details of the meetings are described in the attached letter of invitation for Council's discussions.



IGNITE ROCKY & CLEARWATER COUNTY
PO Box 1996
Rocky Mountain House AB T4T 1B5

Clearwater County
PO Box 550, 4340 47th Ave
Rocky Mountain House, AB T4T 1A4

November 7, 2017

Dear Clearwater County Councillors,

As the Secretary for the newly formed organization, Ignite Rocky & Clearwater County, I would like to invite one or two members of council to attend all of our General Meetings.

At the moment we are developing many areas of this organization and to become a Non-Profit Society. With stating this, our program participants and board members look forward to the development and the impact our organization will have in Rocky Mountain House and the Clearwater County. Our intent is to work with Town & County Council, business owners, planning commissions, tourism, and others to help with the growth of Rocky and area.

On behalf of the Board, I am inviting council to join in the meetings to not only learn about what this Society is bringing to the table, but also to have input in discussions and help in any manner as a council member can.

As our organization is in the beginning stages, we do not have set scheduled meetings yet. We do post our meetings on our Facebook page. And we would also send an invitation to you via email prior to any General Meetings we will be having, if I know which councillor(s) have accepted our invitation.

Ignite Rocky & Clearwater County would benefit greatly by council to attend, and we look forward to seeing you at our gatherings.

Sincerely

Kathy Tessmer
403-844-1760
Secretary
Ignite Rocky & Clearwater County



AGENDA ITEM

PROJECT: Meeting Procedures Bylaw Review		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: MUNICIPAL	WRITTEN BY: Christine Heggart/Tracy Haight	REVIEWED BY: Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> MGA, Procedures Bylaw 954/12		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Compliance with statutory and regulatory obligations	STRATEGIES:
ATTACHMENT(S): Implementation Fact Sheet, Draft Bylaw 1033/17		
RECOMMENDATION:		
<ol style="list-style-type: none"> 1. That Council review, discuss and amend the draft of the <i>Meetings Procedures Bylaw 1033/17</i>. 2. That Council provide first, second, permission for third and third readings once the draft of the <i>Meetings Procedures Bylaw 1033/17</i> is amended to Council's satisfaction. 		

BACKGROUND:

As part of the 2017-2021 Council's governance review process in alignment with the *Modernized Municipal Government Act (MGA)*, attached is the draft *Meeting Procedures Bylaw 1033/17* which contains all of the content from the original bylaw (954/12), with draft amendments for Council's review identified by a **red**, bold font, and strikethrough where deletions are recommended.

As mentioned during Council's orientation/priorities workshop, the new *Council and Council Committee Meetings Regulation* sets new procedures around when a meeting is closed to the public as well as other existing Councillor duties to support transparency were clarified in the legislation. Before holding part of a meeting that is closed to the public, Council must: approve by resolution the part of the meeting that is to be closed; and identify FOIP section/basis for which the part of the meeting is to be closed.

The County's existing practice included FOIP clause within the agenda package cover page to provide that transparency, however FOIP clauses must now be identified within

the motion to “go in camera” and reflected in meeting minutes. As well, if Council or a Council committee allow one or more other persons to attend a closed meeting, the names of those persons and the reason for their attendance must be recorded in the minutes of the council meeting. Previously only names were identified in the minutes.

Also important to note, is that once closed meeting discussions are completed, municipalities must: notify people outside the meeting room that the meeting is now open to the public, and as well provide a reasonable amount of time for those members of the public to return before the meeting continues.

For compliance with the new MMGA, proposed revisions to the *Meeting Procedures Bylaw* include the following:

- i. add the definition of “meeting” to section 2 to clarify what types of gatherings constitute a meeting and ensure that the business or decision-making of the local government is not substantially advanced at gatherings that are not meetings under this definition¹;
- ii. amend wording in item 15.1 to clarify the process used when a meeting is closed to the public (in camera)²; and,
- iii. add items 12 (f), 12 (g) and 15.3 to outline procedures for when a meeting is in camera³.

On November 7, 2017, Council also indicated a desire to see further amendments to address delivery of Council’s agenda package and as well the addition of late items to the agenda. The following amendments included:

- iv. changing the agenda release day to Wednesday in item 10.2.
- v. addition of item 10.5 to address late additions to the agenda (approved by Council resolution on October 11, 2016)

An additional amendment is also proposed as follows:

- vi. amend wording in section 20 to clarify presentations to Council

Administration recommends that Council review the draft *1033/17 Meeting Procedures Bylaw*, and provide Administration direction as to any additional amendments that may be required.

¹ MGA 1(1.1) October 26, 2017

² MGA s.197(4) October 26, 2017

³ MGA s. 197(5) and (6) October 26, 2017

Implementation Fact Sheet

Amendments to the Municipal Government Act, 2015-17

Council and Council Committee Meetings

Legislation	Municipal Government Act (MGA) [Ⓔ]
Regulation	Council and Council Committee Meeting Regulation [Ⓔ]
Category	Governance
Section Numbers	s. 1(3), s. 153, s. 192-195, s. 197

Previous MGA requirement:

Councils must hold meetings in public, unless the purpose is to discuss matters under the *Freedom of Information and Protection of Privacy Act (FOIP)*. There is no defined process to be used when closing a portion of a meeting to the public (going in-camera), or for resuming the public portion afterwards.

What's changed?

- The changes clarify the process to be used when a meeting is closed to the public, and will ensure that basic information is available to the public regarding the general nature of the closed discussion. [s.197\(4-5\)](#)
- A meeting or part of a meeting is considered “closed” to the public if any members of the public:
 - are not permitted to attend; or
 - are instructed to leave other than for improper conduct; or
 - if discussions are held separate from the public. [s.1\(3\)](#)
- There is now a definition of “meeting” in the regulation. The regulation defines “meeting” as:
 - an organizational meeting under s. 192 (a meeting held after each general election and again each October to assign or reassign councillor duties and formalize appointments to committees);
 - a regular council meeting under s. 193 (scheduled council meeting typically held bi-weekly or monthly);
 - a special council meeting under s. 194 (unscheduled council meeting to deal with a specific and typically time-sensitive issue); or
 - a council committee meeting under s. 195 (scheduled or unscheduled meetings of all or a part of council to deal with matters assigned to the committee under its terms of reference).

What do municipalities need to do?

- Before holding part of a meeting that is to be closed to the public, a council must approve by resolution the part of the meeting that is to be closed; and the basis for which the part of the meeting is to be closed (i.e. identifying the related section of FOIP). [s.197\(4\)](#)
- If all or part of a meeting is closed to the public, the council or council committee may allow one or more other persons to attend, as it considers appropriate. The minutes of the council meeting must record the names of those persons and the reason for their attendance. [s.197\(6\)](#)
- Once the closed meeting discussions are completed, people outside the meeting room must be notified that the meeting is now open to the public, and a reasonable amount of time must be given for those members of the public to return before the meeting continues. [s.197\(5\)](#)




Implementation Fact Sheet

Amendments to the Municipal Government Act, 2015-17

When does this change take place?

- These sections come into force October 26, 2017.

What resources are/will there be available to assist?

- [Municipal Affairs Regional Training Session](#). 
- [Elected Officials Education Program](#) (EOEP) – www.eoep.ca (AAMDC/AUMA) 
- [Municipal Government Amendment Act, 2015](#) 



For more information:

Phone: 780-427-2225
Toll-free in Alberta: 310-0000
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BYLAW NO. 1033/17

BEING A BYLAW OF CLEARWATER COUNTY, IN THE PROVINCE OF ALBERTA, TO PROVIDE FOR THE ORDERLY PROCEEDINGS OF COUNCIL MEETINGS AND THE TRANSACTING OF BUSINESS BY THE COUNCIL OF CLEARWATER COUNTY.

~~WHEREAS Section 145(a) of the *Municipal Government Act* allows a Council to pass a bylaw for the establishment and functions of Council committees and other bodies;~~

AND WHEREAS Section 145(b) of the *Municipal Government Act* allows a Council to pass a bylaw in relation to the procedure and conduct of Council, and other bodies established by Council, the conduct of Councillors and the conduct of members of other bodies established by Council;

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:**

~~the Council of Clearwater County, duly assembled, enacts:~~

1. TITLE

1.1 This bylaw may be cited as “The Meeting Procedures Bylaw”.

2. DEFINITIONS

In this Bylaw:

- 2.1 “Act” means the *Municipal Government Act*, R.S.A .2000, Chapter M-26.
- 2.2 “Administrative Inquiry” is a request by a Councillor to the Chief Administrative Officer for the future provision of information.
- 2.3 “Agenda” is the order of business of a meeting and the associated reports, bylaws or other documents.
- 2.4 “Chief Administrative Officer” means the Chief Administrative Officer of Clearwater County or designate.
- 2.5 “Chair” means the Reeve, Deputy Reeve or other person authorized to preside over a meeting.
- 2.6 “Council” means the municipal Council of Clearwater County.
- 2.7 “Councillor” means a member of Council who is duly elected and continues to hold office and includes the Reeve.
- 2.8 “Council Committee” means any committee, board or other body established by Council by bylaw under the Act.
- 2.9 “Deputy Reeve” means the Councillor appointed by Council to act as the Reeve when the Reeve is unable to perform the duties of the Reeve, or if the office of Reeve is vacant.
- 2.10 “General Election” means an election held in Clearwater County to elect the members of Council as described in the *Local Authorities Election Act*.
- 2.11 “FOIP “means *Freedom of Information and Protection of Privacy Act*.**
- 2.12 “In-Camera” means a meeting or portion of a meeting of Council without the presence of the public where the matter to be discussed is within one of the exceptions to disclosure in Division 2, of Part 1 of the *Freedom of Information and Protection of Privacy Act*.
- 2.13 “Inaugural Meeting” means the Organizational Meeting immediately following the General Election.

- 2.14 “Meetings” means a meeting under section 192 (organizational meetings), 193 (regular council meetings) or 194 (special council meetings) of the Act; or, where used in reference to a council committee, means a meeting under section 195 (council committee meetings) of the Act.**
- 2.15 “Member” includes a Councillor or a member of a Council Committee who is not a Councillor.
- 2.16 “Organizational Meeting” means the meeting held as described in section 4.3 and 4.4 and includes the Inaugural Meeting.
- 2.17 “Pecuniary Interest” means a pecuniary interest with the meaning of the *Municipal Government Act*.
- 2.18 “Point of Order” means a demand that the Chair enforce the rules of procedure.
- 2.19 “Postpone” means the motion by which action on a pending question can be put off, within limits, to a definite day, meeting, or hour, or until after a certain event.
- 2.20 “Public Hearing” is a pre-advertised public hearing that Council is required to hold under the Act or other enactments or any matter at the direction of Council.
- 2.21 “Question of Privilege” means a request made to the Chair, unrelated to the business on the floor that affects the comfort, dignity, safety, or reputation of Council or individual Councillors.
- 2.22 “Quorum” is the minimum number of Members that must be present at a meeting for business to be legally transacted.
- 2.23 “Reeve” means the Chief Elected Official of the County.
- 2.24 “Resolution” can also be referred to as a motion.
- 2.25 “Table” means a motion to delay consideration of any matter, which does not set a specific time to resume consideration of the matter.
- 2.26 “Two-Thirds Vote” means a vote by at least two-thirds of Members present at the meeting and entitled to vote on the motion.

3.0 APPLICATION AND INTERPRETATION

General Rules

- 3.1 The procedures contained in this bylaw shall be observed in all proceedings of Council.
- 3.2 The procedures contained in this bylaw shall be observed in Council Committee meetings with the exception of the limit of the number of times for speaking. However, no Member shall speak more than once to any question until every other Member choosing to speak shall have spoken.
- 3.3 To the extent that a procedural matter is not dealt with in the *Act* or this Bylaw, the matter will be determined by referring to the most recent version of Robert’s Rules of Order Newly Revised 10th Edition. Should provision of this bylaw conflict with provisions of Robert’s Rules of Order, the provisions of this bylaw shall prevail.
- 3.4 Subject to any statutory obligation to the contrary, Council or a Council Committee may temporarily suspend any provision of this Bylaw by a Two-Thirds Vote.
- 3.5 A Resolution suspending any provision of this Bylaw as provided for in Section 3.4 is only effective for the meeting during which it is passed.

4.0 MEETINGS

Inaugural Meeting

- 4.1 Council must hold its Inaugural Meeting not later than two weeks after the third Monday in October following the General Election.

4.2 At this meeting:

- a) All Councillors must take the official oath prescribed by the *Oaths of Office Act*;
- b) Council must confirm the Council Chambers seating arrangements of Councillors;
- c) All other matters required by Section 4.4 must be dealt with.

Organizational Meetings

4.3 An Organizational Meeting must be held not later than two weeks after the third Monday in October each year.

4.4 At the Organizational Meeting, Council must:

- a) appoint a Councillor to the position of Reeve;
- b) appoint a Councillor to the position of Deputy Reeve;
- c) appoint Members to Council Committees; and
- d) conduct other business as identified within the Organizational Meetings Agenda.

Regular Council Meetings

4.5 Regular Council meetings are held every second and fourth Tuesday of each month in the Council Chambers at the Clearwater County Administration Office from 9:00 a.m. to 4:00 p.m.

4.6 Council may, by Resolution, extend a meeting past 4:00 p.m.

4.7 Council may, by Resolution, establish other regular Council meeting dates as may be required from time to time.

4.8 Council may change the date, time or place of a regularly scheduled meeting by a Two-Thirds Vote.

4.9 Notice of a change in date, time or place, of any meeting of Council will be provided at least 24 hours prior to the meeting to Councillors in accordance with the *Act* and to the public by:

- a) posting a notice in the Clearwater County Administration Office; and
- b) posting a notice on the Clearwater County website.

4.10 Council may cancel any meeting if notice is given in accordance with section 4.9.

Special Meetings

4.11 The Reeve may call a special Council meeting at any time and must do so if a majority of Councillors make a request in writing stating the purpose of the meeting.

4.12 A special Council meeting requested by Councillors must be held within 14 days after the request is received.

4.13 Notice of a special Council meeting must be given at least 24 hours in advance and in accordance with section 4.9.

4.14 A special Council meeting may be held with less than 24 hours' notice to all Councillors and without notice to the public if a least Two-Thirds of the whole Council agrees to this in writing before the beginning of the meeting.

4.15 No matter other than that stated in the notice calling the special Council meeting may be transacted at the meeting unless the whole Council is present at the meeting and the Council agrees to deal with the matter in question.

Electronic Recording of Proceedings

4.16 The recording of a Council meeting by electronic or other means is allowed unless, in the sole determination of the Chair, the recording of a Council meeting by electronic or other means is disruptive to the process or if the recording of a Council meeting will inhibit or discourage any member of Council or the public from fully participating in the Council meeting. Recording of Public Hearings or quasi-judicial meetings (e.g. Subdivision Appeal Board) will not be permitted. If the Chair determines that the

recording of a Council meeting by electronic or other means is disruptive or will inhibit or discourage any member of Council or the public from fully participating in a Council meeting the Chair may prohibit, limit or restrict the recording of a Council meeting by electronic or other means.

Meetings through Electronic Communications

4.17 A Councillor may participate in a meeting by means of electronic or other communication facilities if:

- a) a quorum of Council cannot be achieved by Councillors attending a Council meeting or Public Hearing in person; or
- b) there is a specific item on the agenda of interest to a Councillor and where the Councillor wishes to participate in the discussion and voting on the specific agenda item they may do so provided:
 - i) the Councillor provides 48 hours' notice to the Chief Administrative Officer;
 - ii) the participation by a Councillor can be reasonably accommodated through existing technology and/or facilities;

4.18 Councillors participating in a meeting held by means of a communication facility are deemed to be present at the meeting.

4.19 Delegations or other persons may participate in a Council meeting or Public Hearing by electronic or other means if Council passes a resolution authorizing participation of a delegation or other persons in a Council meeting or Public Hearing by electronic or other means.

5.0 PUBLIC HEARINGS

5.1 Public Hearings will be held in conjunction with a regular Council meeting. However, a special Council meeting for the purpose of holding a Public Hearing may be called.

5.2 The procedure for a Public Hearing is as follows:

- a) The Chair will call for a motion to go into Public Hearing;
- b) The Chair will introduce members of Council and staff, outline the purpose of the Public Hearing, the process to be followed in the Public Hearing and any preliminary matters;
- c) If applicable,
 - i. Clearwater County staff will present their report followed by questions for clarification by Council; or
 - ii. The proponent or their agent will be requested to present his/her application within a reasonable time period followed by questions for clarification by Council;
- d) After identifying themselves, members of the public will be invited to make a verbal presentation followed by questions for clarification by Council;
- e) Depending on the number of written submissions, Clearwater County staff may provide a report on the number of written submissions received and if appropriate a general overview of the contents of the written submissions;
- f) Verbal or written representation from the federal governments or federal agencies will be invited to make a verbal presentation followed by questions for clarification by Council;
- g) Verbal or written representation, representatives from the provincial government or provincial agencies will be invited to make a verbal presentation followed by questions for clarification by Council;
- h) After identifying themselves, representatives from municipal governments or municipal agencies will be invited to make a verbal presentation followed by questions for clarification by Council;
- i) If applicable
 - i. Clearwater County planning staff will present a closing summary and respond to any questions that may have been raised in the presentations; and

- ii. The proponent or their agent will present a closing summary and respond to any questions that may have been raised in the presentations.
- 5.3 The use of slides, maps, videos and other similar materials is permitted and these along with written submissions become the property of Clearwater County as exhibits to the hearing.
- 5.4 Persons addressing Council shall give their name, location of residence, an indication as to whether they are speaking on their own behalf or for another person or a group, and address the Chair when responding to questions or providing information.
- 5.5 Individuals may speak for a maximum of five (5) minutes.
- 5.6 One spokesperson per petition or group may speak for a maximum of ten (10) minutes.
- 5.7 At the discretion of the Chair, the time limits for speaking and presentations may be extended to ensure that all interested parties have had a fair and equitable opportunity to express their views.
- 5.8 At the discretion of the Chair, after everyone has had an opportunity to speak once, those interested in speaking a further time and providing new information, may be granted further opportunity to speak.
- 5.9 The Chair is hereby authorized to make any other decisions or determinations with respect to the process or rules of order for the Public Hearing.
- 5.10 The minutes of a Council meeting during which a Public Hearing is held must contain the names of the speakers and a summary of the nature of representations made at the Public Hearing.

6.0 COUNCIL REVIEW HEARING

- 6.1 In this section, the following terms have the following meanings:
 - a) "Order to Remedy" means an order issued under 545 or 546 of the *Act*;
 - b) "Review Hearing" means a review by Council of an Order to Remedy in accordance with section 547 of the *Act*;
 - c) "Staff" means a designated officer of Clearwater County or an employee of Clearwater County that has been delegated the responsibility to issue an Order to Remedy.
- 6.2 A request for a Review Hearing must meet the requirements of section 547 of the *Act* and shall include:
 - a) the name of the appellant;
 - b) the address of the property to which the Order to Remedy relates;
 - c) the reasons for the request to review the Order to Remedy;
 - d) daytime contact telephone number of the appellant; and
 - e) any address to which documents relating to the Review Hearing may be delivered.
- 6.3 The Chief Administrative Officer will schedule the Review Hearing to be heard at a regular Council Meeting as soon as practicable following receipt of the request after ensuring that all parties have sufficient time to prepare for the Review Hearing.
- 6.4 Written submissions from the appellant and Staff must be submitted not less than seven (7) days prior to the Review Hearing and will be distributed as part of the Council Agenda.
- 6.5 A Review Hearing is open to the public unless upon application of any party, Council, pursuant to section 197 of the *Act*, decides that it would be advisable to hold the hearing in private.
- 6.6 The parties to a Review Hearing are entitled to appear before Council, in person or by an authorized agent, and to be represented by counsel.
- 6.7 The rules of evidence in judicial proceedings do not apply to a Review Hearing and evidence may be given in any manner Council considers appropriate.

6.8 The procedure in a Review Hearing is as follows:

- a) the Chair will open the Review Hearing, introduce members of Council, Staff and the appellant or their representative;
- b) the Chair will describe the Review Hearing process and deal with any preliminary matters;
- c) the appellant will be invited to make opening remarks and presentation (maximum of fifteen (15) minutes) followed by questions to the appellant by Councillors;
- d) Staff will be invited to make opening remarks and presentation (maximum of fifteen (15) minutes) followed by questions to the Staff by Councillors;
- e) the appellant will be invited to make a rebuttal (maximum of five (5) minutes) followed by questions to the appellant by Councillors;
- f) Staff will be invited to make a rebuttal (maximum of five (5) minutes) followed by questions to the Staff by Councillors; and
- g) The appellant will be invited to make closing remarks (maximum of five (5) minutes) followed by questions to the appellant by Councillors.

6.9 If the appellant fails to attend the Review Hearing despite having been given notice, Council may proceed with the Review Hearing in the absence of the appellant.

6.10 The Chair may establish such other rules of procedure as may be necessary to conduct the Review Hearing properly and fairly.

6.11 At the conclusion of the Review Hearing, Council may confirm, vary, substitute or cancel the Order to Remedy by passing a resolution indicating its decision and its reasons.

6.12 If Council confirms, varies or substitutes the Order to Remedy, the Resolution should require the appellant to comply with the Order to Remedy (or complete the required action) by a specific date, failing which the County may rectify the problem at the appellant's cost.

6.13 Council may go In-Camera to deliberate but the Resolution embodying Council's decision must be made in public.

6.14 The Chief Administrative Officer will cause a notice of the decision of Council to be delivered or mailed to the appellant at the address provided to the Chief Administrative Officer within 15 days after the conclusion of the Review Hearing.

6.15 Service is presumed to be effective under section 6.14:

- a) Seven days from the date of mailing if the document is mailed in Alberta to an address in Alberta; or
- b) Subject to (a), fourteen days from the date of mailing if the document is mailed in Canada to an address in Canada; unless the document is returned to the sender other than by the addressee, or the document was not received by the addressee, the proof of which lies on the addressee.

7.0 QUORUM

7.1 Quorum for Council is a majority of Councillors unless specified otherwise by this or any other bylaw, or the *Act*.

No Quorum

7.2 If there is no Quorum within thirty (30) minutes after the time set for the meeting, the Chief Administrative Officer will record the names of the Councillors present and the meeting will be adjourned to the time of the next regular Council meeting.

Lost Quorum

7.3 If at any time during a meeting Quorum is lost, the meeting will be recessed, and Quorum is not achieved again within fifteen (15) minutes, the meeting will be deemed to be adjourned.

8.0 COMMENCEMENT OF MEETINGS AND HEARINGS

8.1 As soon as there is a Quorum after the time for commencement of a Council meeting:

- a) the Reeve must take the Chair and begin the meeting; or
- b) if the Reeve is absent the Deputy Reeve must take the Chair and begin the meeting; or
- c) if the Reeve and Deputy Reeve are not in attendance within fifteen minutes after the time set for the meeting and there is a Quorum, the Chief Administrative Officer must begin the meeting by calling for a motion for the appointment of a Chair.

8.2 Upon their arrival, the Reeve or Deputy Reeve will assume the Chair.

9.0 DUTIES OF THE REEVE OR CHAIR

9.1 The Reeve or Chair:

- a) opens Council meetings;
- b) chairs Council meetings;
- c) preserves order in Council meetings;
- d) decides all questions of procedure;
- e) ensures that each Councillor who wishes to speak on a debatable motion is granted the opportunity to do so; and
- f) decides who, aside from Councillors, may address Council.

10.0 AGENDA

Preparation of Agenda

10.1 The Agenda for each Council meeting shall be established by the Chief Administrative Officer.

Agenda Delivery

10.2 The Chief Administrative Officer will distribute the Council Agenda ~~to the regular designated address by email to~~ ~~of~~ members of Council on the ~~Friday~~ **Wednesday** afternoon prior to the Council meeting. ~~However, if a Friday or a Monday prior to the Council meeting falls on a holiday, the Council Agenda will be distributed on the Thursday preceding the Council meeting.~~

Late Submissions

10.3 Reports and supplementary materials related to items on the Agenda and that are received too late to be included with the Agenda package will be made available as soon as reasonably possible.

10.4 Additional Agenda items, reports and supplementary material that are time sensitive and received too late to be included on the Agenda may be made available for consideration of Council as an additional Agenda item and will be delivered to Council members in paper or electronic format as soon as possible.

10.5 If an Additional Agenda item is presented and the Chief Administrative Officer has not presented a background report and recommendation, the matter will be referred back to Administration for review, preparation of a background report and recommendation from the Chief Administrative Officer. The administrative report and recommendation from the Chief Administrative Officer shall be included on the next Council meeting agenda.

10.56 The Chief Administrative Officer will make copies of the Agenda and background information available to the public after distribution to Council.

Adoption of the Agenda

10.67 Council must vote to adopt the Agenda prior to transacting other business and may add new items or delete any matter from the Agenda by a Two-Thirds Vote.

10.78 The Agenda of an adjourned meeting will be dealt with at the beginning of the next regular meeting unless a special meeting is called to deal with the business of the adjourned meeting.

11. ORDER OF BUSINESS

Order of Business

11.1 The Order of Business for each meeting shall be as outlined in Schedule "A"

Deviation from Order of Business

11.2 The Chair, in his/her sole determination, may deviate from the Order of Business to accommodate special circumstances and ensure effective and efficient use of time.

12. MINUTES

The Chief Administrative Officer will prepare minutes for all Council meetings which will include:

- a) the names of Councillors and members of Administration present at Council meetings;
- b) a brief description of the subject matter;
- c) all decisions and other proceedings;
- d) the names of staff or members of the public who speak to an item;
- e) any abstentions made under the *Act* by a Councillor and the reason for the abstention;
- f) resolutions for the part(s) of the meeting closed to the public; identifying the FOIP section and the basis for which the part of the meeting is to be closed;
- g) the names of persons allowed to attend in-camera portion of the meeting, and the reason for their attendance.
- e)h) the signatures of the Chair and the Chief Administrative Officer.

13. PROCEEDINGS*Discussion Directed through Chair*

13.1 All discussion at a Council meeting must be directed through the Chair who will be addressed as "Reeve" or "Mister/Madam Chair".

Absence from Proceedings

13.2 When a Councillor has a Pecuniary Interest in a matter before Council or a Council Committee the Councillor must, if present, disclose the general nature of the Pecuniary Interest prior to any discussion on the matter, abstain from voting on any question relating to the matter and, subject to the *Act*, abstain from any discussion of the matter and leave Council Chambers until discussion and voting on the matter are concluded.

Speaking to Motions

13.3 A Councillor may not speak unless and until recognized by the Chair.

13.4 Unless permitted by the Chair, a Councillor may only speak twice on any motion, once in debate and once to ask questions.

Time Limit

13.5 Each Councillor may speak for only five (5) minutes, unless otherwise permitted by the Chair.

Interruption of Speaker

13.6 A Councillor who is speaking may only be interrupted by another Councillor:

- a) by a Question of Privilege; or
- b) by a Point of Order.

13.7 A Councillor who is speaking when a Question of Privilege or a Point of Order is raised must cease speaking immediately.

13.8 The Chair may grant permission:

- a) to the Councillor raising a Question of Privilege or a Point of Order to explain the Question or Point briefly; and
- b) to the Councillor who was speaking to respond briefly.

but otherwise a Question of Privilege or Point of Order is not debatable or amendable.

Ruling on Proceedings

- 13.9 The Chair will rule on a Question of Privilege or Point of Order.
- 13.10 The Chair may seek advice on a Question of Privilege or Point of Order to determine whether a matter is within the jurisdiction of Council.

Challenging a Ruling

- 13.11 Any ruling of the Chair may be challenged.
- 13.12 A motion to challenge may be made only at the time of the ruling, whether or not another speaker has the floor.
- 13.13 A motion to challenge is debatable unless it related to decorum, the priority of business, or an undebatable pending motion.
- 13.14 If a motion to challenge is made the Chair must state the question “Is the ruling of the Chair upheld?”, and may participate in debate on the challenge without leaving the Chair.
- 13.15 If the Chair refuses to put the question on a challenge, the person who would preside if the individual occupying the Chair were absent must put the question to Council.
- 13.16 Council will decide the challenge by voting and the decision of Council is final.

14. MOTIONS

Consideration of Motions

- 14.1 Unless otherwise determined by the Chair, no matter may be debated or voted on by Council unless it is in the form of a motion.
- 14.2 A Councillor may move a motion whether or not the Councillor intends to support it.
- 14.3 Once a motion has been moved and stated by the Chair, it is in the possession of Council, and may only be withdrawn with the unanimous consent of the Councillors present at the meeting.
- 14.4 All motions shall be presented in a manner that will allow Council to take a positive action.
- 14.5 When required to do so by the *Act*, Council will provide reasons why a motion was defeated.
- 14.6 A motion does not require a seconder.

Motions to the Main Motion

- 14.7 When a motion is made and is being considered, no Councillor may make another motion except to:
 - a) amend the motion;
 - b) amend any amendment to the motion;
 - c) refer the main motion for consideration;
 - d) Table the motion;
 - e) Postpone the motion; or
 - f) move a privileged motion.

Privileged Motions

- 14.8 The following motions are privileged motions:

- a) a motion to recess;
- b) a motion to adjourn;
- c) a motion to set the time for adjournment; and
- d) a Question of Privilege.

Motion to Recess

- 14.9 The Chair, without a motion, may recess the meeting for a specific period.
- 14.10 Any Councillor may move that Council recess for a specific period.
- 14.11 After a recess, business will be resumed at the point where it was interrupted.

Severing Motions

- 14.12 The Chair may sever a motion and the original mover of the motion will remain as the mover of the severed motion.

Amending Motions

- 14.13 A Councillor may not amend a motion or make an amendment which:
- a) does not relate to the subject matter of the main motion; or
 - b) is contrary to the main motion.
- 14.14 Only one amendment to the main motion and only one amendment to that amendment are allowed.
- 14.15 The main motion will not be debated until any proposed amendments to it have been debated and voted on.
- 14.16 When all proposed amendments have been voted on, the main motion, incorporating the amendment that has been adopted by Council, will be debated and voted on.

Referring Motions

- 14.17 A Councillor may move to refer any motion to the appropriate Council Committee or the administration for investigation and report, and the motion to refer:
- a) precludes all further amendments to the motion;
 - b) is debatable; and
 - c) may be amended only as to the body to which the motion is referred and the instructions on the referral.

Motion to Limit or End Debate

- 14.18 Any motion to limit or end debate:
- a) cannot be debated;
 - b) must be passed by a Two-Thirds Vote; and
 - c) may only be amended as to the limit to be placed on debate.

Motion to Table

- 14.19 A motion to Table another motion:
- a) cannot be debated;
 - b) takes precedence over any other motion connected with the motion being Tabled; and
 - c) may be raised from the Table at any time by a majority vote of Council.
- 14.20 A Tabled motion is brought back with all of the motions connected with it, exactly as it was when Tabled.

Motion to Postpone

- 14.21 A motion to Postpone:

- a) takes precedence over any other motion connected with the motion being Postponed;
- b) can only be debated as to the time, or date; and
- c) cannot be amended.

Reconsideration of Motions

- 14.22 If a motion is voted on by Council, the same matter dealt with in the motion cannot be reconsidered by Council unless;
- a) a General Election has been held; or
 - b) six months has passed since the date that motion was considered; or
 - c) a motion to reconsider has passed.
- 14.23 A Councillor may introduce a motion asking Council to reconsider a matter dealt with in a previous motion providing:
- a) the motion is made at the same meeting of Council at which the original matter was considered and is moved by a Councillor who voted with the prevailing result; or
 - b) a Notice of Motion is submitted by a Councillor who voted with the prevailing result, prior to the meeting at which it is to be considered, in which the Councillor sets out what special or exceptional circumstances warrant Council considering the matter again; and
 - c) the motion to which it is to apply has not already been acted upon.
- 14.24 If a motion to reconsider is passed the original motion is on the floor.

15. IN CAMERA

Motion to go In-Camera to Close the Meeting

- 15.1 ~~Any Councillor may move that Council convene into In-Camera if a matter to be discussed is within one of the~~ **Before holding part of a meeting that is to be closed to the public, Council must: approve by resolution the part of the meeting that is to be closed; and, the basis on which, under an** exceptions to disclosure in Divisions 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*: **the part of the meeting is to be closed.**

In-Camera Meeting

- 15.2 All In-Camera meetings will:
- a) be chaired by the Reeve; and
 - b) be held without the presence of the public unless invited **allowed** by Council.
- 15.3 Once in camera meeting discussions are completed, any members of the public who are present outside the meeting room must be notified that the rest of the meeting is now open to the public, and a reasonable amount of time must be given for those members of the public to return to the meeting before it continues.**
- 15.4 No bylaw or motion will be passed at an In-Camera meeting except for a motion to revert to a meeting to be held in public.

16. NOTICE OF MOTION

- 16.1 A Councillor wishing to introduce a new matter for consideration must submit the motion in writing to the Chief Administrative Officer.
- 16.2 A Councillor may make a motion introducing any new matter only if:
- a) notice is given at a previous Council meeting;
 - b) notice is submitted to the Chief Administrative Officer to be included in the next Council Agenda; or
 - c) Council, by a Two-Thirds Vote, agrees to dispense with notice.

17. VOTES OF COUNCIL*Requirement to Vote*

- 17.1 Each Councillors present must vote on every motion, unless the Councillor is required or permitted to abstain from voting under the *Act*.

Voting Procedure

- 17.2 Votes on all motions must be taken as follows:
- a) except for a meeting conducted through electronic or other communication facilities, Councillors must be in their designated Council seat when the motion is considered;
 - b) the Chair puts the motion to a vote;
 - c) Councillors vote by a show of hands or other method agreed to by Council; and
 - d) the Chair declares the result of the vote.
- 17.3 Unless otherwise specified in this bylaw, a motion is carried when a majority of Councillors present at a meeting vote in favor of the motion.

Declaring Results of a Vote

- 17.4 After the Chair declares the result of the vote, Councillors may not change their vote for any reason.
- 17.5 A question on the results of a vote may be resolved by the Chair immediately calling for a revote on the motion.

Tie Votes

- 17.6 A motion is lost when the vote is tied.

18. BYLAWS*Basic Requirements*

- 18.1 All proposed bylaws must have:
- a) a bylaw number assigned by the Chief Administrative Officer; and
 - b) a concise title indicating the purpose of the bylaw.
- 18.2 Councillors will be provided the opportunity to review a copy of the proposed bylaw, in its entirety, prior to any motion for first reading.

Introducing a Bylaw

- 18.3 A proposed bylaw must be introduced at a Council meeting by a motion that the bylaw be read a first time. Council may hear an introduction of the proposed bylaw from the Chief Administrative Officer.
- 18.4 After first reading has been given, subject to the requirements of the *Act*, any Councillor may move that the bylaw be read a second time.
- 18.5 Council may not give a bylaw more than two readings at a meeting unless all Councillors present at the meeting vote in favor of allowing a third reading at that meeting.

Amendments to Bylaws

- 18.6 Any amendments to the bylaw which are carried prior to the vote on third reading will be considered to have been given first and second readings and will be incorporated into the proposed bylaw.

Defeated Bylaws

- 18.7 The previous readings of a proposed bylaw are rescinded if the proposed bylaw:

- a) does not receive third reading within two years after first reading; or
- b) is defeated on second or third reading.

Effective Date

- 18.8 A bylaw is effective from the beginning of the day it is signed unless the bylaw or any applicable statute provides for another effective date.

Bylaws Signed and Sealed

- 18.9 The Reeve and the Chief Administrative Officer must sign and seal the bylaw as soon as reasonably possible after third reading is given.
- 18.10 Once a bylaw has been passed, it may only be amended or repealed by another bylaw made in the same way as the original bylaw, unless another method is specifically authorized by the *Act* or another enactment.

19. ADMINISTRATIVE INQUIRIES

Verbal or Written Administrative Inquiries

- 19.1 Any Councillors may make an Administrative Inquiry:
- a) verbally, if the Councillor does not require a written response; or
 - b) in writing, if the request requires a written response.

Submission of Administrative Inquiries

- 19.2 Administrative Inquiries may be submitted:
- a) at any regular meeting of Council; or
 - b) for inclusion on the Agenda of a Council meeting; or
 - c) outside a regular Council meeting if the response to the Inquiry is not a substantive task.

Response to Administrative Inquiries

- 19.3 Administrative Inquiries made at a Council meeting will be responded to at the next meeting of Council following the meeting at which the Inquiry was submitted, unless:
- a) the financial or other resources required to answer the Inquiry are substantial and a decision of Council or the Chief Administrative Officer is required to approve such allocation of resources; or
 - b) additional time is required to prepare the response or compile the requested information.
- 19.4 Administrative Inquiries made outside a Council meeting will be responded to within two weeks from the date the inquiry was submitted, unless:
- a) the financial or other resources to answer the inquiry are substantial and a decision of Council or the Chief Administrative Officer is required to approve such allocation of resources.
 - b) additional time is required to prepare the response or compile the requested information.
- 19.5 Councillors will be advised as to when the response to an Administrative Inquiry will be provided.
- 19.6 The Chief Administrative Officer may determine if the information acquired in response to an Administrative Inquiry is of benefit to Councillors and may direct that the Administrative Inquiry and the response be distributed to all Councillors.
- 19.7 A Councillor who requested an Administrative Inquiry may request that the Inquiry be abandoned.

20. COMMUNICATIONS TO COUNCIL

Public *Presentations at Council Meetings*

- 20.1 Requests for an appointment to make a **public** presentation to Council must be received by the Chief Administrative Officer and must:
- a) be in writing and received at least seven (7) **business** days prior to the Council meeting date; ~~, unless the Council agenda is distributed as per Section 10.2, in which case the deadline will be the Friday prior.~~
 - b) clearly identify the reason or purpose of the appointment;
 - c) identify the individual, or primary contact for a group or organization; and
 - d) include contact information of the individual or organization;
- 20.2 A decision on a request from a ~~delegation~~ **public presentation** will be dealt with after all other new and unfinished business agenda items have been addressed by Council.
- 20.3 If a **public presentation** ~~delegation~~ presents a request and the Chief Administrative Officer has not presented a background report and recommendation, the matter will be referred back to administration for review, preparation of a background report and recommendation from the Chief Administrative Officer. The administrative report and recommendation from the Chief Administrative Officer shall be included on the next Council meeting agenda.
- 20.4 Presentations from sales persons will not be allowed.
- 20.5 ~~Delegations shall not appear before Council if a member of the public has spoken at a public meeting or hearing held by Council in respect of the same matter.~~
Presentations on matters previously reviewed at public hearings, order to remedy reviews, and appeal boards for assessment, pest and weed control, subdivision and development shall not be made.
- 20.6 The amount of time allocated for **public presentation** ~~delegations~~ is at the sole discretion of the Chair.

Criteria for Written Submissions

- 20.7 Any communication intended for Council must be forwarded to the Chief Administrative Officer in writing and must:
- a) be legible and coherent;
 - b) be able to identify the writer and the writer's contact information;
 - c) be on paper or, in a printable format; and
 - d) not be libelous, impertinent or improper.

Responsibilities of the Chief Administrative Officer

- 20.8 If the Chief Administrative Officer determines the communication or presentation is within the governance authority of Council, the Chief Administrative Officer will:
- a) if it relates to an item already on the Agenda, deliver a copy of the communication or a summary of it to Councillors prior to or at the meeting at which the Agenda is being considered; or
 - b) acquire all information necessary for the matter to be included on a future Council agenda for consideration by Council.

Decisions on Communications

- 20.9 If the Chief Administrative Officer determines the communication and/or presentation is not within the governance authority of Council, the Chief Administrative Officer will:
- a) refer the communication to administration for a report or a direct response and provide a copy of the original correspondence and the referral to the Councillors;
 - b) take any other appropriate action on the communication.
- 20.10 If a Councillor objects to the process determined by the Chief Administrative Officer, a Councillor may introduce a notice of motion requesting the item be included for Council consideration on a Council Agenda.

- 20.11 If the standards set out in section 20.7 are not met, the Chief Administrative Officer may file the communication without any action being taken.
- 20.12 The Chief Administrative Officer will respond to the person sending the communication and advise that person of the process to be followed and any action taken on the subject of the communication.

21. CONDUCT IN COUNCIL MEETINGS*Public Conduct*

- 21.1 During a Council meeting members of the public must:
- a) not approach or speak to Council without permission of the Chair;
 - b) not speak on any matter for longer than five (5) minutes, unless permitted by the Chair;
 - c) maintain order and quiet; and
 - d) not interrupt a speech or action of Council or another person addressing Council.
- 21.2 The Chair may order a member of the public who creates a disturbance or acts improperly at a meeting to be expelled.

Council Conduct

- 21.3 During a Council meeting, Councillors must not:
- a) imply attribution of motive, speak disrespectfully, or use offensive words
 - b) address Councillors without permission;
 - c) carry on a private conversation;
 - d) break the rules of Council or disturb the proceedings;
 - e) leave their seat or make any noise or disturbance while a vote is being taken or the result declared; or
 - f) disobey the decision of the Chair on any question of order, practice or interpretation.

Cell Phones and Personal Electronic Devices

- 21.4 During a Council meeting cell phones and personal electronic devices shall be turned off or set on a mode that will not be a disruption to the meeting.

Breach of Conduct

- 21.5 A Councillor who persists in a breach of subsection 21.3 or 21.4, after having been called to order by the Chair, may, at the discretion of the Chair, be ordered to leave for the duration of the meeting.
- 21.6 At the discretion of the Chair, a Councillor may resume his or her seat after making an apology for the Councillor's offending conduct.

EFFECTIVE DATE

- 22.1 This Bylaw will come into force and effect on the final day of passing and signature thereof.

22.2 Bylaw No. 954/12 is hereby repealed.

Read for a first time this 28th day of November, 2017

Read for a second time this 28th day of November, 2017

Read a third time and passed this 28th day of November, 2017

Read for a first time this 10th day of January, 2012

Read for a second time this 10th day of January, 2012

~~Read a third time and passed this 10th day of January, 2012~~

Reeve

Chief Administrative Officer

DRAFT



AGENDA ITEM

PROJECT: Code of Conduct Review		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: MUNICIPAL	WRITTEN BY: Christine Heggart	REVIEWED BY: Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> MGA, Code of Conduct Bylaw 1025/17		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: Compliance with statutory and regulatory obligations	STRATEGIES:
ATTACHMENT(S): Draft Bylaw 1034/17		
RECOMMENDATION:		
<ol style="list-style-type: none"> 1. That Council review, discuss and amend as required the <i>Code of Conduct Bylaw 1034/17</i> 2. That Council provide first, second, permission for third and third readings once the draft of a revised <i>Code of Conduct Bylaw 1034/17</i>. 		

BACKGROUND:

As part of the 2017-2021 Council's governance review process in alignment with the *Modernized Municipal Government Act (MGA)*, attached is Bylaw 1025/17 – *The Code of Conduct Bylaw* for Council's review.

The new MGA not only requires the adoption of a Code of Conduct bylaw, but is also requires Councils to review/update as required the Code of Conduct bylaw at least once every four (4) years.

Members of Council expressed a desire to the CAO to amend the "Compliance/ Complaints" section of Schedule A of the bylaw, to have complaints better directed to the Reeve or Deputy Reeve, as opposed to the "Reeve or CAO".

Again, Administration felt that the cleanest manner to adopt the requested revised *Code of Conduct Bylaw* would be to start fresh with a new bylaw number, and repeal the original *Bylaw 1025/17*.

Administration drafted a proposed/revised *Code of Conduct Bylaw* 1034/17, with content from the original bylaw and amendments identified by a red, bold font, and strikethrough for deletions. Administration recommends Council review and provide direction as to any additional amendments that may be required.

BYLAW NO. 1034/17

BEING A BYLAW OF CLEARWATER COUNTY, IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF ESTABLISHING A CODE OF CONDUCT FOR COUNCIL, AND OTHER BODIES ESTABLISHED BY COUNCIL, THE CONDUCT OF COUNCILLORS AND THE CONDUCT OF MEMBERS OF OTHER BODIES ESTABLISHED BY COUNCIL.

WHEREAS Section 146.1(1) of the *Municipal Government Act*, as amended, a Council must, by Bylaw, establish a code of conduct governing the conduct of Councillors;

AND WHEREAS Section 146.1(3) of the *Municipal Government Act*, as amended, a Council may, by Bylaw, establish a code of conduct governing the conduct of members of Council committees and other bodies established by the Council who are not Councillors;

AND WHEREAS Section 3 of the *Municipal Government Act* establishes Municipal Purposes;

AND WHEREAS Section 153 of the *Municipal Government Act* establishes General Duties of Councillors;

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 "Code of Conduct Bylaw".

2. DEFINITIONS

In this Bylaw:

- 2.1 "Act" means the *Municipal Government Act*, R.S.A .2000, Chapter M-26
- 2.2 "Administration" means the Chief Administrative Officer (CAO) and all municipal employees under the CAO's authority.
- 2.3 "Chair" means the Reeve, Deputy Reeve or other person authorized to preside over a meeting.
- 2.4 "CAO" means the Chief Administrative Officer of Clearwater County or designate.
- 2.5 "Conflict of Interest" means a pecuniary interest as described by s.170 of *Municipal Government Act* or a situation in which a member is in a position to derive personal benefit from actions or decisions made in their official capacity.
- 2.6 "Council" means the municipal Council of Clearwater County.
- 2.7 "Councillor" means a member of Council who is duly elected and continues to hold office and includes the Reeve.
- 2.8 "Council Committee" means any committee, board or other body established by Council by Bylaw under the Act.
- 2.9 "In-Camera" means a meeting or portion of a meeting of Council without the presence of the public where the matter to be discussed is within one of the exceptions to disclosure in Division 2, of Part 1 of the *Freedom of Information and Protection of Privacy Act*.
- 2.10 "Member" includes a Councillor or a non-elected individual appointee of a Council Committee w.

- 2.11 "Pecuniary Interest" means a pecuniary interest as defined within the *Municipal Government Act*.
- 2.12 "Reeve" means the Chief Elected Official of the County.

3. APPLICATION AND INTERPRETATION

- 3.1 The Code of Conduct attached as Schedule "A" to this Bylaw represents the Code of Conduct that is applicable to Councillors for Clearwater County, Member(s) of Council committees, or members of other Boards or bodies on which Clearwater County is represented.
- 3.2 The Code of Conduct attached as Schedule "A" to this Bylaw shall be observed in all proceedings of Council and Council Committees.
- 3.3 If there are any inconsistencies between this Bylaw and policies or procedures previously established by Clearwater County, this Bylaw shall take precedence.
- 3.4 Councillors shall use this Bylaw as a guide to conduct themselves in a manner that reflects the spirit and intent of the position of public trust that they hold.
- 3.5 This Bylaw shall be presented as part of Council's orientation at the beginning of each term of Council.
- 3.6 This Bylaw may be reviewed at any time to meet legislative requirements, or as required.
- 3.7 References to provisions of statutes, rules or regulations shall be deemed to include all references to such provisions as amended, modified or re-enacted from time to time.
- 3.8 Nothing in this Bylaw relieves any person from compliance with any other Bylaw or applicable federal or provincial law, regulation, or enactment.

4. SEVERABILITY

- 4.1 If any portion of this Bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion shall be severed and the remainder of the Bylaw shall be deemed valid.

5. EFFECTIVE DATE

- 5.1. This Bylaw comes into force and effect upon third and final reading.
- 5.2 **Bylaw No. 1025/17 is hereby repealed.**

READ A FIRST TIME this 28th day of November, 2017.

READ A SECOND TIME 28th day of November, 2017.

READ A THIRD AND FINAL TIME this 28th day of November, 2017.

REEVE

CHIEF ADMINISTRATIVE OFFICER

Schedule A - Bylaw 1025/17 CODE OF CONDUCT

GOVERNING PRINCIPLES

The Public expects the highest standards of personal and professional conduct from Members elected to Clearwater County Council or appointed to Council Committees.

This Code of Conduct sets out guidelines for the ethical and interpersonal conduct of Members.

Clearwater County requires that Councillors and Committee Members conduct themselves so as to maintain the honour and respect of their position and to not engage in actions which are, or could be reasonably perceived as, damaging to the trust, confidence and faith of the public.

Councillors and Committee Members must always seek to advance the good of Clearwater County as a whole, for which they serve, and shall truly, faithfully and impartially exercise the duties and responsibilities of their position to the best of their knowledge and ability.

Councillors and Committee Members must adhere to all Council policies, respecting the Municipality and its Bylaws.

CODE OF CONDUCT

Members will:

Foster Respect for Decision-making Process

1. Maintain the highest standards in public office and faithfully discharge the duties of their office in accordance with the requirements and obligations set out in the legislation of the Province of Alberta;
2. Accurately and adequately communicate the attitudes and decisions of the Council, or the Committee, even if the Member disagrees with the decision, such that respect for Council's decision-making processes is fostered; and
3. Communicate concerns amongst the presence of the entire Council or Committee body and when publicly expressing personal opinions, doing so in a manner that maintains respect for other Members and any decisions made by Council or Committee.

Release of Confidential Information

4. Use confidential information only in their role as a Member of Council or Council Committee, and not for the personal profit of themselves or any other person;
5. Communicate confidential information only when authorized to do so;
6. Hold in strict confidence all information concerning matters dealt with during in-camera meetings;
 - a. A Member shall not, either directly or indirectly, release, make public or in any way divulge any such information or any aspect of the in-camera deliberations to anyone, unless expressly authorized by Council or required by law to do so.
7. Inform themselves of and strictly adhere to the provisions of the *Freedom of Information and Protection of Privacy Act*;
8. Not release information subject to solicitor-client privilege, unless expressly authorized by Council or required by law to do so; and,
9. Not release, disclose, publish, comment on or misuse confidential information (information that they have knowledge of by virtue of their position as a Member) that is not in the public domain, including emails and correspondence from other Members or

third parties such that it may cause detriment to Clearwater County, Council, Committees or others, or benefit or detriment to themselves or others.

Release of Information to Public and Media

10. Acknowledge that official information related to decisions and resolutions made by Council or Committee will normally be communicated to the public and the media by the Reeve, or Chair of the Committee, or by the CAO or by other administrative staff as delegated by the CAO.
 - a. Members must keep in mind they are always a representative of the Clearwater County, and Members are encouraged to identify when views expressed are theirs alone and not official Clearwater County communication.

Avoid Conflict of Interest*

11. Use their position for the good of the community and not to secure special privileges, favours or exemptions for themselves or any other person;
12. Not use any influence of office for any purpose other than official duties;
13. Not solicit, demand or accept the services of any municipal employee, or individual providing services on a contract for service, for re-election or re-appointment purposes, or to gain employment with the County for themselves, family members or close associates;
14. Not use any information gained in the execution of office that is not available to the general public for any purpose other than official duties;
15. Not engage in any activity, pecuniary or otherwise, which is incompatible or inconsistent with the ethical discharge of official duties in the public interest;
16. Not place themselves in a position of obligation to any person or organization which might reasonably benefit from special consideration or may seek preferential treatment;
17. Not give preferential treatment to any person or organization in which a Councillor has a pecuniary interest;
18. Not influence any administrative, Council or Committee decision or decision-making process involving or affecting any person or organization in which a member has a pecuniary interest; and,
19. Not use municipal materials, equipment, facilities or employees for personal gain or for any private purpose.

**Members who have a Conflict of Interest in a matter before Council shall disclose the general nature of their interest and follow the procedure set out in s.172 of the MGA.*

Acceptance of Gifts Prohibited

20. Not solicit, accept, offer or agree to accept a commission, reward, gift, advantage or benefit of any kind, personally or through a family member or friend, which is connected directly or indirectly with the performance or duties of office.

The following are recognized as exceptions:

 - i. Token or minor gifts valued at less than \$100 (such as corporate logoed items or commemorative gifts), or gifts involving tickets for event attendance of no more than \$300; cash or prizes from "luck of the draw" events (e.g. raffles, door prizes) or other advantages from any person or organization not connected directly or indirectly with the performance or duties of office.
 - ii. Political contributions that are otherwise offered, accepted and reported in accordance with applicable law;
 - iii. Food and beverages at banquets, receptions, ceremonies or similar events;
 - iv. Services provided without compensation by persons volunteering their time;

- v. Food, lodging, transportation and entertainment provided by other levels of governments or by other local governments, boards or commissions;
 - vi. A reimbursement of reasonable expenses incurred in the performance of duties or office, in accordance with Clearwater County's *Council and Board Reimbursement* policy or *Travel and Subsistence for Staff and Council* policy;
Gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibility of office.
21. Any gifts with an estimated value of \$100 or more will be reported on Elected Official Expense Report, noting the approximate value and the person or organization providing the gift, event ticket, etc.

Avoidance of Waste

22. Avoid waste, abuse and extravagance in the provision or use of public resources, and shall identify and discuss any misuse of which the Member is aware with the Reeve, Council, Council Committee Chair or the CAO.

Treat Every Person with Dignity, Understanding and Respect

23. Abide by the provisions of the Human Rights Code and, in doing so, shall treat every person, including other Members, municipal employees, individuals providing services on a contract for service, students on placements, and the public, with dignity, understanding and respect for the right to equality and the right to an environment that is safe and free from harassment, discrimination and disrespect;
24. Not discriminate against anyone on the basis of their race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, record of offences, marital status, same sex partnership status, family status, or disability;
25. Not to engage in harassment or vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome; and,
26. Maintain a high level of respectful dialog with other Members of Council, the CAO, Council Committee members, Administration, and stakeholders.

Leadership and Governance

27. Commit to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as a Member;
28. Participate actively, openly, and transparently in the democratic process;
29. Preserve the integrity and impartiality of Council, or the Council Committee, when working with other levels of government;
30. Provide leadership, through the governance process and not take on responsibilities delegated to Administration;
31. Limit interactions with municipal staff to direction provided through the CAO;
32. Attend Councillor orientation, or Council Committee orientation, and other training sessions offered by the municipality;
33. Protect the reputation of the Council, the Council Committee and Administration;
34. Uphold the intent of this Bylaw and govern their actions accordingly; and,
35. For a period of 12 months after leaving office or Council Committee, abide by the guidelines listed above, except those related to confidential information, which shall apply in perpetuity.

COMPLIANCE / COMPLAINTS

Responsibilities

All Members shall cooperate in any investigation made pursuant to this Bylaw.

If any Member becomes aware of breach of this Code of Conduct by, or an allegation of breach of this Code of Conduct against, any other Member, it is the Member's responsibility to report the breach of this Code of Conduct or the allegation to the Reeve or **CAO Deputy Reeve**.

It is the responsibility of the **CAO Reeve or Deputy Reeve** to forward all complaints in accordance with the Complaint Process detailed below.

Members shall not assume that any unethical activity or activity that is not in the best interest of the County, not covered by or specifically prohibited by this Code of Conduct, or any legislation, are therefore condoned.

Complaint Process - Councillors

All complaints must be submitted in writing to the **CAO Reeve or Deputy Reeve** and may be made by:

- a) Councillor(s);
- b) Committee member(s)
- c) the CAO;
- c) municipal employee(s); or
- d) a member of the public.

The **CAO Reeve or Deputy Reeve** shall forward all complaints to Council "in confidence" and shall include the Councillor(s) about whom the complaint is made. The Member who is subject of complaint is to provide a written response to complaint, to be provided to Council.

All formal complaints under this Section, shall be investigated by the **CAO Reeve or Deputy Reeve** or their designate and dependent on the nature of allegation, a third-party investigator may be retained. The Member(s) concerned shall be notified of investigation in order that they may provide evidence to the investigator.

All proceedings of Council regarding the investigation shall be "in camera".

If, after receipt of investigation report, Council believes that the Member(s) concerned may have breached a provision of this Bylaw, it shall advise the Member(s) of this, and give them an opportunity to make oral or written submission to Council.

If Council concludes that the Member(s) concerned breached a provision of this Bylaw, it may, in its sole discretion, decide the sanctions to be imposed.

The Member(s) concerned shall be advised by Council of their conclusion and decision.

Sanctions - Councillors

If Council determines that a complaint reviewed under this Bylaw is valid then Council, by resolution, may impose one or more of the following sanctions against the offending Member:

- A written warning from Reeve, Deputy Reeve and/or Council;
- Require a verbal, written or public apology;
- Require additional training on ethical and/or respectful conduct;
- Restrict how confidential documents are provided;
- Limit travel/representation on behalf of Council;
- Require the return of municipal property;
- Restrict access to municipal facilities;
- Revoke some or all of the Councillor's appointments;

- Reporting of misconduct to Alberta Municipal Affairs, agency/commission or authority of jurisdiction (i.e. RCMP)
- Other consequences as deemed appropriate and necessary, but not including the disqualification of a Councillor.

Any retaliation against the complainant will not be tolerated and will be treated as a serious breach of this Code of Conduct.

Complaint Process – Council Committee Members

All complaints must be submitted in writing to the **Committee Chair Reeve or Deputy Reeve** and may be made by:

- a) Committee member(s);
- b) Councillor(s);
- c) municipal employee(s); or
- d) a member of the public.

~~Should the complaint be against the Committee Chair, then the complaint should be submitted, in writing, to the CAO.~~

The **Committee Chair Reeve or Deputy Reeve** shall forward all complaints ~~to the Reeve and CAO~~ “in confidence” and shall include the Committee Member(s) about whom the complaint is made. The Member who is subject of complaint is to provide a written response to complaint, to be provided to Council.

All formal complaints under this Section, shall be investigated by the **CAO Reeve or Deputy Reeve** or their designate and dependent on the nature of allegation, a third-party investigator may be retained. The Member(s) concerned shall be notified of investigation in order that they may provide evidence to the investigator.

All proceedings of Council regarding the investigation shall be “in camera”.

If, after receipt of investigation report, Council believes that the Committee Member(s) concerned may have breached a provision of this Bylaw, it shall advise the Member(s) of this, and give them an opportunity to make oral or written submission to Council.

If Council concludes that the Member(s) concerned breached a provision of this Bylaw, it may, in its sole discretion, decide the sanctions to be imposed.

The Committee Member(s) concerned shall be advised by Council of their conclusion and decision.

Sanctions – Council Committee Members

If Council determines that a complaint reviewed under this Bylaw is valid then Council, by resolution, may impose one or more of the following sanctions against the offending Committee Member:

- A written warning from Reeve, Deputy Reeve and/or Council.
- Require a verbal, written or public apology.
- Require additional training on ethical and/or respectful conduct.
- Restrict how confidential documents are provided.
- Revoke appointment of the Committee member.
- Reporting of misconduct to Alberta Municipal Affairs or agency or authority of jurisdiction (i.e. RCMP)

Any retaliation against the complainant will not be tolerated and will be treated as a serious breach of this Code of Conduct

Acknowledgement

By signing this Code of Conduct, I state that I have read and fully understand the contents of the Code of Conduct Bylaw. ~~My signature is my contractual agreement that I will follow and abide by the Code of Conduct in good faith.~~

Member's Name

Member's Signature

_____ (please print)

Witness Name

Witness Signature

_____ (please print)

Dated:

DRAFT



AGENDA ITEM

PROJECT: Live Video Feed in Council Chambers		
PRESENTATION DATE: November 28 th , 2017		
DEPARTMENT: Municipal	WRITTEN BY: Rick Emmons	REVIEWED BY: Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
Strategic Area: #1: Managing Our Growth	Priority Area: Engagement Objective – 2.3 Facilitate community engagement in planning and decision making.	STRATEGY: 2.3.1 Inform and educate the community regarding Council's key priorities, projects and programs.
RECOMMENDATION: For Council to approve \$75,000 from contingency for the installation of live video feed into Council Chambers.		

BACKGROUND:

Clearwater County solicited a quote to install live video feed into Council Chambers and the following estimate was provided.

\$ 23,500 Camera system (vendor iLive turn key hosting video)

\$ 34,500 Sounds system (Iignite to replace sound system work with camera system)

\$ 17,000 software (Agenda package sync with camera iCompass)

Total \$ 75,000



AGENDA ITEM

PROJECT: Public Presentation – Rocky Mountain House & District Chamber of Commerce		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: CCPS	WRITTEN BY: Jerry Pratt	REVIEWED BY: Ted Hickey/ Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input checked="" type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
STRATEGIC PLAN THEME: 1. Managing Growth Our	PRIORITY AREA: 1.3 Generate an innovative local economy that stimulates opportunities for investment, business and training.	STRATEGIES: 1.3.5 Monitor current and projected growth of businesses and population, and, to respond to the various trends, impacts and demands affecting land development or the economy within Clearwater County.
ATTACHMENT(S): Chamber Presentation November 28, 2017		
RECOMMENDATION: That Council receives the Rocky Mountain House & District Chamber of Commerce presentation for information.		

BACKGROUND:

The Rocky Mountain House & District Chamber of Commerce (Chamber) was incorporated in 1972. Since then it has been the voice of businesses in the community and works with its members, municipalities and other levels of government to support current and future business interests and local economies. The Chamber continues to work hand in hand with all of its partners (members, elected officials and citizens) to grow the regional community. The Chamber sees itself as being an economic development agent for the region by assisting in the promotion of existing and future business opportunity, being a connection point between business and municipal government, and as an information provider to all of its partners and stakeholders.

In addition, the Chamber also provides contracted services such as managing and delivery of the Visitor Information Centre (VIC) on behalf of the Town and County. As thousands of people walk into the VIC each year, the Chamber ensures that the ambassadors for the region greet all with a smile, provide helpful information and a positive initial experience and exposure to our communities, their warmth and introduction to our areas endless possibilities.

Colleen Dwyer is the President of the Chamber of Commerce and Prab Lashar is the Executive Director. The Chamber of Commerce is requesting \$30,000 in funding in the form of a loan or grant from Clearwater County. The Chamber has made the same request to the Town of Rocky Mountain House.

RMH & DISTRICT CHAMBER OF COMMERCE

Colleen Dwyer – Chamber President

Prab Lashar – Chamber Executive Director

www.rockychamber.org

Chamber Mission Statement



What we do:

We are the United Voice of the Business & Community to:

- Manage access to various key channels
- Ensure proper representation & guidance of our Region
- Promote development and prosperity in our Community

Agent Connections - Ensures our Region access to key channels

Vital link between Businesses and Government – Complementary to Town & County access channels

Chamber Business Networks



Government /Associations Bodies



Agent Connections - Ensures our Representation of the Region

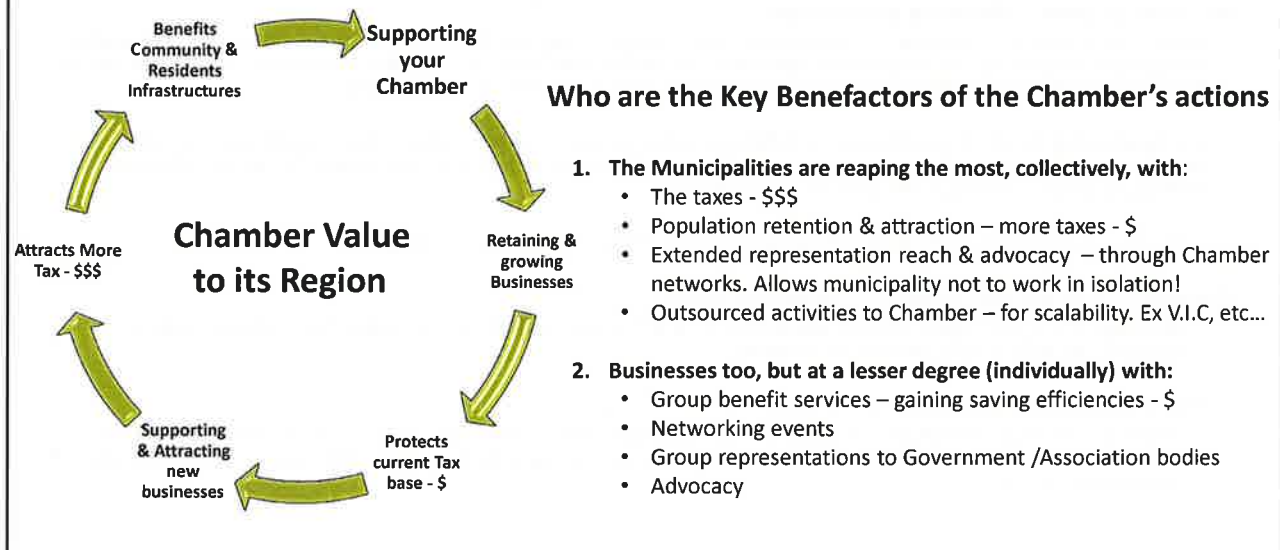


How we do it:

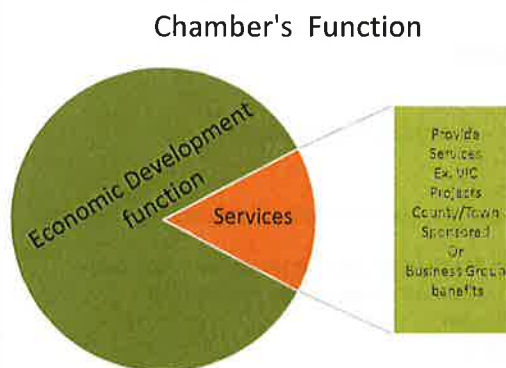
The Chamber's functions are organized & designed to achieve the following objectives :

- **To Consolidate messaging** – identify community needs
- **To Focus priorities** – through strategic & tactical planning
- **To Advocate** – through our communication channels
- **To Market position our community's attractiveness** (locally, regionally, internationally)

Agent Connections – Promotes Development & Prosperity



Chamber - Needs sustainable funding to achieve it core mission



- Chamber's current funding for its core economic development function is strictly coming from its business membership base – and it is a limited one!
- Municipality is by far the **Single Key Benefactor** of Chamber's actions in the long run. Yet, over the years, it has provided **No Direct Funding to the Chamber's economic development function**, other than for outsourced services, like the V.I.C, etc...
- Lack of proper funding will prevent the Chamber from achieving its core mission properly to remain valuable to its stakeholders.
- If the community does not support a sustainable & productive Chamber to maintain & develop these accesses crucial for its economy, who will?
- What signal would this send to the Community & Businesses at large? What LT impact will it likely have on the community's eroding population, businesses and taxes?

Chamber – Funding Ask to the Municipality

- **All hands on Deck – We are at a Crossroad**
 - Right now, with local businesses as the only means of support along with business sponsored activities, the Chamber struggles to achieve its core mission. Consequently, its actions are limited in scope & effectiveness. We need to revise & revitalize our Chamber. The Chamber has way more potential. We can do much better.
 - Our funding Ask for 2018 is an **Engagement Price** to ensuring your Economic Development Agent can minimally continue working on behalf of its Community, while we collaborate with all our stakeholders to define a Regional strategic economic development plan for 2019 onward.
 - This can only be possible if **Every Key Benefactors** proportionately have skin in the game!
- **Chamber Ask to the Municipality (County and Town):**
 - In exchange for a sustainable, reliable, productive & contributing Chamber, we are asking for sustained funding structure to be able to fully execute our mission.
 - The funding ask is structured in 2 phases:
 - Phase 1 – Funding until December of 2018 – the immediate Ask - \$ 60K ? Our hole -To be reviewed with Board!
 - Phase 2 - Define a sustainable long term Funding plan from January 2019 onward –TBD –based on strategic plan recommendations

Chamber - Challenging times brings about Opportunities

Chamber - The catalyst to bring the community together and to the Next Level in challenging times.

Phase 1: Identify the way forward for our Region - Our 2018 action plan

Build a solid 3 to 5 year Strategic plan – that means we need to:

- Collaborate & Empower ourselves – through an Aligned Community Vision – to maximize our potential
- Understand our unique needs & characteristics – Know who we are!
- Figure out our roadmap to prosperity – through SWOT, PESTLE, Scorecards, etc...
- Identify /target /attract the next gen, innovative flagship businesses potential of tomorrow that will proudly represent us

Assist in leveraging the deployment of the David Thompson branding in time for the Canada Winter Game – Red Deer

- Great opportunity that is given to us to make our community visible to all of Canada – biggest bang for our \$\$
- Ensure we have a consistent & coherent message aligned with the strategic plan.
- Chamber can be the Community's champion Ambassador to reveal the brand

As a small, stagnant community, we don't have the luxury to be divided - We need to align our financial and human capital resources!

Chamber – A Key Symbol to our business & economic Vitality

- Our Chamber is a symbol to our business & economic vitality!
- It is the primary contact for our local businesses, it provides ongoing education and Advocates on their behalf.
- Now, more than ever, the community needs its Chamber Presence to provide guidance, direction & clear path to a viable & vibrant economy.
- Funding your Economic Agent =Supporting current & future businesses in this Region!

We can do this because we know, that as a Region - We Are Stronger Together!

Questions -

Next Steps -

Colleen Dwyer
&
Prab Lashar
403-845-5450

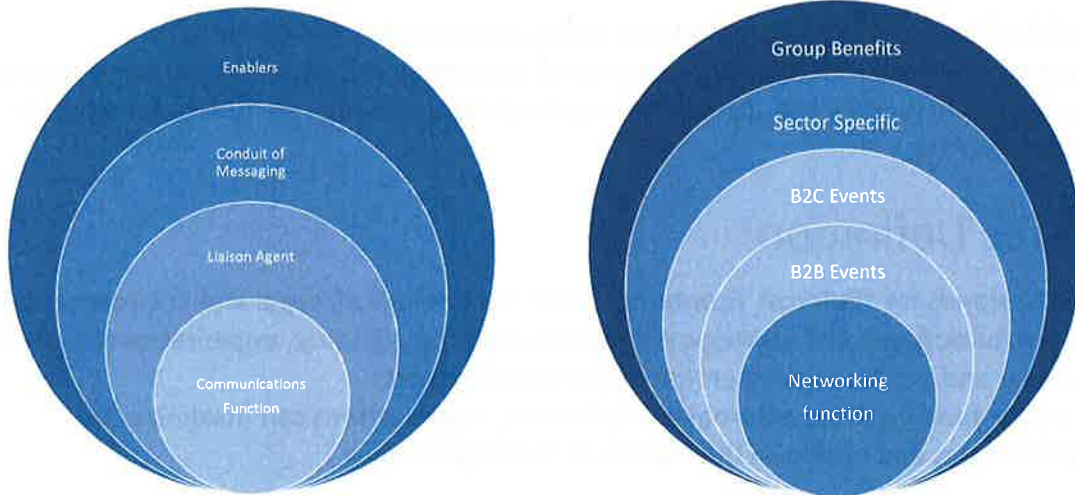
www.rockychamber.org

Appendices

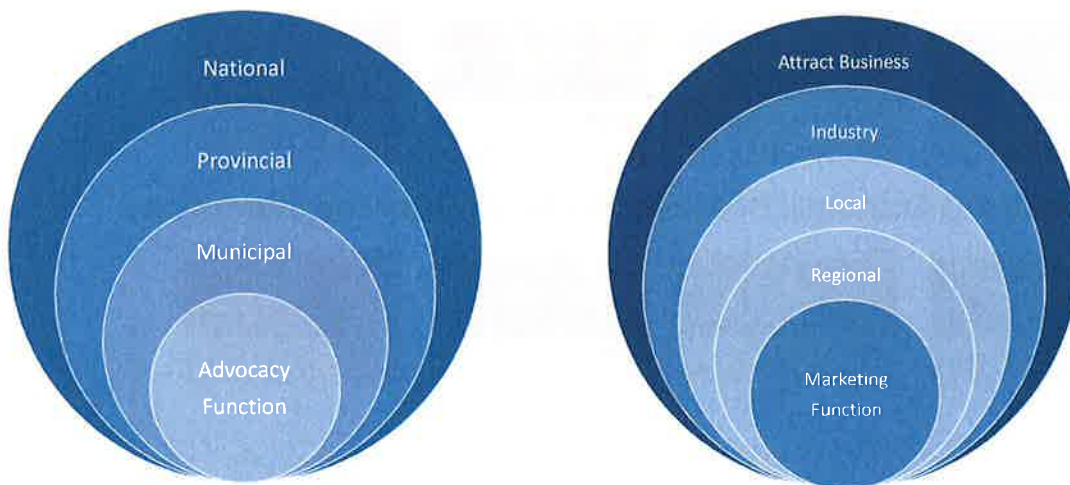
- Examples of Communications and Networking Functions
- Examples Advocacy and Marketing Functions
- Examples of other Economic Development activities managed by Chamber though out the year.

- SWOT Definition
- PESTLE Definition

Communications and Networking Functions



Advocacy and Marketing Functions



SWOT definition

The SWOT analysis helps organizations assess issues within and outside the organization. The SWOT analysis, made up of an assessment of strengths, weaknesses, external opportunities and threats from competition, provides an outline for strategic decision-making.

PESTLE Definition

PESTLE stands for "Political, Economic, Social, Technological, Legal and Environmental" and is used for business and strategic planning, marketing planning, organizational change, business and product development and research reports.

By understanding these external environments, organizations can maximize the opportunities and minimize the threats to the organization.

Chamber – other Economic Development Activities for 2018

Administering Economic Development Events for the Community

Events	Roundtables	Directory	Gift Certificates
• Three per year	• Three per year	• Annual	• Annual

Coordinating Economic Development services for the Community

Strategic planning consultation & Coordination	Branding coordination	Media campaign planning	Media placement
• Annual	• Annually	• Annual	• Annual



AGENDA ITEM

PROJECT: 10:30 am Delegation – Banister Research Broadband Survey Results		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: MUNICIPAL	WRITTEN BY: Christine Heggart	REVIEWED BY: Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation: County Bylaw/Policy (cite)		
STRATEGIC PLAN THEME: Well Governed and Leading Organization	PRIORITY AREA: 3.3 Well-connected and supported community	STRATEGIES: 3.3.1 Research opportunities to further advocate and support high speed infrastructure development in Clearwater County.
ATTACHMENT(S): Banister Broadband Demand Study PowerPoint presentation; Resident Broadband Demand Study DRAFT Report and Business Broadband Demand Study DRAFT Report		
RECOMMENDATION: 1. That Council accepts Banister Research’s broadband engagement resident and business study as presented.		

BACKGROUND:

At their Council July 25, 2017 regular meeting, Council endorsed a preliminary engagement strategy as a first step in the development of a broadband policy framework. At that time, Council authorized a community engagement study to gauge the community’s view on internet and County capital investment in broadband.

Tracy With, Vice President from Banister Research will present Council a summary report on the broadband engagement study, detailing Banister’s research process, workplan and outcomes of the survey.



**2017 Clearwater County Broadband Demand Study
Presentation of Results**

November 28th, 2017

Banister
Research & Consulting Inc.

BANISTER RESEARCH AND CONSULTING INC.

Project Background and Objectives

- In 2017, Clearwater County contracted Banister Research to conduct resident and business broadband demand surveys.
- The objective of the project was to provide Clearwater County Council insight into the perceptions and opinions of residents and businesses regarding the current state of the broadband network in the County, as well as the current state of the broadband network in the County and whether enhanced internet infrastructure investment is warranted.

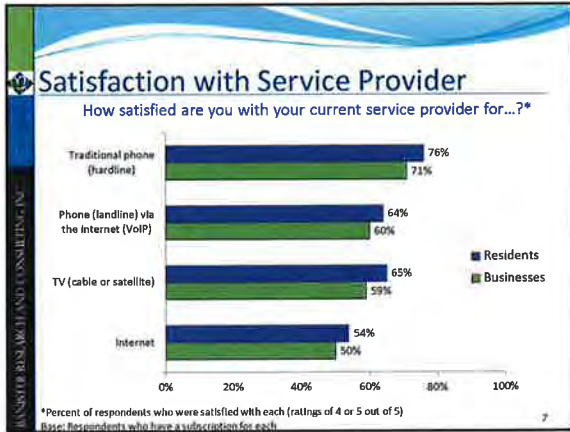
BANISTER RESEARCH AND CONSULTING INC.

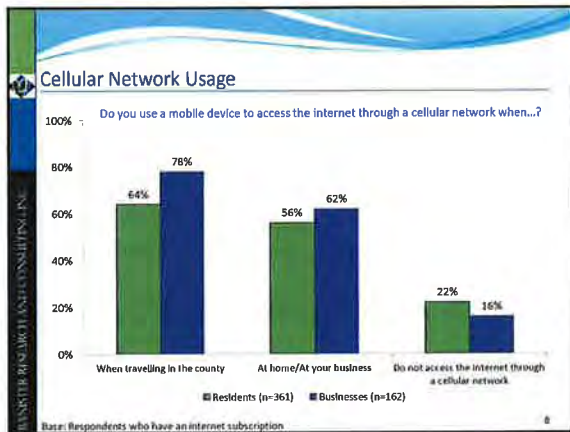
Methodology

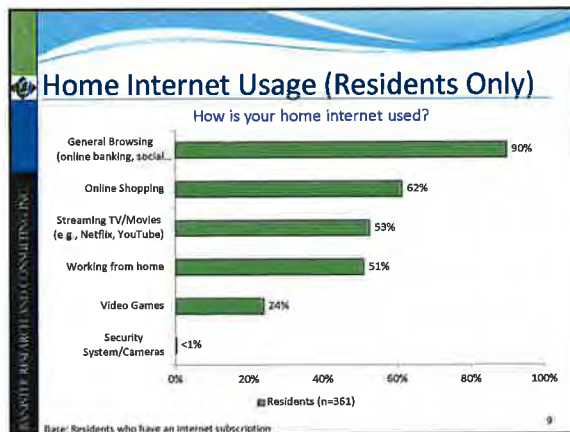
- Telephone interviews were conducted from October 9th to October 29th, 2017 at the Banister Research Call Centre.
- As part of the resident component of the study, Banister Research completed a total of 380 telephone interviews with adult residents residing in Clearwater County. 42 additional hard copy surveys were received.
- As part of the business component of the study, Banister Research completed a total of 170 business interviews with businesses operating in Clearwater County.
- Results provide a margin of error no greater than $\pm 4.9\%$ at the 95% confidence level, or 19 times out of 20.

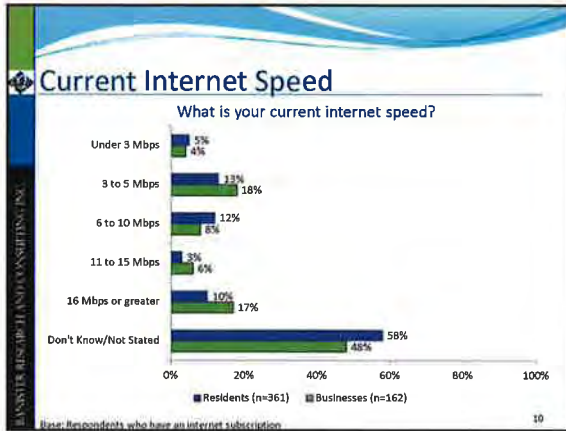
BANISTER RESEARCH AND CONSULTING INC.

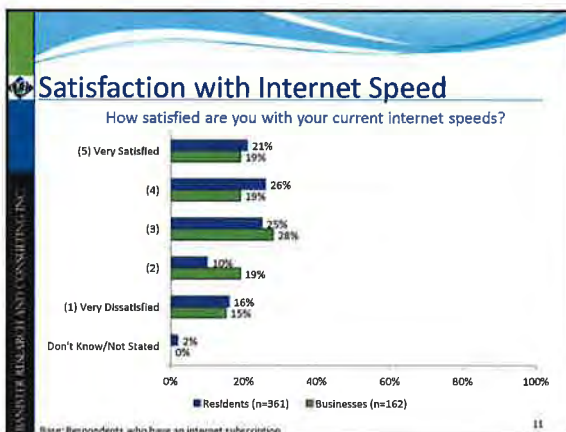
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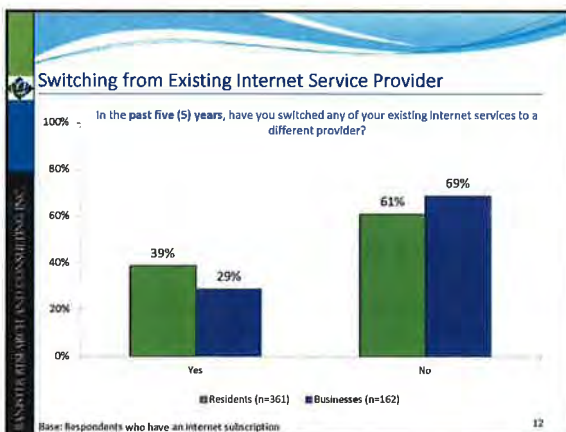






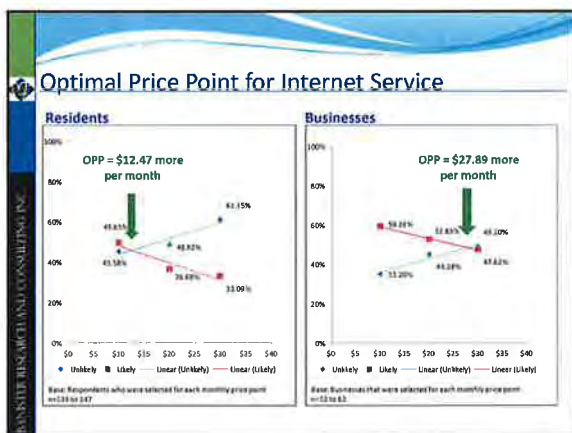


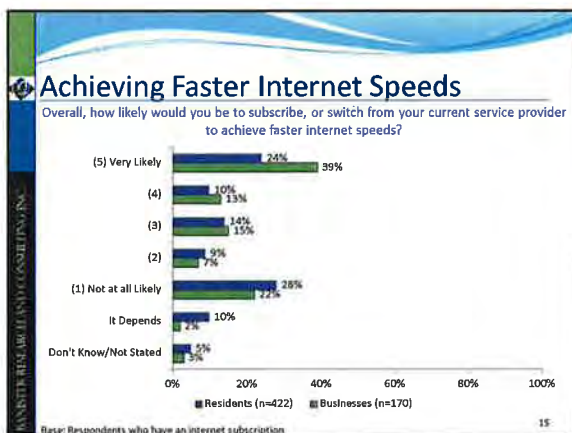


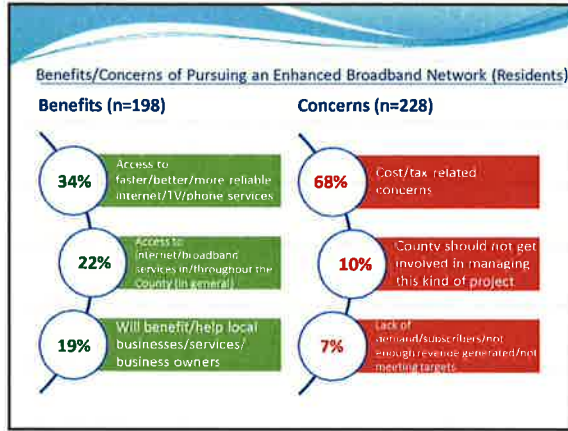


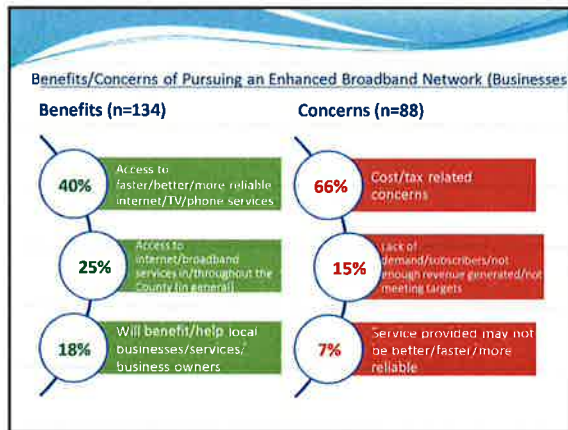
Reasons For Switching Internet Service Providers

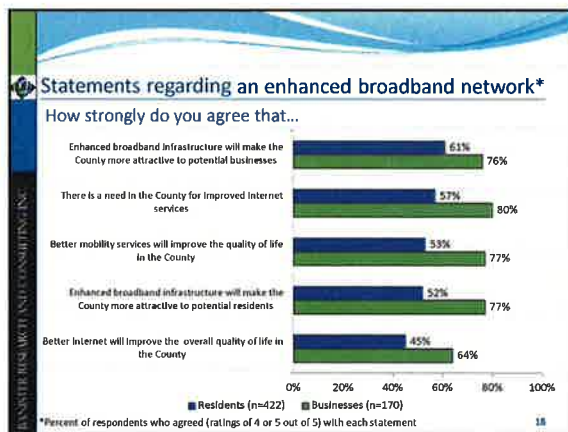
- Residents who have changed internet service providers in the past 5 years (n=139) most commonly switched because...
 - Slow/poor internet speed (33%);
 - Too costly/expensive (17%);
 - Poor/bad service (unspecified) (11%); and
 - Internet connectivity related issues/Internet frequently down/unreliable (10%).
- Similarly, businesses that have changed internet service providers in the past 5 years (n=47) most commonly switched because...
 - Slow/poor internet speed (23%);
 - Too costly/expensive (21%);
 - Poor/bad service (unspecified) (17%); and
 - Internet connectivity related issues/Internet frequently down/unreliable (11%).

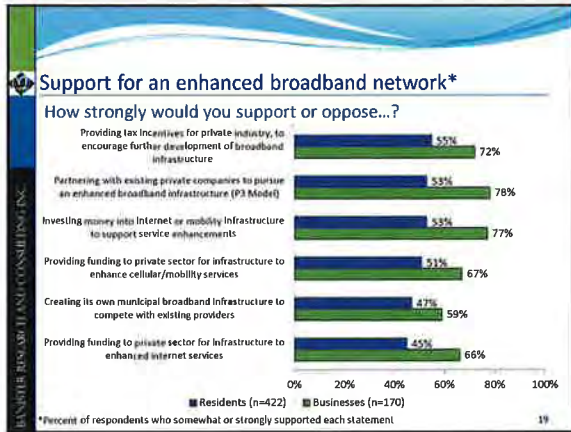


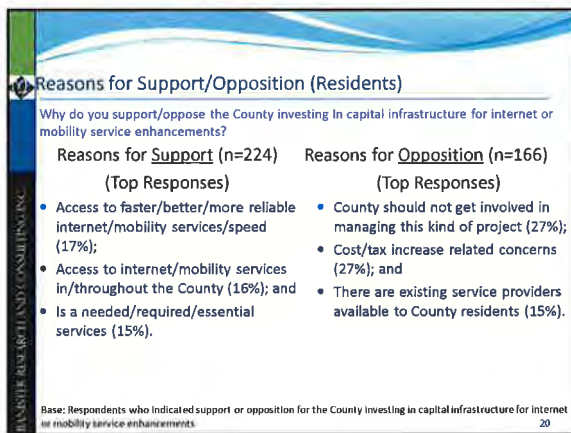


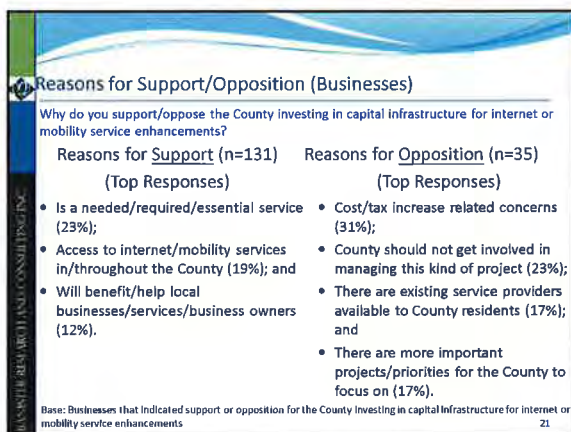
















Clearwater County
Business Broadband Demand Study
Draft Report

November 17th, 2017



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1.0 SUMMARY OF FINDINGS

In 2017, Clearwater County contracted Banister Research & Consulting Inc. (Banister Research) to conduct a survey amongst businesses operating within Clearwater County. Surveys were completed via telephone with businesses located in Clearwater County between October 9th and October 29th, 2017. A total of 170 businesses completed the survey, providing a margin of error no greater than $\pm 4.9\%$ at the 95% confidence level, or 19 times out of 20¹. The following is a summary of the key findings from the 2017 Clearwater County Business Broadband Demand Study.

Types of Subscribed Services

Most commonly, respondents subscribed to internet services (95%) and traditional (hardline) business phone services (82%) Only 35% of respondents subscribed to TV (cable or satellite), and 18% subscribed to business phone (landline) via the internet (VoIP) services.

TV (Cable or Satellite) Services

- Businesses that subscribed to TV (cable or satellite) (n=59) most commonly indicated that Shaw was their service provider (51%), followed by Bell (36%) and Telus (9%).
 - Nearly half (48%) of TV (cable or satellite) subscribers (n=59) reported that their current TV service agreement is no contract;
 - For TV (cable or satellite) service subscribers (n=59) the average cost of TV services was \$158.70/month;
 - Over one-third (39%) of businesses who subscribe to TV services (n=59) reported that they have invested in additional infrastructure for their TV service;
 - On average, businesses who invested in additional infrastructure for their TV service (n=23) spent \$345.60 on additional infrastructure; and
 - Fifty-nine percent (59%) of TV service subscribers (n=59) were satisfied (ratings of 4 or 5 out of 5) with their TV service provider.

Business Phone (Landline) Via the Internet (VoIP) Services

- Businesses that subscribed to business phone via the internet (Voice over Internet Protocol, or VoIP) (n=56) most commonly indicated that Telus was their service provider (43%), followed by Shaw (27%).
 - Respondents who subscribed to VoIP business phone services (n=30) most often (40%) specified that their service did not have a contract;
 - For VoIP business phone service subscribers (n=30) the average cost of this service was \$431.20/month;

¹Based on an estimate of approximately 300 businesses

- When asked if they had invested in additional infrastructure for their VoIP business phone service, nearly half (43%) of businesses that subscribe to the service (n=30) reported that they have invested in additional infrastructure;
- For businesses who invested in additional infrastructure for their VoIP business phone services (n=13)², the average cost of additional infrastructure was \$2,000.00; and
- Nearly two-thirds (60%) of VoIP business phone service subscribers (n=30) were satisfied (ratings of 4 or 5 out of 5) with their service provider.

Traditional Business Phone (Hardline) Services

- The majority of traditional business phone (hardline) service subscribers reported that their service is provided by Telus (85%).
 - Nearly three-quarters (71%) of traditional business phone subscribers (n=139) did not have a contract with their service provider;
 - On average, traditional business phone subscribers (n=139) paid \$178.00/month for their business phone service;
 - Only 12% of traditional business phone subscribers (n=139) have invested in additional infrastructure for their traditional business phone service;
 - Traditional business phone service subscribers who invested in additional infrastructure (n=16)³ spent an average of \$945.50 on additional infrastructure; and
 - Nearly three-quarters (71%) of businesses who subscribe to traditional business phone services (n=139) were satisfied (ratings of 4 or 5 out of 5).

Internet Services

Current Subscription

- One-third (33%) of respondents reported that Telus Smarthub/Aircards was their internet service provider, followed by 18% who were Shaw, and 14% who were with Xplornet.
 - Over half (52%) of internet subscribers (n=162) were not on contract for their internet service;
 - the average cost of internet service for subscribers (n=162) was \$157.20/month;
 - Over half (59%) of respondents who have an internet subscription (n=162) have invested in additional infrastructure for their internet service; and
 - Respondents who have invested in additional infrastructure for their internet service (n=96) spent an average of \$3,452.00 on additional infrastructure.
- When asked about cellular network internet usage, internet subscribers (n=162) reported that they use the cellular network to access the internet when:
 - Travelling in the County (78%); and
 - At their business (62%).

² Use caution interpreting results when n<30.

³ Use caution interpreting results when n<30

- When internet subscribers (n=162) were asked about their current internet speed level, 18% of respondents had 3 to 5 Mbps, followed by 17% that had 16 Mbps or greater. It is important to note that 54% of respondents were unable to identify their current internet speed.
- Over one-third (38%) of internet subscribers (n=162) were satisfied with their current internet speeds.
- Half (50%) of internet subscribers (n=162) were satisfied with their current internet service provider (ISP).

Current Subscription

- Over three-quarters of internet subscribers (n=162) were aware of all five (5) of the following internet service providers (ISPs):
 - Xplornet (95% were aware);
 - Bell (91%);
 - Telus Smarthub/Aircards (88%);
 - Harewaves (82%); and
 - CCI Wireless (79%).
- Nearly half (44%) of internet subscribers (n=162) have tried another ISP.
 - Internet subscribers who have tried a different ISP (n=72) most commonly tried the following ISPs: Telus Smarthub/Aircards (47%), Xplornet (35%), Harewaves (29%) and CCI Wireless (26%).
- In the past five (5) years, 29% of internet subscribers (n=162) have switched their ISP.
 - Businesses that have changed ISPs in the past five years (n=47) most often changed due to slow and/or poor internet speeds (23%), followed by internet services being too costly (21%).
- Over half (59%) of businesses were likely to subscribe to or switch to an internet service with higher internet speeds for an additional cost of \$10/month.
- Fifty-three percent (53%) of businesses were likely to subscribe to or switch to an internet service with higher internet speeds for an additional cost of \$20/month.
- Nearly half (48%) of businesses were likely to subscribe to or switch to an internet service with higher speeds for an additional cost of \$30/month.
- The optimum price (monthly cost) point for the cost for higher internet speeds was determined to be approximately an additional **\$27.89/month**.
- Fifty-two percent (52%) of businesses were likely to subscribe to or switch to a service provider to achieve faster internet speeds, overall.
 - Respondents who were unlikely (ratings of 1 to 3 out of 5) to subscribe to internet services with faster internet speeds (n=74) most commonly indicated that they are satisfied with their current internet service provider (51%).
- Respondents who reported that there would be benefits to the County pursuing an enhanced broadband network (n=134) most often cited that access to faster and/or better internet, TV, or phone services (40%) would be beneficial.

- Respondents who thought there would be potential drawbacks and/or risks (n=88) most often cited that cost and/or tax increases was a concern (66%).
- Over three-quarters of businesses agreed (ratings of 4 or 5 out of 5) with each of the following statements regarding a potential enhanced broadband service in the County:
 - There is a need in the County for improved internet services (80%);
 - Better mobility services will improve the quality of life in the County (77%);
 - Enhanced broadband infrastructure will make the County more attractive to potential residents (77%); and
 - Enhanced broadband infrastructure will make the County more attractive to potential businesses (76%).
- When asked to rate their support regarding the County pursuing an enhanced broadband infrastructure, at least two-thirds of businesses supported the following:
 - Partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model) (78%);
 - Investing money into internet or mobility infrastructure to support service enhancements (77%);
 - Providing tax incentives for private industry, to encourage further development of broadband infrastructure (72%);
 - Providing funding to private sector for infrastructure to enhance cellular/mobility services (67%); and
 - Providing funding to private sector for infrastructure to enhance internet services (66%).
- Those who **supported** the County investing in capital infrastructure for internet or mobility service enhancements (n=131) most commonly supported it because it is a need and/or essential service (in general) (23%).
- Those who **opposed** the County investing in capital infrastructure for internet or mobility service enhancements (n=35) most commonly opposed it were cost and/or tax increase related concerns (31%).

2.0 PROJECT BACKGROUND

In 2017, Clearwater County (“The County”; “The Client”) contracted Banister Research to conduct Resident and Business Broadband Demand Surveys. The primary purpose of this research was to provide Clearwater County Council insight into the perceptions and opinions of residents and businesses regarding the current state of the broadband network in the County, and where improvements should be made. To complete this research, Banister Research conducted the following:

- **General Population Telephone Survey (n=380).** A random and representative sample of 380 Clearwater County residents completed the survey.
 - The results represent a margin of error no greater than $\pm 4.9\%$ ⁴ at the 95% confidence level, or 19 times out of 20.
 - Reporting of the general population telephone survey is provided under a separate cover.
- **Resident Hard Copy Survey (n=42).** Hard Copy surveys were made available at Clearwater County offices, providing residents who were not selected for the telephone survey the opportunity to provide input. Hard copy surveys were also advertised on official County channels (e.g., County website).
- **Business Telephone Survey (n=170).** A random and representative sample of 170 businesses in Clearwater County completed the survey.
 - The results represent a margin of error no greater than $\pm 4.9\%$ ⁵ at the 95% confidence level, or 19 times out of 20.

This report outlines the results for the 2017 Broadband Demand Business survey.

⁴ Based on an estimate of 4,699 dwellings

⁵ Based on a sample of approximately 300 businesses

3.0 METHODOLOGY

All components of the project were designed and executed in close consultation with Clearwater County. A detailed description of each task of the project is outlined in the remainder of this section.

3.1 Project Initiation & Questionnaire Design

At the outset of the project, all background information relevant to the study was identified and subsequently reviewed by Banister Research. The consulting team familiarized itself with the objectives of the project, ensuring a full understanding of the issues and concerns to be addressed in the project. The result of this task was an agreement on the research methodology, a detailed work plan and project initiation.

Banister Research worked closely with the County in designing the survey instrument. All draft versions were submitted to the County for review and approval. A copy of the final questionnaire is provided in Appendix A.

3.2 Survey Population and Data Collection

Telephone interviews were conducted from October 9th to October 29th, 2017 at the Banister Research Call Centre. A total of 170 interviews were completed with adult residents of Clearwater County, providing a margin of error no greater than $\pm 4.9\%$ at the 95% confidence level, or 19 times out of 20.⁶

To maximize the sample, up to three (3) call back attempts were made to each listing, prior to excluding it from the final sample. Busy numbers were scheduled for a call back every fifteen (15) minutes. Where there was an answering machine, fax, or no answer, the call back was scheduled for a different time period on the following day. The first attempts to reach each listing were made during the evening or on weekends. Subsequent attempts were made at a different time on the following day.

The following table presents the results of the final call attempts. Using the call summary standard established by the Market Research and Intelligence Association, there was a 32% response rate and a 48% refusal rate. It is important to note that the calculation used for both response and refusal rates is a conservative estimate and does not necessarily measure respondent interest in the subject area.

Summary of Final Call Attempts	
Call Classification:	Number of Calls:
Completed Interviews	170
No Answer/Answering Machine	186
Respondents Unavailable/Appointment set	121
Refusals	250
Fax/Modem/Business/Not-In-Service/Wrong Number	329
Language Barrier/Communication Problem	3
Disqualified	96
Total	1,155

At the outset of the fieldwork, all interviewers and supervisors were given a thorough step-by-step briefing to ensure the successful completion of telephone interviews. To ensure quality, at least 20% of each interviewer's work was monitored by a supervisor on an on-going basis.

The questionnaire was programmed into Banister Research's Computer Assisted Telephone Interviewing (CATI) system. Using this system, data collection and data entry were simultaneous, as data was entered into a computer file while the interview was being conducted. Furthermore, the CATI system allowed interviewers to directly enter verbatim responses to open-ended questions.

⁶ Based on an estimate of 300 businesses

3.3 Data Analysis

While data was being collected, Banister Research provided either a written or verbal progress report to the Client. After the questionnaires were completed and verified, all survey data was compiled into a computerized database for analysis. Data analysis performed by Banister Research included cross-tabulation, whereby the frequency and percentage distribution of the results for each question were broken down based on respondent characteristics and responses. Statistical analysis included a Z-test to determine if there were significant differences in responses between respondent subgroups. Results are reported as statistically significant at the 95% confidence level.

A list of responses to each open-ended question were generated by Banister Research. The lead consultant reviewed the list of different responses to the open-ended or verbatim question and then a code list was established. To ensure consistency of interpretation, the same team of coders was assigned to this project from start to finish. The coding supervisor verified at least 10% of each coder's work. Once the questionnaires were fully coded, computer programs were written to check the data for quality and consistency. All survey data was compiled into a computerized database for analysis. Utilizing SPSS analysis software, the survey data was reviewed to guarantee quality and consistency (e.g., proper range values and skip patterns). The reader should note that any discrepancies between charts or tables are due to the rounding of the numbers.

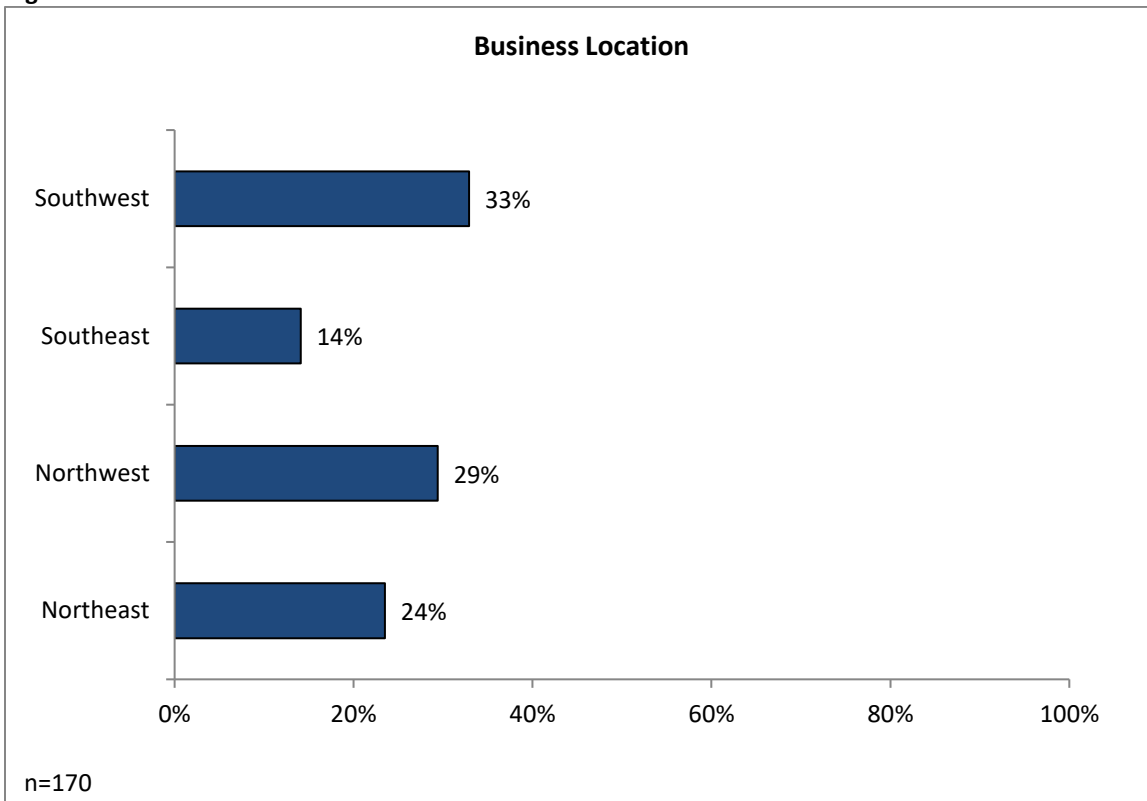
4.0 STUDY FINDINGS

Results of the survey are presented as they relate to the specific topic areas addressed by the survey. The reader should also note, when reading the report that the term *significant* refers to “statistical significance.” Only those respondent subgroups which reveal statistically significant differences at the 95% confidence level (19 times out of 20) have been included. Respondent subgroups that are statistically similar have been omitted from the presentation of findings.

4.1 Business Profile

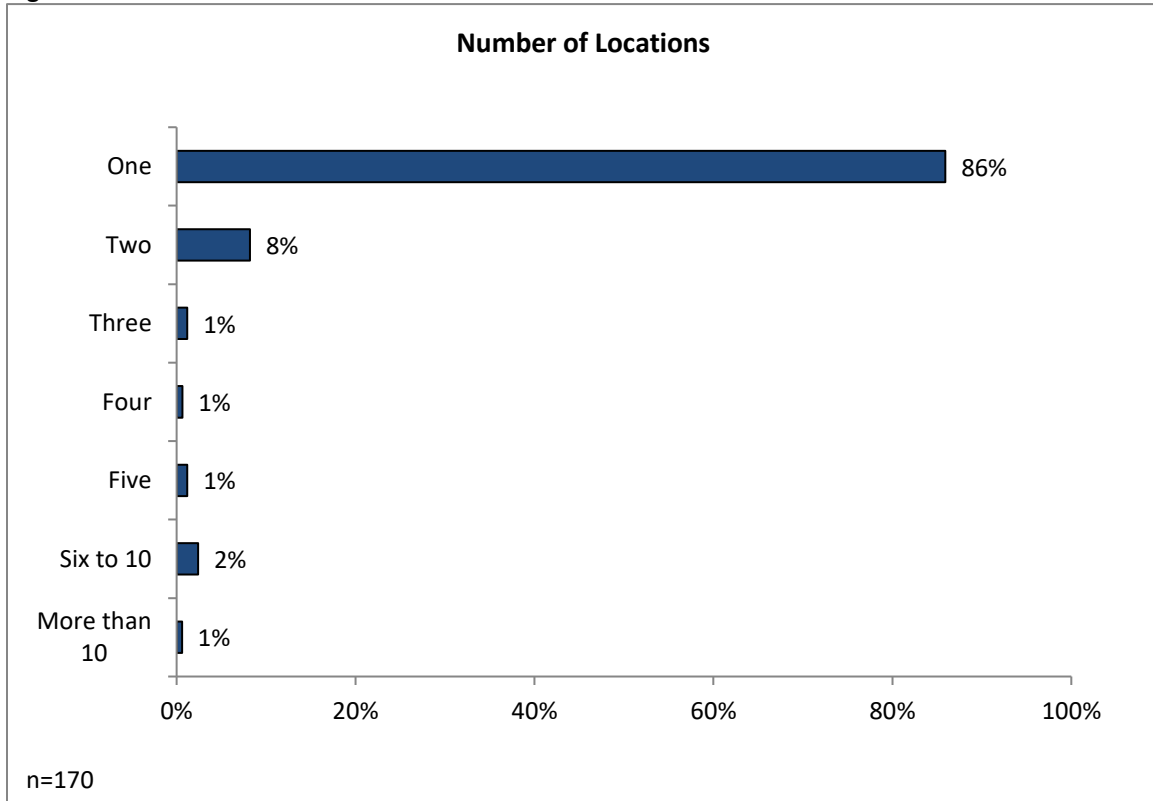
To begin the survey, businesses were asked to identify the location of their primary business, using Highway’s 11 and 22 as landmarks. Nearly one-third of businesses were located southwest in Clearwater County, while 29% were Northwest and 24% were Northeast. Only 14% of businesses were located in the Southeast quadrant of the County. See Figure 1, below.

Figure 1



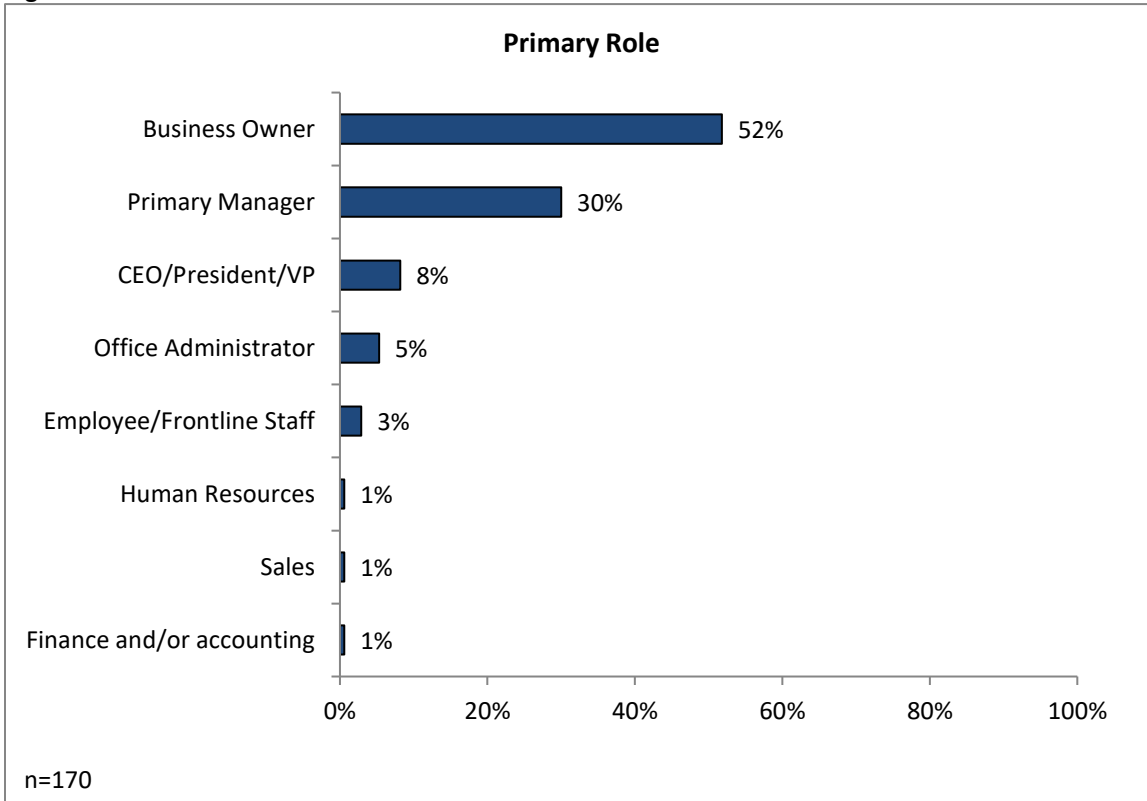
Next, businesses were asked to specify the number of locations owned or operated within Clearwater County. The vast majority (86%) of businesses operated only one (1) location. See Figure 2, below.

Figure 2



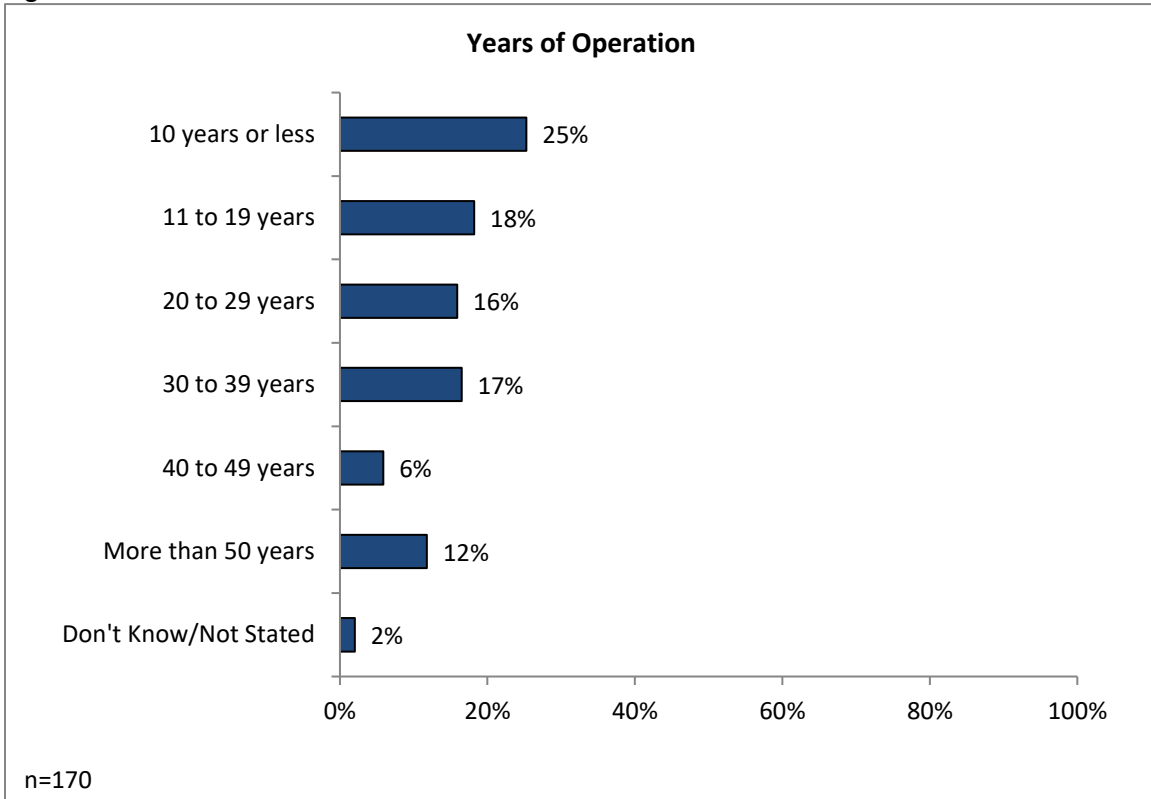
As shown in Figure 3, below, over half (52%) of respondents who completed the survey on behalf of the business was the business owner, followed by 30% who were the primary manager of the business.

Figure 3



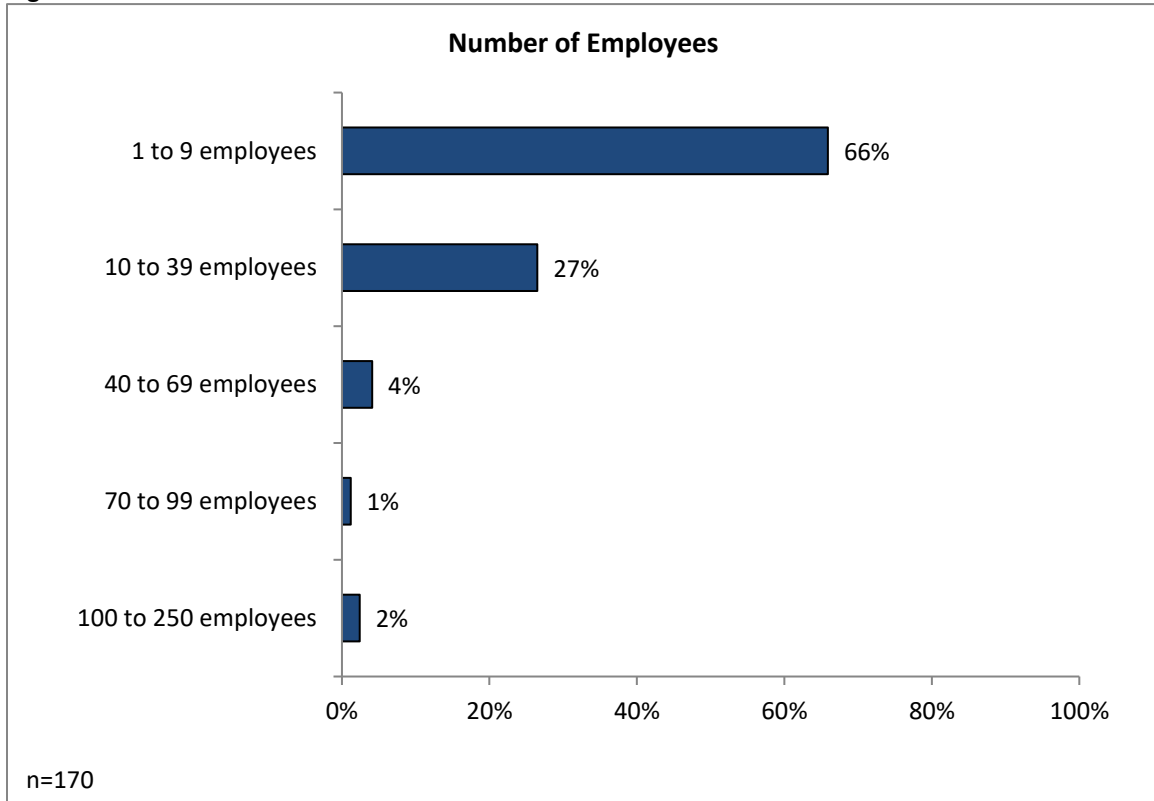
The majority of businesses have been operating for 10 years or less (25%), followed by 18% that have been operating for 11 to 19 years and 17% that have been operating for 30 to 39 years. See Figure 4, below.

Figure 4



Nearly two-thirds (66%) of businesses employed 1 to 9 employees, followed by 27% that employed 10 to 39 employees. See Figure 5, below.

Figure 5



When asked what type of business they own or operate, 59% of businesses were headquarters and/or owner-operated, followed by 54% that were home based or small businesses. Eighteen percent (18%) of businesses were branch offices (head office elsewhere), 11% were franchises, and only 6% were farm based. See Figure 6, below.

Figure 6

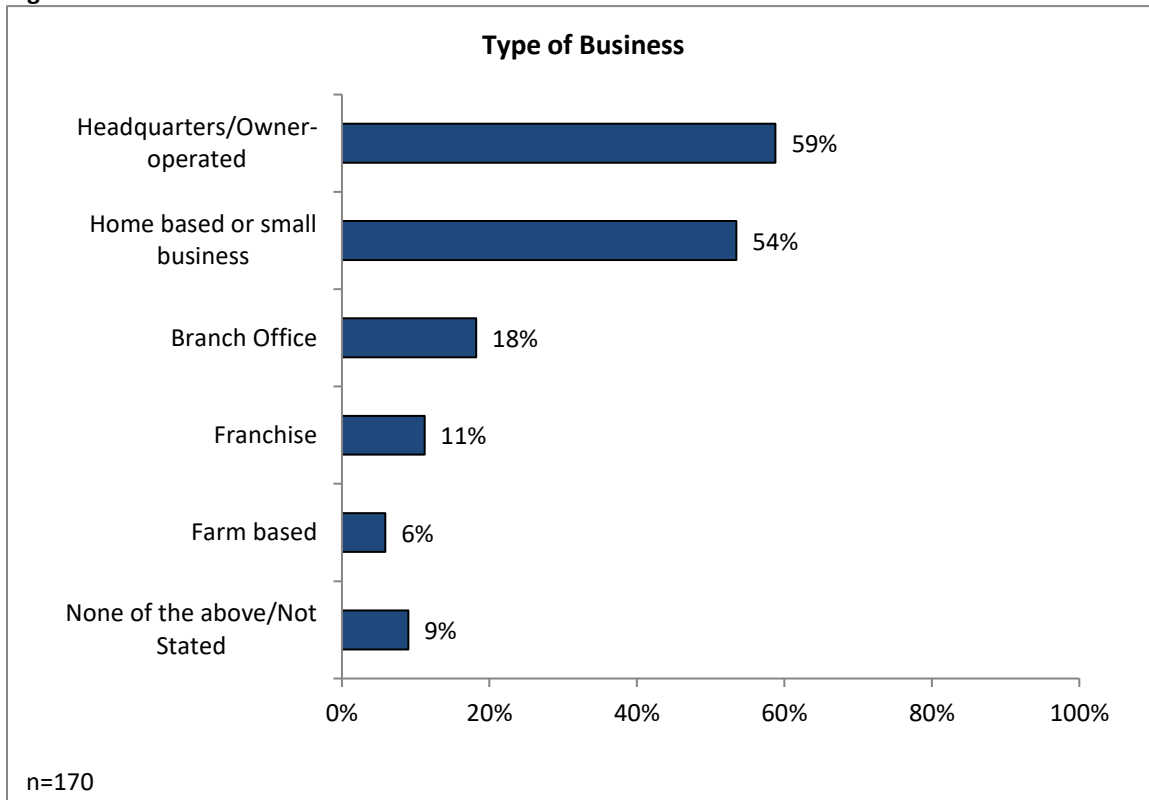


Table 1

Is this business a...?	Percent of Respondents (n=170)		
	Yes	No	Don't Know/Not Stated
	Headquarters/owner-operated	59	41
Home based or small business	54	45	2
Branch office (head office elsewhere)	18	82	-
Franchise	11	88	1
Farm based	6	94	1

When asked to specify their industry or sector of operation, nearly one-quarter (21%) of businesses operated within the mining and oil and gas extraction industry, followed by 11% that operated within the accommodation and food services industry. See Table 2, below.

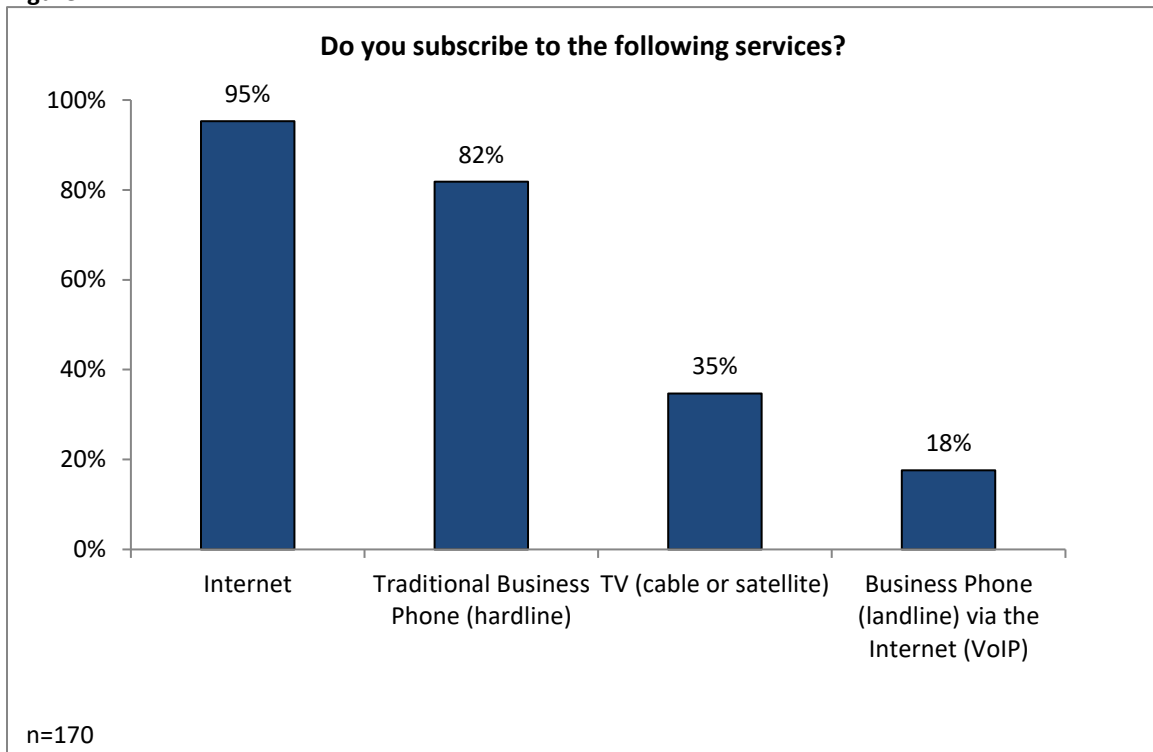
Table 2

Industry or Sector of Operation	
	Percent of Respondents (n=170)
Mining and Oil and Gas Extraction	21
Accommodation and Food Services	11
Other Services (except Public Administration)	10
Construction	9
Retail Trade	9
Health Care and Social Assistance	7
Professional, Scientific and Technical Services	7
Agriculture, Forestry, Fishing, Hunting	6
Transportation and Warehousing	4
Arts, Entertainment and Recreation	2
Education Services	2
Finance and Insurance	2
Public Administration	2
Autobody Repair	2
Tourism	2
Administration and Support, Waste Mangement and Remediation Services	1
Management of Companies and Enterprises	1
Manufacturing	1
Real Estate, Rental and Leasing	1
Utilities	1
Wholesale Trade	1
Non-profit organization	1
Church/Religious Organization	1

4.2 Types of Subscribed Services

Next, businesses were asked to identify which telecommunications services they subscribed to. Most commonly, respondents subscribed to internet services (95%) and traditional business phone (hardline) services (82%). Only 35% of respondents subscribed to TV (cable or satellite), and 18% subscribed to business phone (landline) via the internet (VoIP). See Figure 7, below.

Figure 7



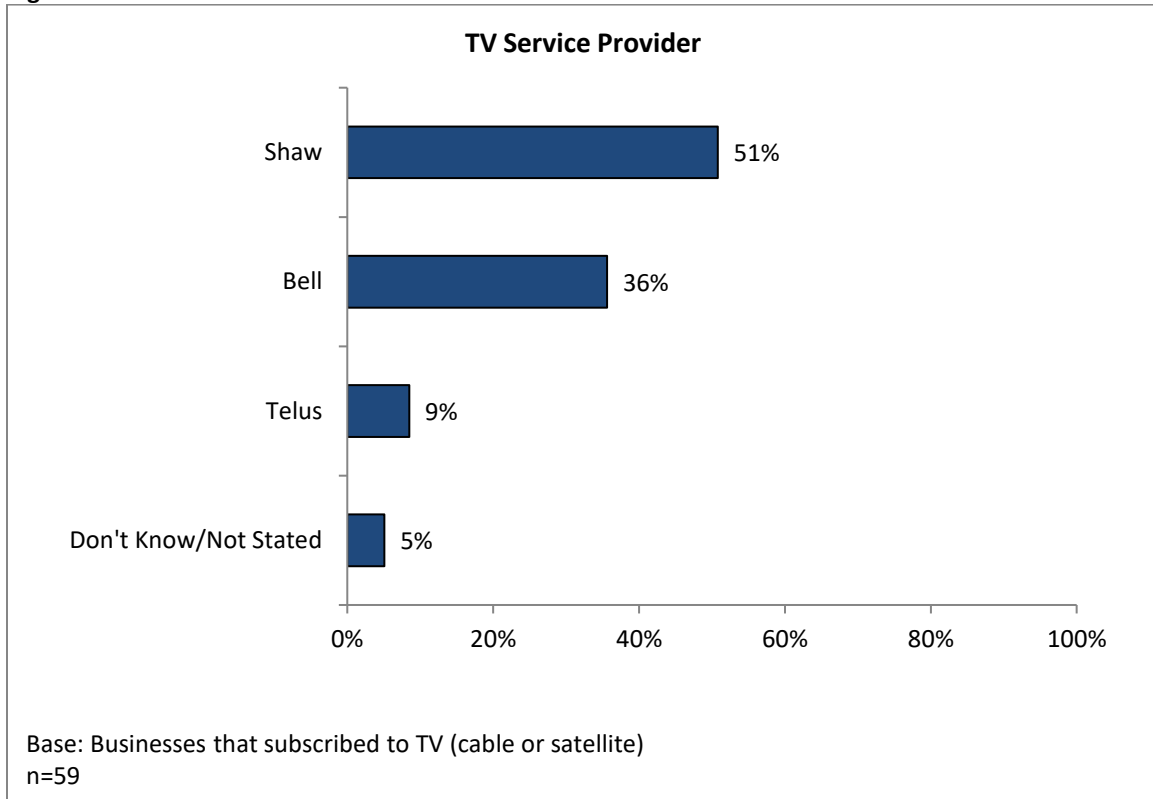
Selected Sub-Segment Findings

Businesses that were a Branch Office (29%) were **significantly more likely** to subscribe to **home phone (landline) via the internet (VoIP)** than home based/small businesses (12%).

4.3 TV (Cable or Satellite) Services

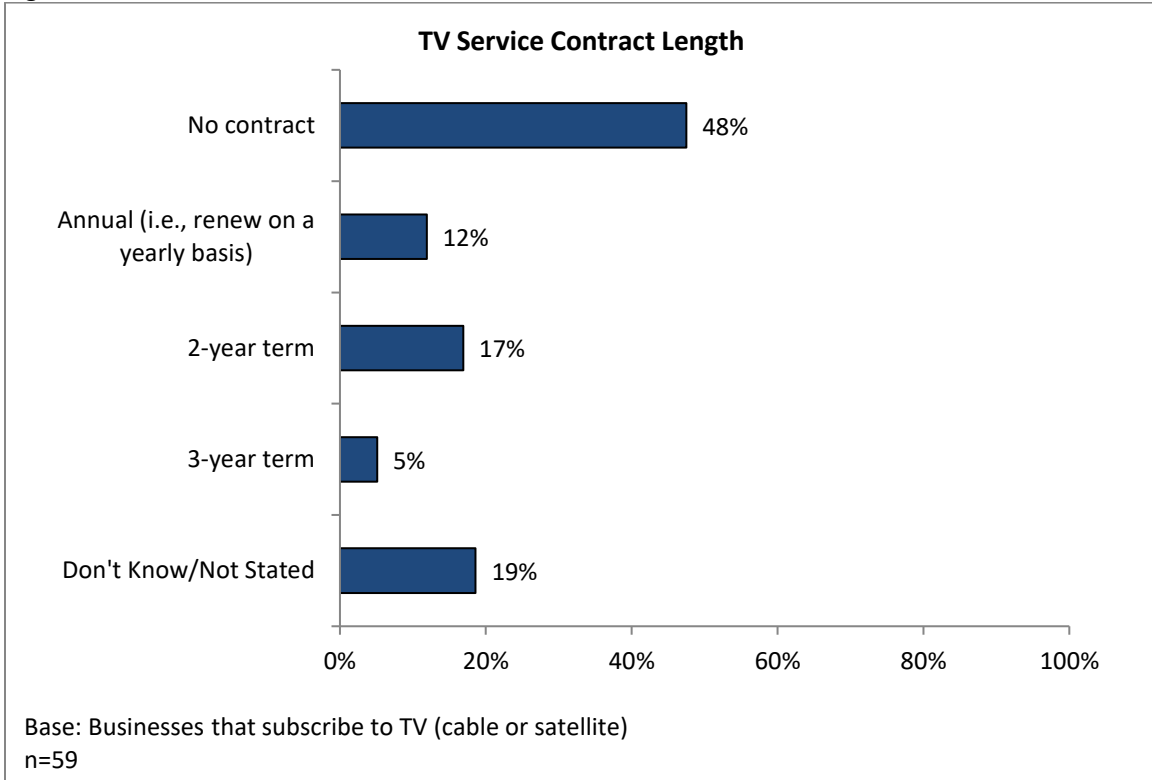
Businesses that subscribed to TV (cable or satellite) (n=59) most commonly indicated that Shaw was their service provider (51%), followed by Bell (36%) and Telus (9%). See Figure 8, below.

Figure 8



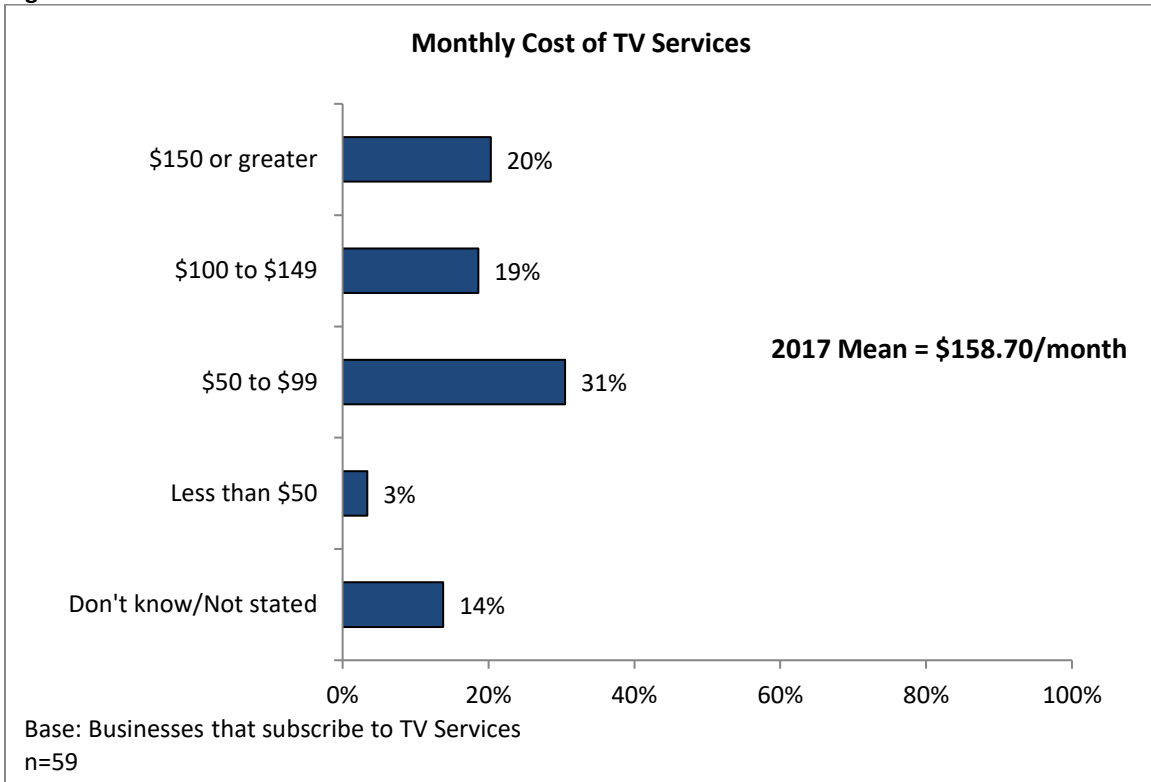
Nearly half (48%) of businesses that subscribe to TV (n=59) reported that their current TV service agreement is not on contract. See Figure 9, below.

Figure 9



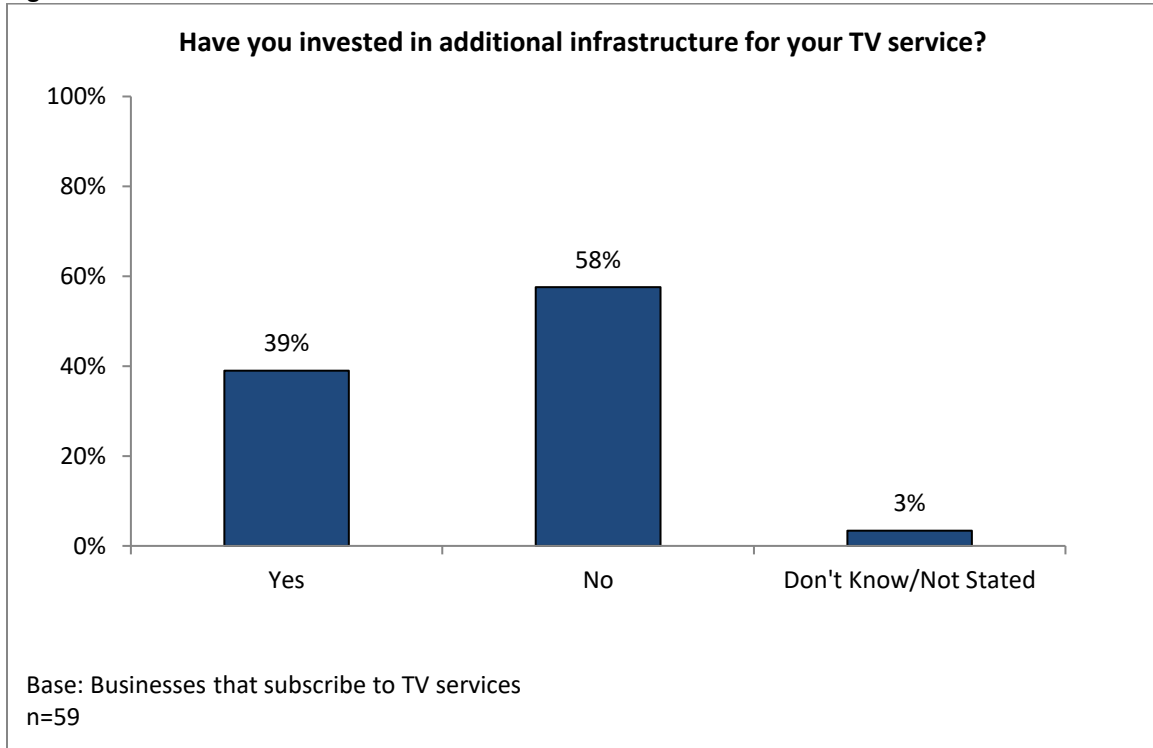
For TV (cable or satellite) services, businesses (n=59) most commonly paid \$70 to \$79 (10%) or \$100 to \$109 per month. The average cost of TV services was \$158.70/month. See Figure 10, below.

Figure 10



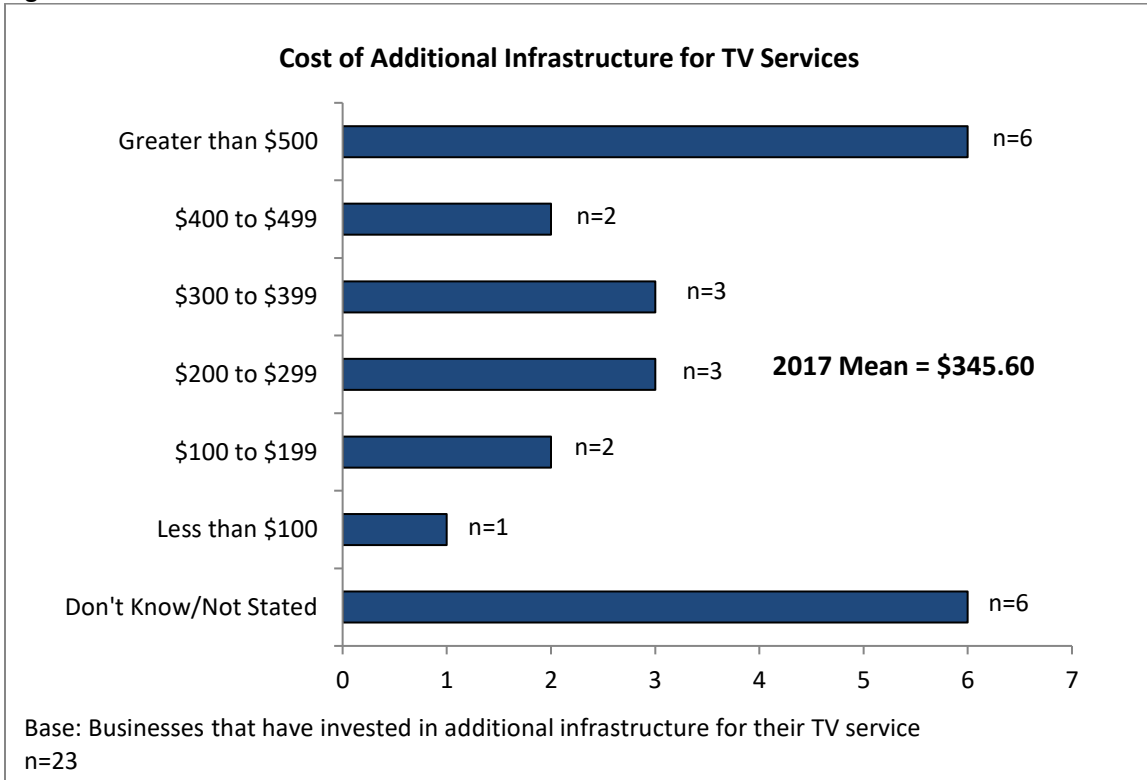
Over one-third (39%) of businesses that subscribe to TV services (n=59) reported that they have invested in additional infrastructure for their TV service. See Figure 11, below.

Figure 11



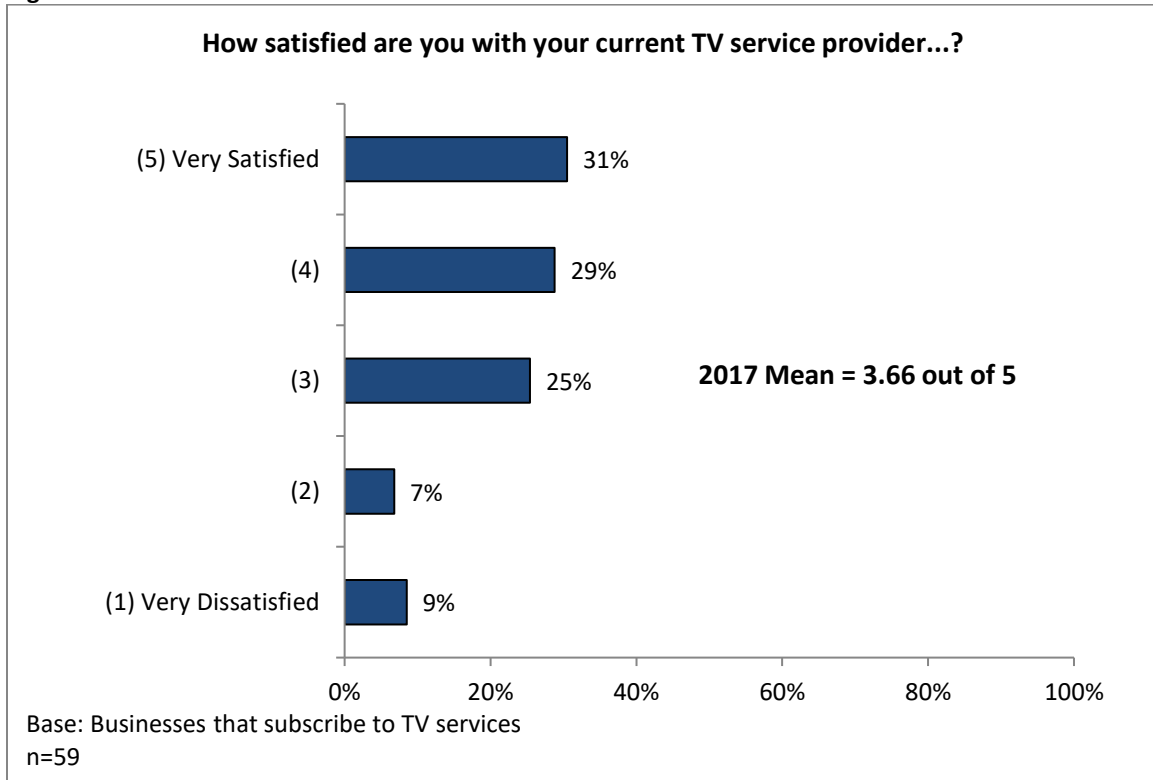
Businesses that invested in additional infrastructure for their TV service (n=23) most often spent \$500 to \$999 (n=6). See Figure 12, below.

Figure 12



Businesses that subscribed to TV service (n=59) were asked how satisfied they were with their service provider. Fifty-nine percent (59%) of respondents were satisfied (ratings of 4 or 5 out of 5) with their TV service provider. See Figure 13, below.

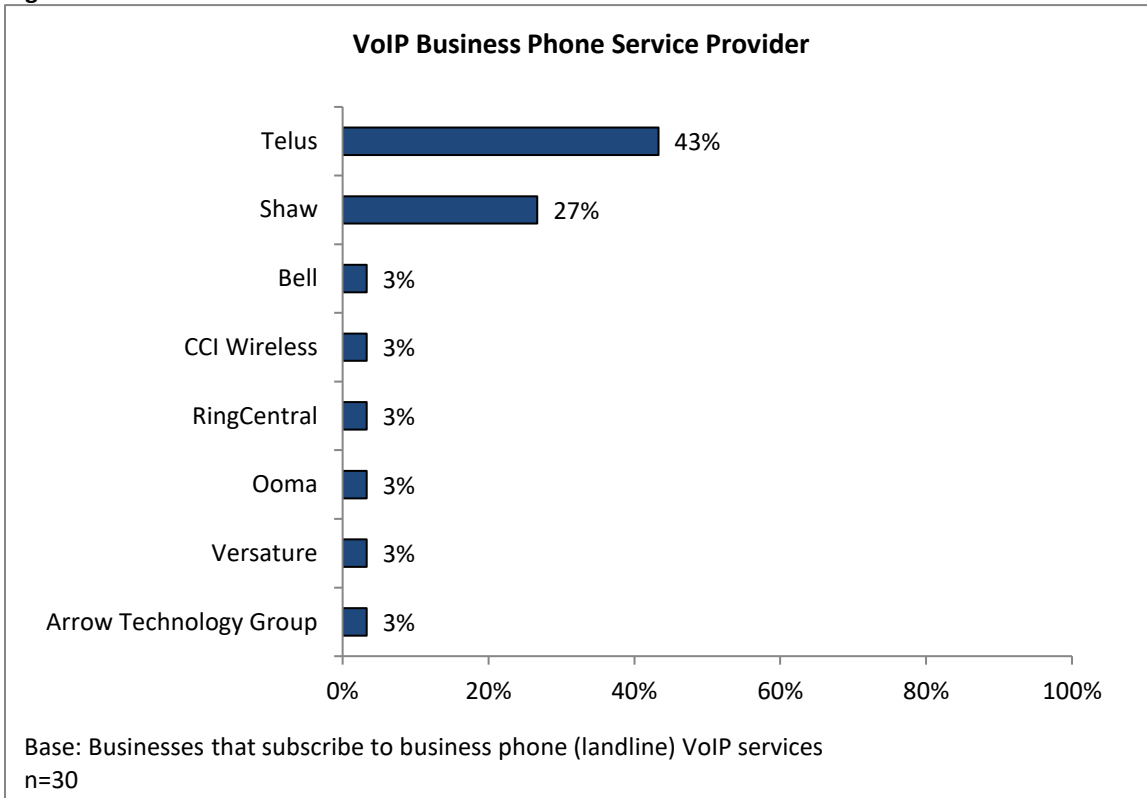
Figure 13



4.4 Business Phone (Landline) Via the Internet VoIP Services

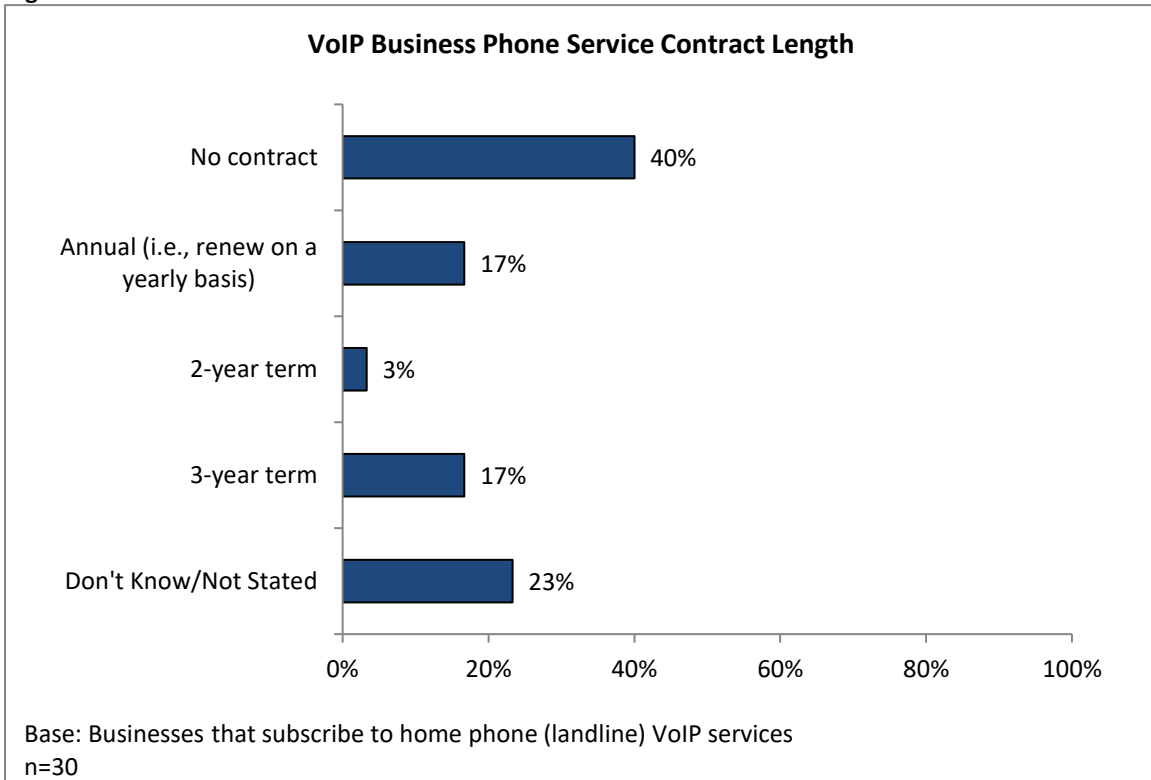
Businesses that subscribed to business phone via the internet (Voice over Internet Protocol, or VoIP) (n=30) most commonly indicated that Telus was their service provider (43%), followed by Shaw (27%). See Figure 14, below.

Figure 14



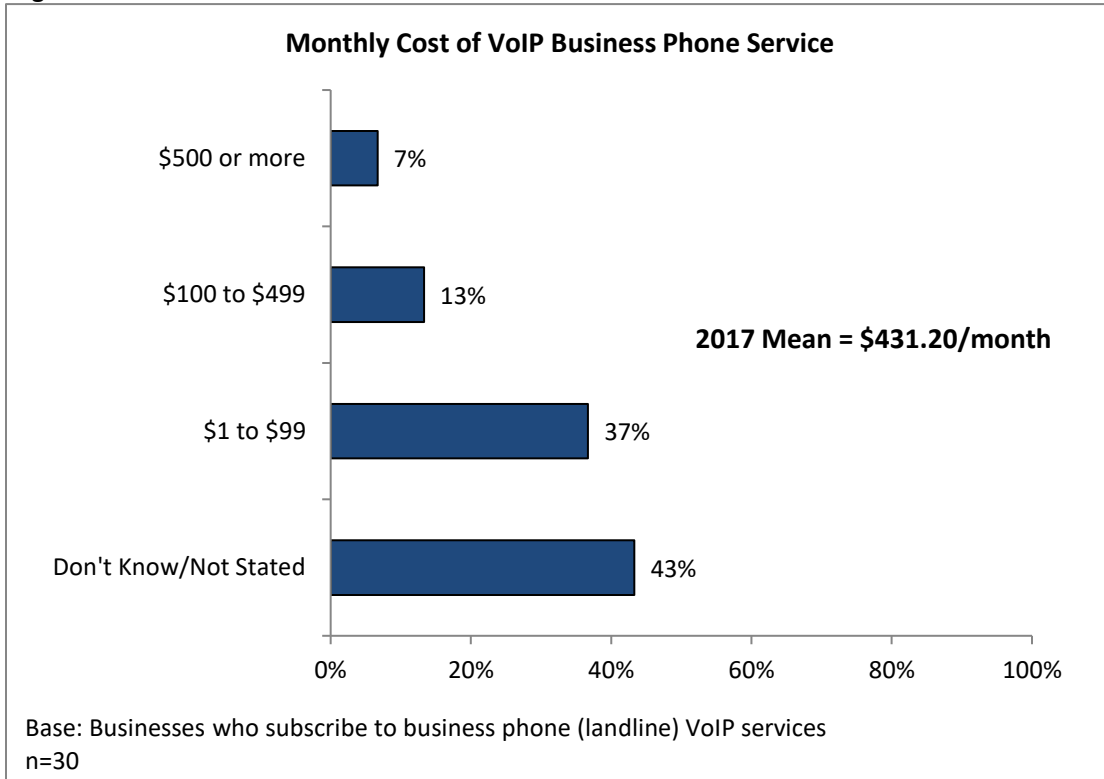
When asked to specify their contract length for VoIP business phone services, businesses who subscribed to this service (n=30) most often (40%) specified that their service did not have a contract. Eleven percent (17%) of respondents had an annual term, and 17% had a 3-year term. See Figure 15, below.

Figure 15



For VoIP business phone services, respondents (n=30) most commonly paid \$1 to \$99 (37%) per month, followed by 13% who pay \$100 to \$499. The mean cost of VoIP business phone services was \$431.20/month⁷. It is important to note that 43% of respondents did not provide their monthly cost. See Figure 16, below.

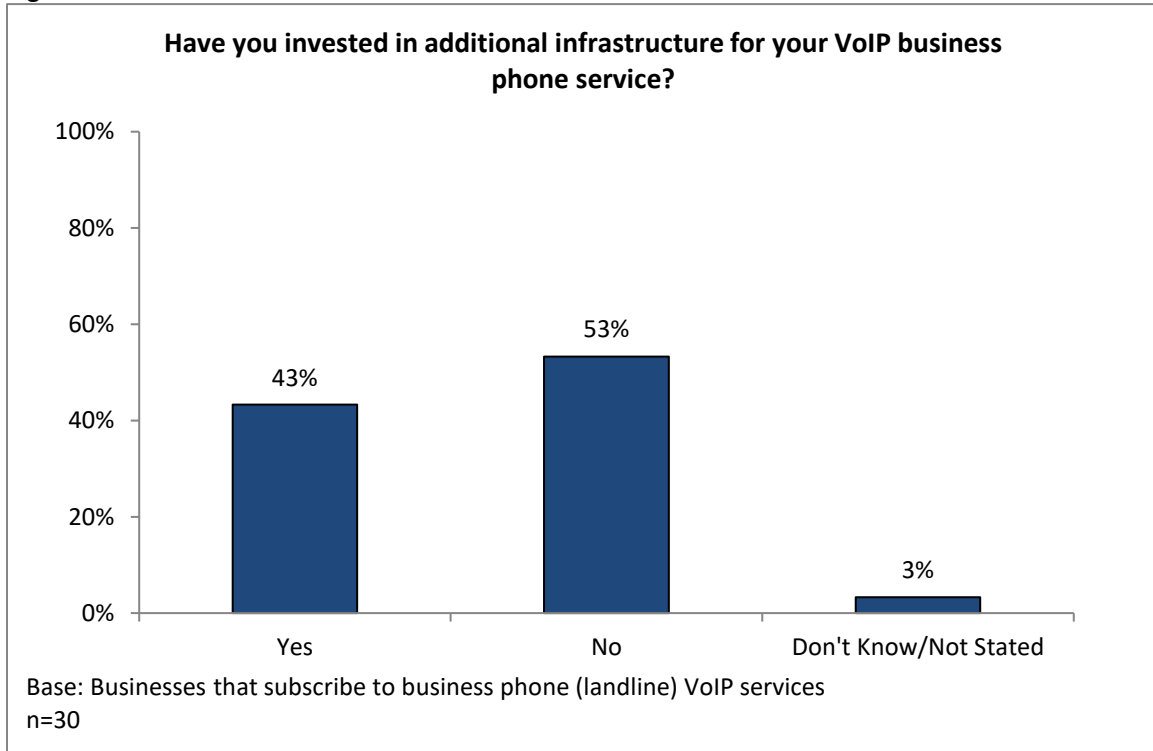
Figure 16



⁷ Average cost may be skewed upwards, median cost was \$50.00/month.

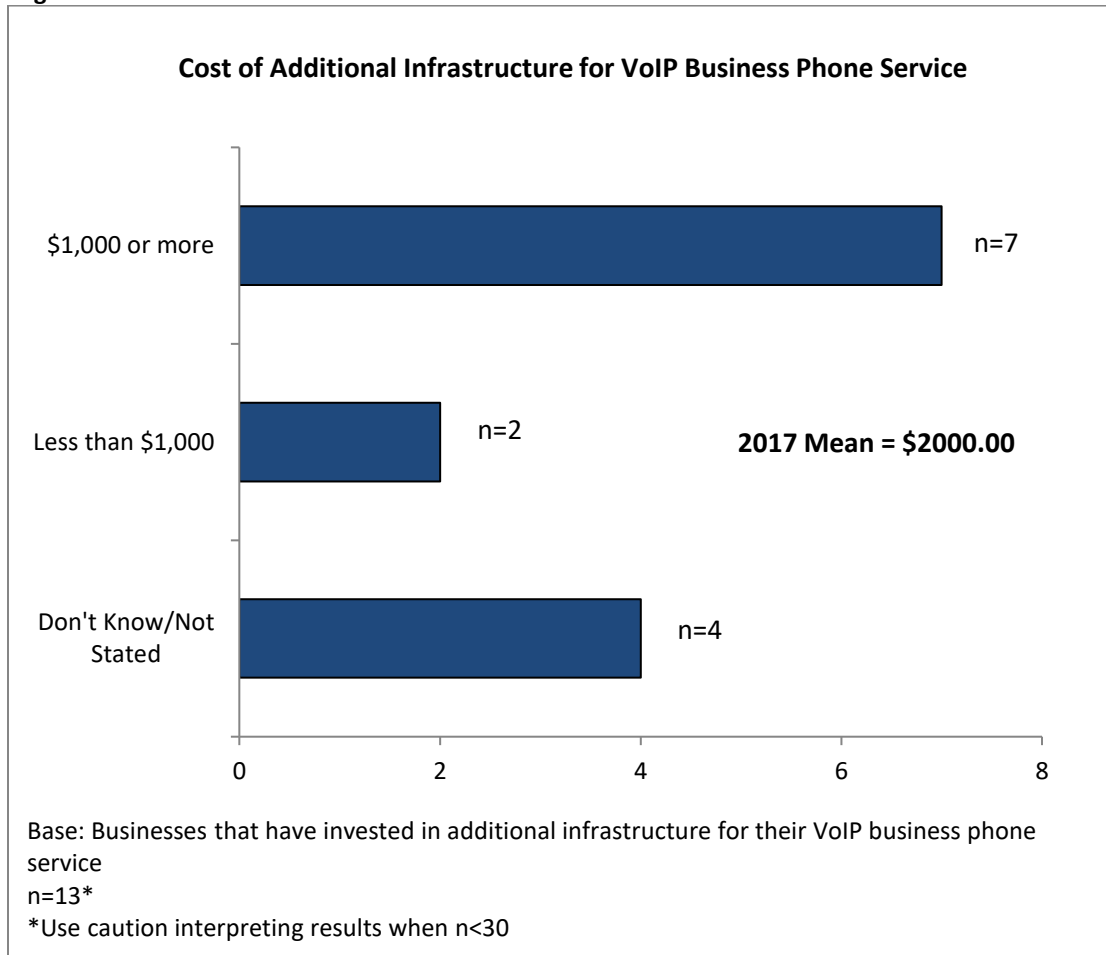
When asked if they had invested in additional infrastructure for their VoIP home phone service, nearly half (43%) of businesses who subscribe to the service (n=30) reported that they have invested in additional infrastructure.

Figure 17



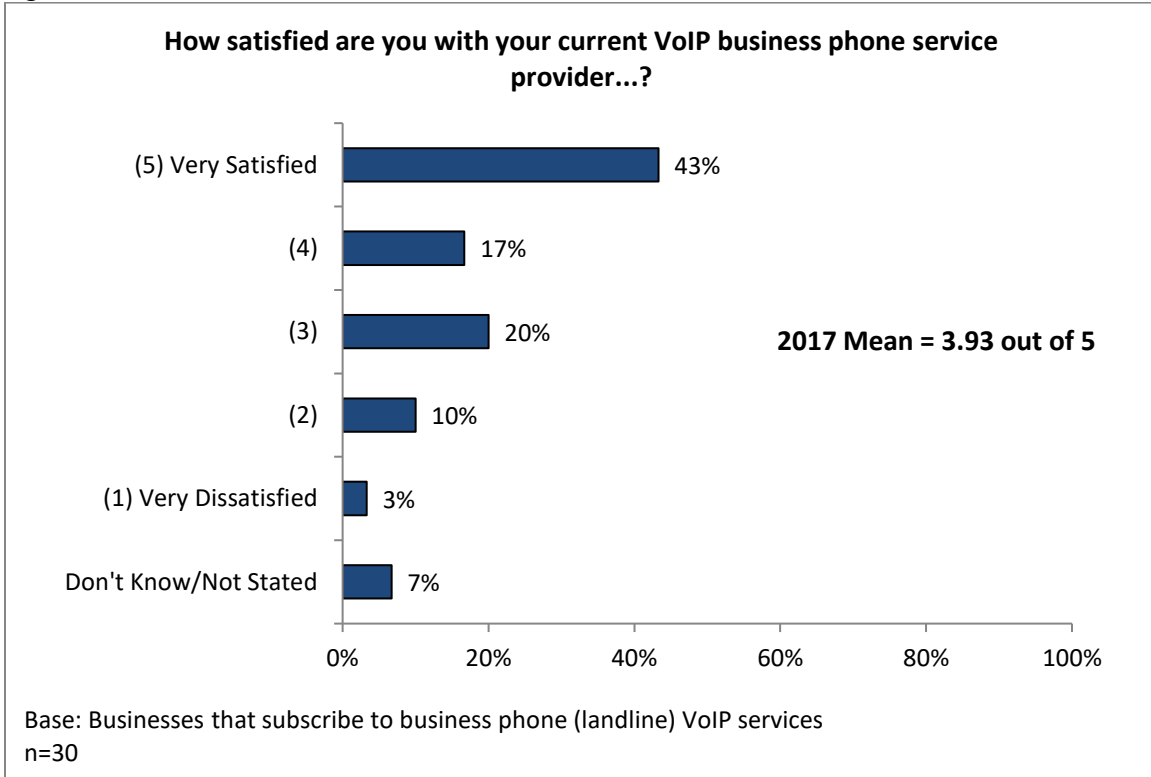
For businesses that invested in additional infrastructure for their VoIP business phone services (n=13), respondents most commonly spent \$1,000 to \$1,499 (n=2), \$1,500 to \$1,999 (n=2) or \$2,000 to \$2,999 (n=2). See Figure 18, below.

Figure 18



Nearly two-thirds (60%) of VoIP business phone service subscribers (n=30) were satisfied (ratings of 4 or 5 out of 5) with their service provider. See Figure 19, below.

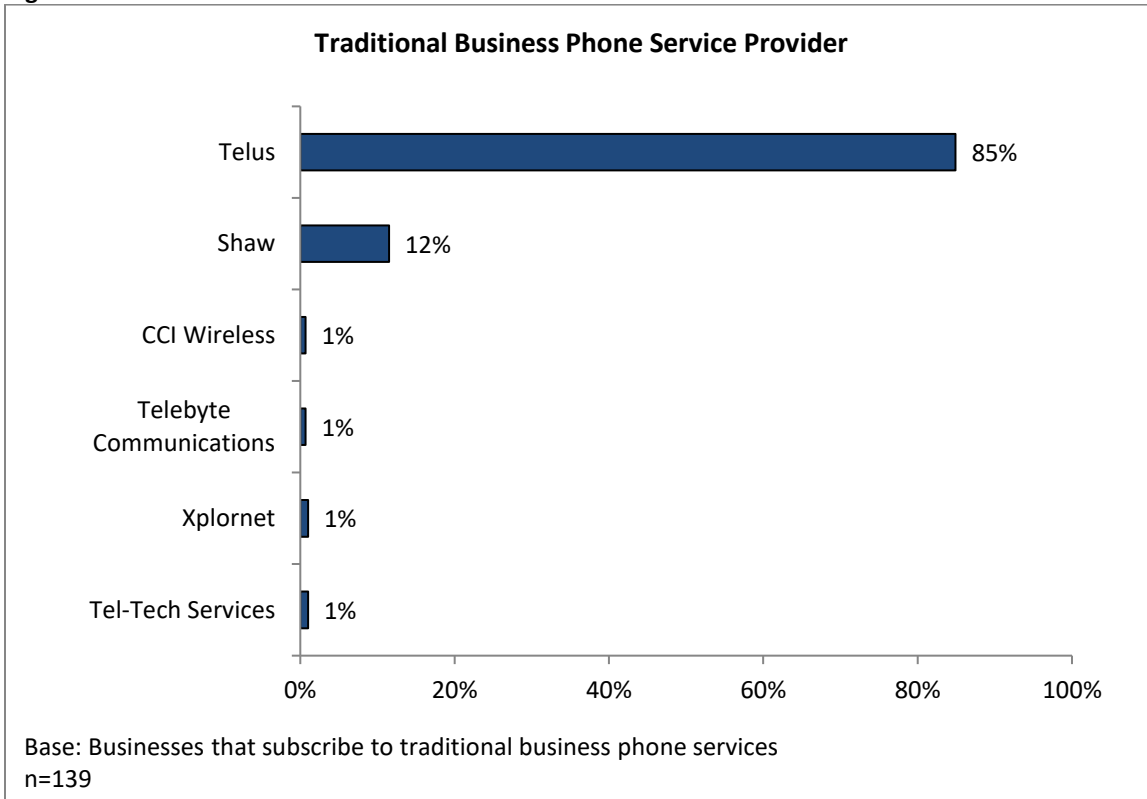
Figure 19



4.5 Traditional Business Phone (Hardline) Services

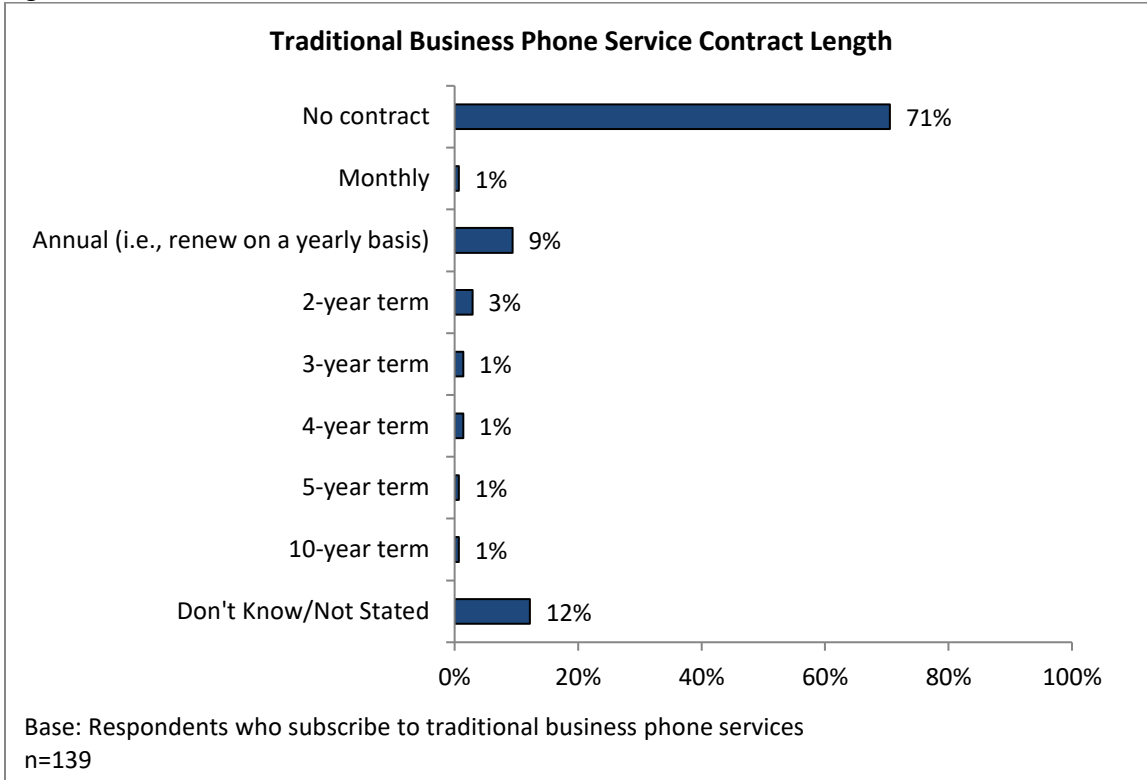
The majority of traditional business phone (hardline) service subscribers reported that their service is provided by Telus (85%). See Figure 20, below.

Figure 20



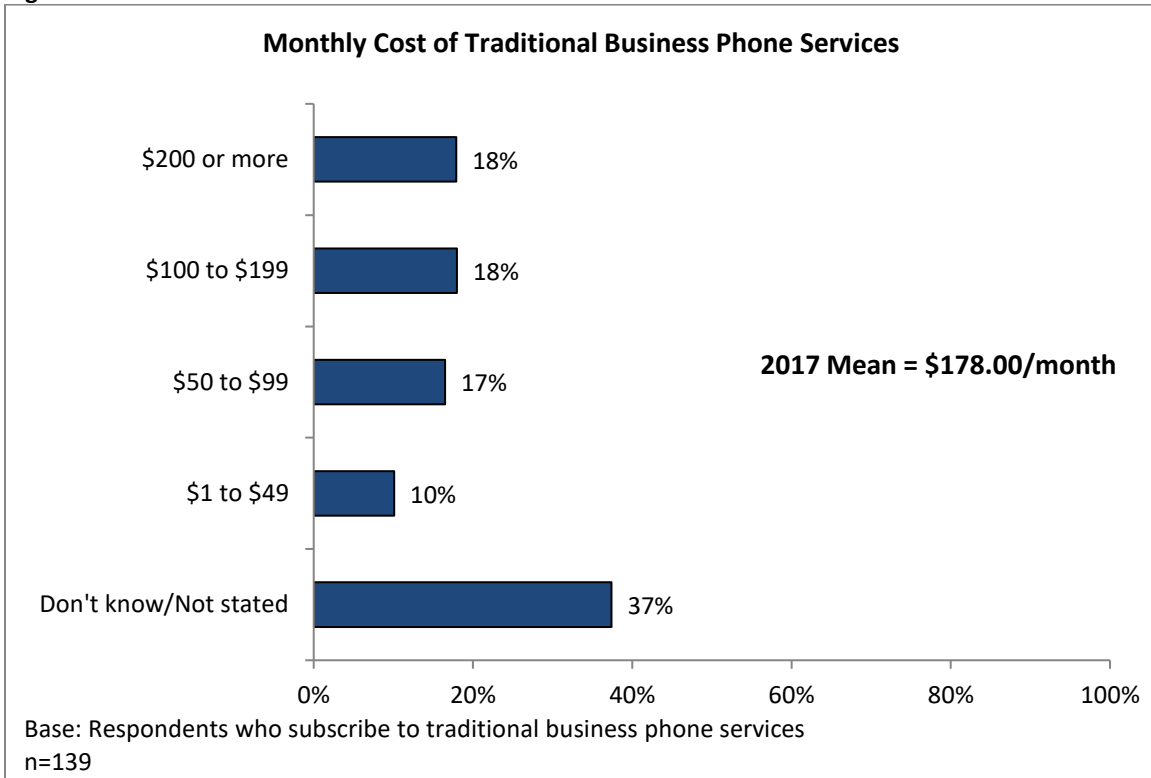
Nearly three-quarters (71%) of traditional business phone subscribers (n=139) did not have a contract with their service provider. See Figure 21, below.

Figure 21



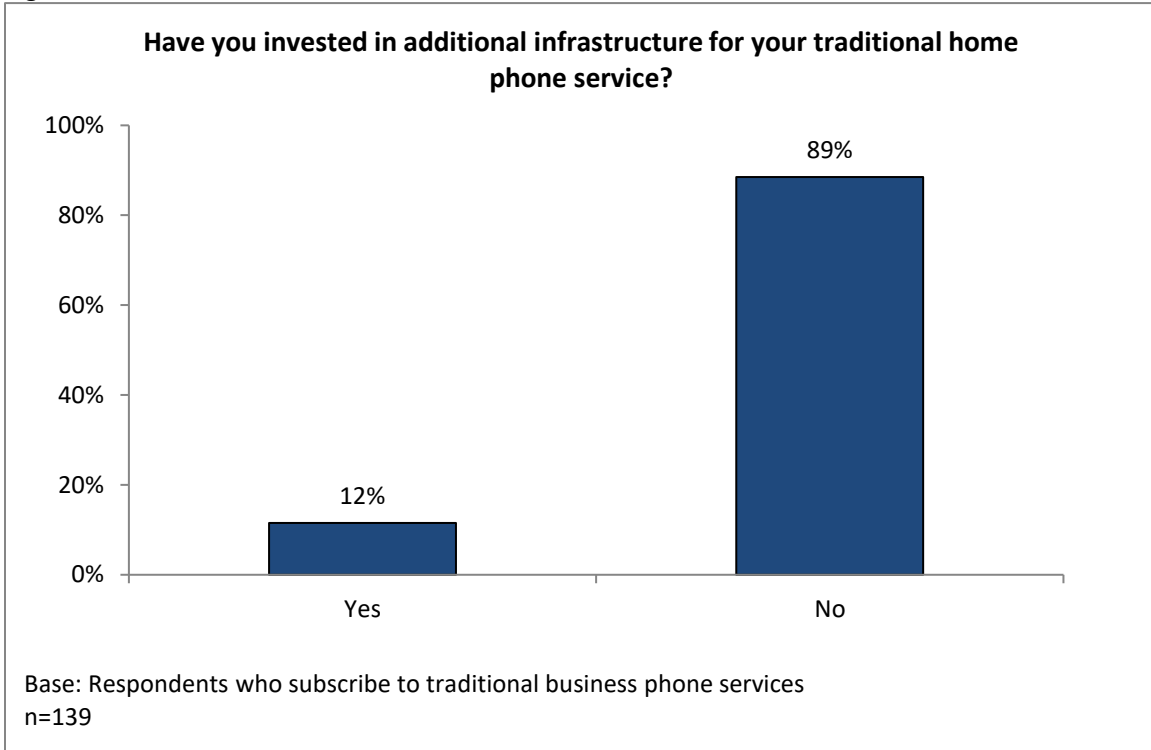
Businesses that subscribed to traditional business phone services (n=139) most commonly paid \$100 to \$199 (18%) for their traditional business phone (hardline) services. On average, respondents paid \$178.00/month for their service. See Figure 22, below.

Figure 22



The vast majority (89%) of businesses that subscribe to traditional business phone services (n=139) have not invested in additional infrastructure for their service. See Figure 23, below.

Figure 23

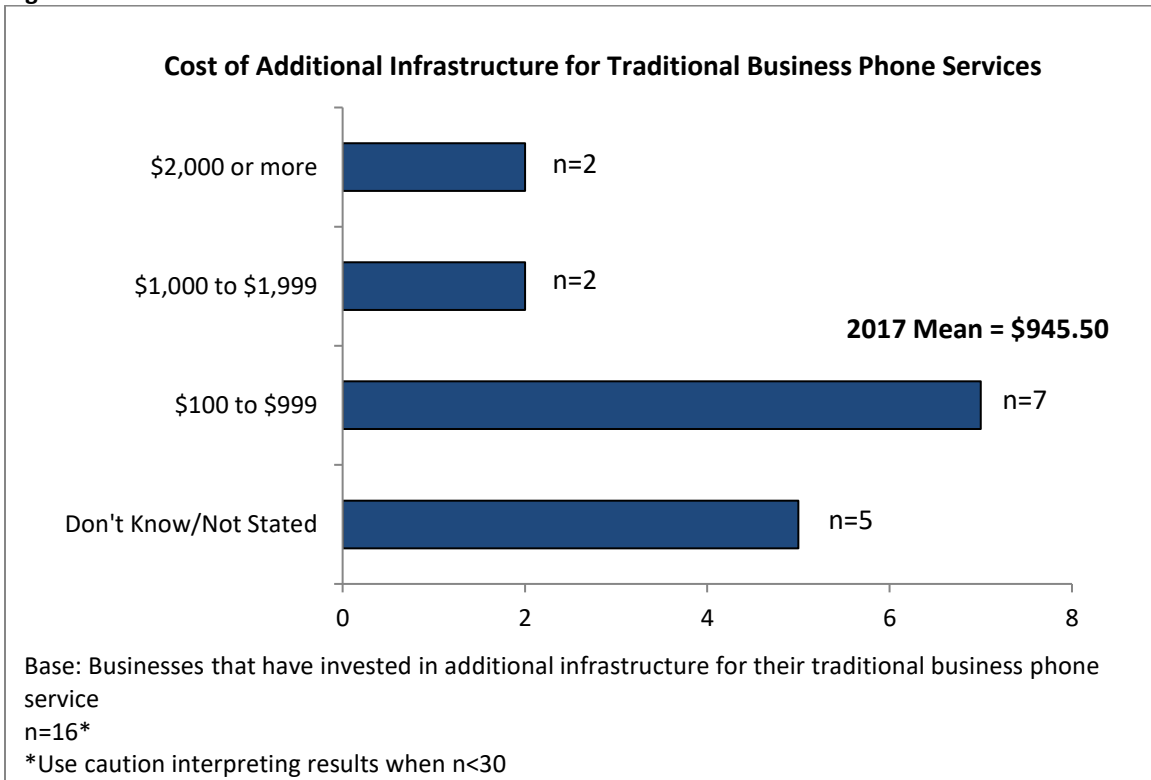


Selected Sub-Segment Findings

*Businesses located in the southwest quadrant (18%) of Clearwater County were significantly more likely to have invested in additional infrastructure for their **traditional business phone service** than those located in the northeast quadrant (3%).*

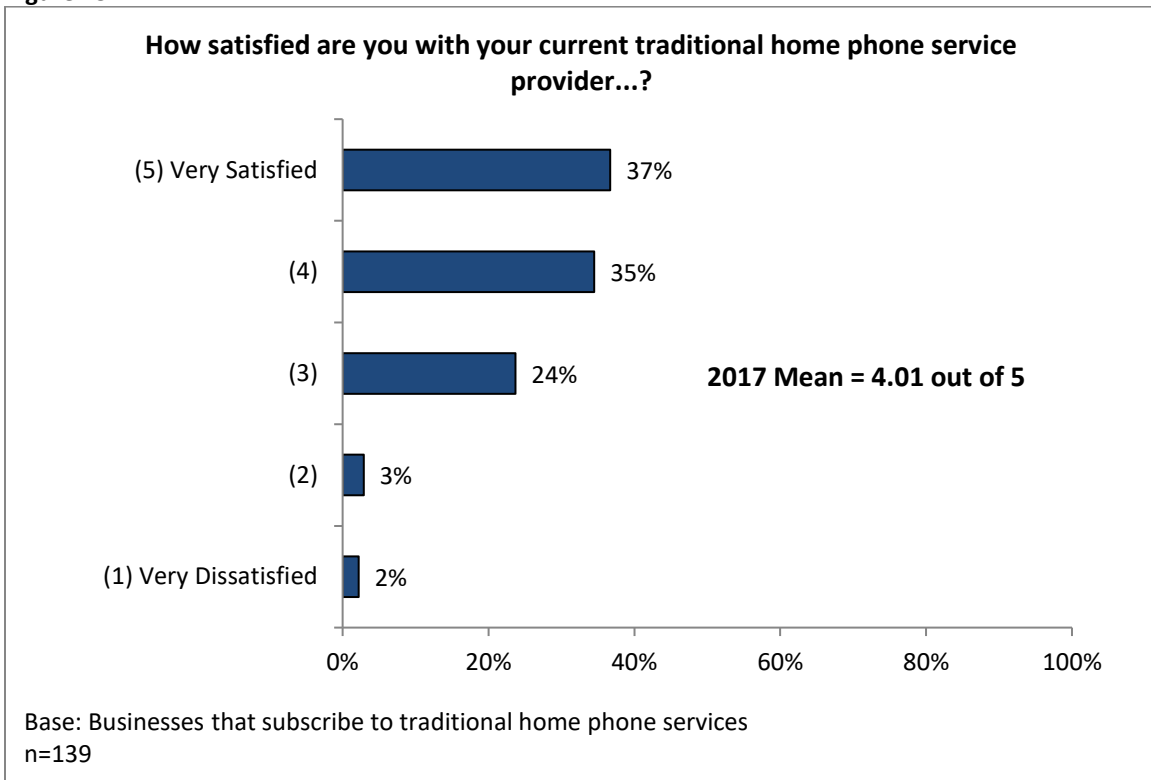
Traditional business phone service subscribers that invested in additional infrastructure (n=16) most commonly spent \$500 to \$599 (n=5) in additional infrastructure for their traditional business phone services. See Figure 24, below.

Figure 24



Businesses that subscribed to traditional business phone services (n=139) were then asked how satisfied they were with their current service provider. Nearly three-quarters (71%) of respondents were satisfied (ratings of 4 or 5 out of 5), 24% were neutral (ratings of 3 out of 5), and only 5% were dissatisfied (ratings of 1 or 2 out of 5) with their traditional business phone service provider. Respondents provided an average rating of 4.01 out of 5. See Figure 25, below.

Figure 25

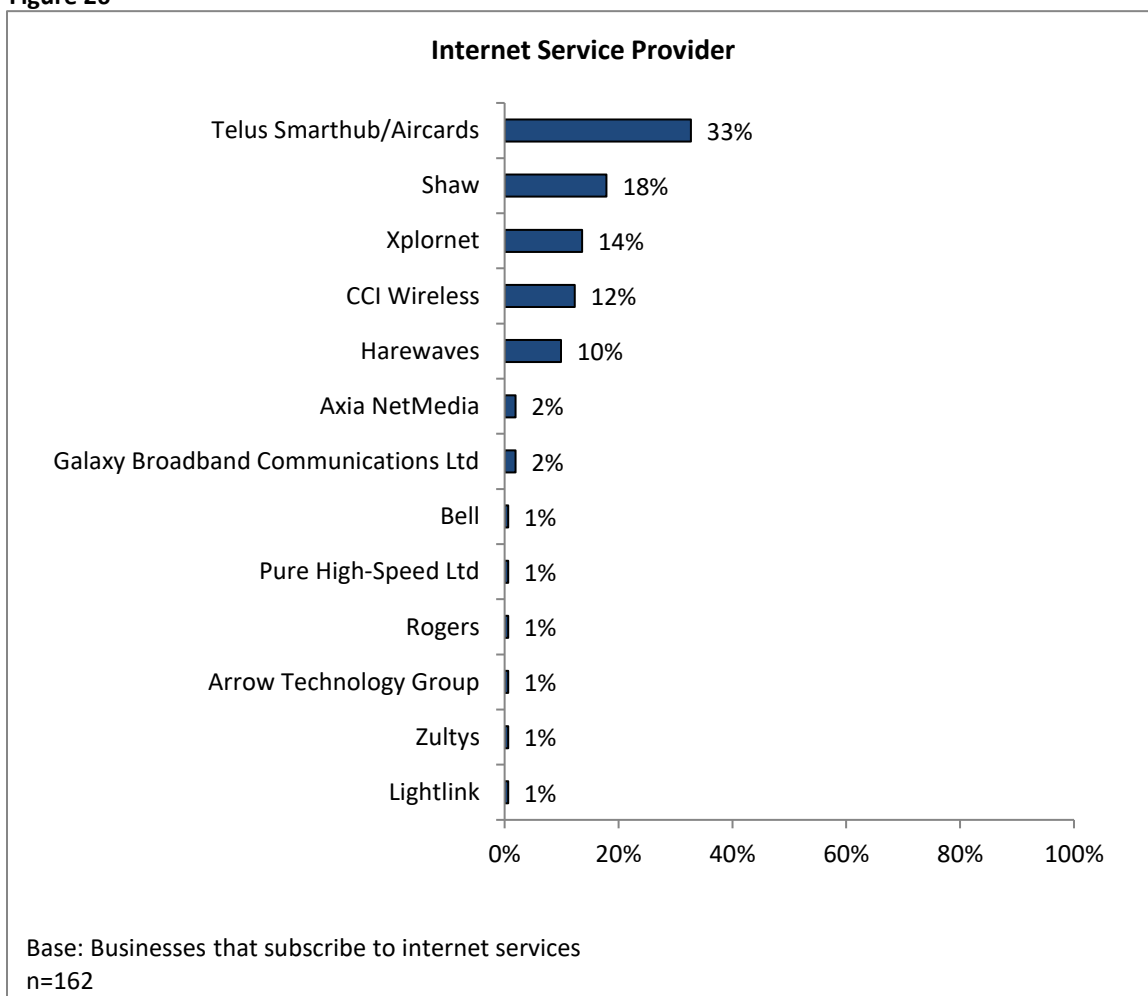


4.6 Internet Services

4.6.1 Current Subscription

Next, internet service subscribers (n=162) were asked a variety of questions in regards to their current internet subscription. First, respondents were asked who their internet service provider was. As shown in Figure 26, below, one-third (33%) of respondents reported that Telus Smarthub/Aircards was their internet service provider, followed by 18% who were with Shaw, 14% who were with Xplornet, and 12% who were with CCI Wireless. Ten percent (10%) of respondents were with Harewaves. See Figure 26, below.

Figure 26



Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to be subscribed to **Telus Smarthub/Aircards** included:

- *Businesses that had 1 to 9 employees (40%) versus businesses that had 10 to 39 employees (20%); and*
- *Businesses that are unlikely (49%) to switch service providers to achieve faster internet speeds versus businesses that are likely (49%).*

Respondent subgroups **significantly more likely** to be subscribed to **Xplornet** included:

- *Businesses that are not satisfied (20%) with their current internet service provider (ISP) versus businesses that are satisfied (7%); and*
- *Businesses that are likely (25%) to switch service providers to achieve faster internet speeds versus businesses that are not likely (1%).*

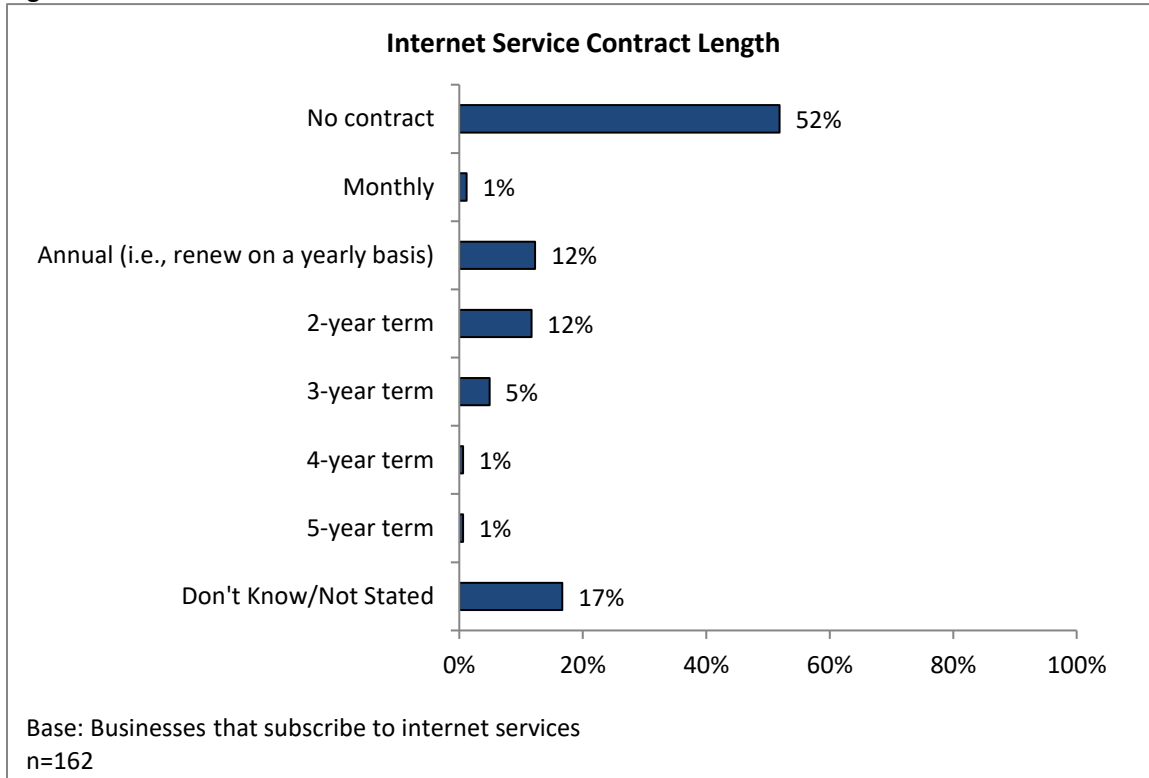
Respondent subgroups **significantly more likely** to be subscribed to **Harewaves** included:

- *Businesses located in the northeast quadrant (23%) of Clearwater County versus businesses located in the northwest (2%) or southwest (8%) quadrant; and*
- *Those who are likely (14%) to switch service providers to achieve faster internet speeds versus those who are not likely (4%).*

*Businesses that are satisfied (25%) with their current internet service provider (ISP) were **significantly more likely** to be subscribed to **Shaw** than businesses that were not satisfied (11%).*

Over half (52%) of business internet subscribers (n=162) were not on contract, followed by 12% of respondents who were on an annual or 2-year term (12%). See Figure 27, below.

Figure 27



Selected Sub-Segment Findings

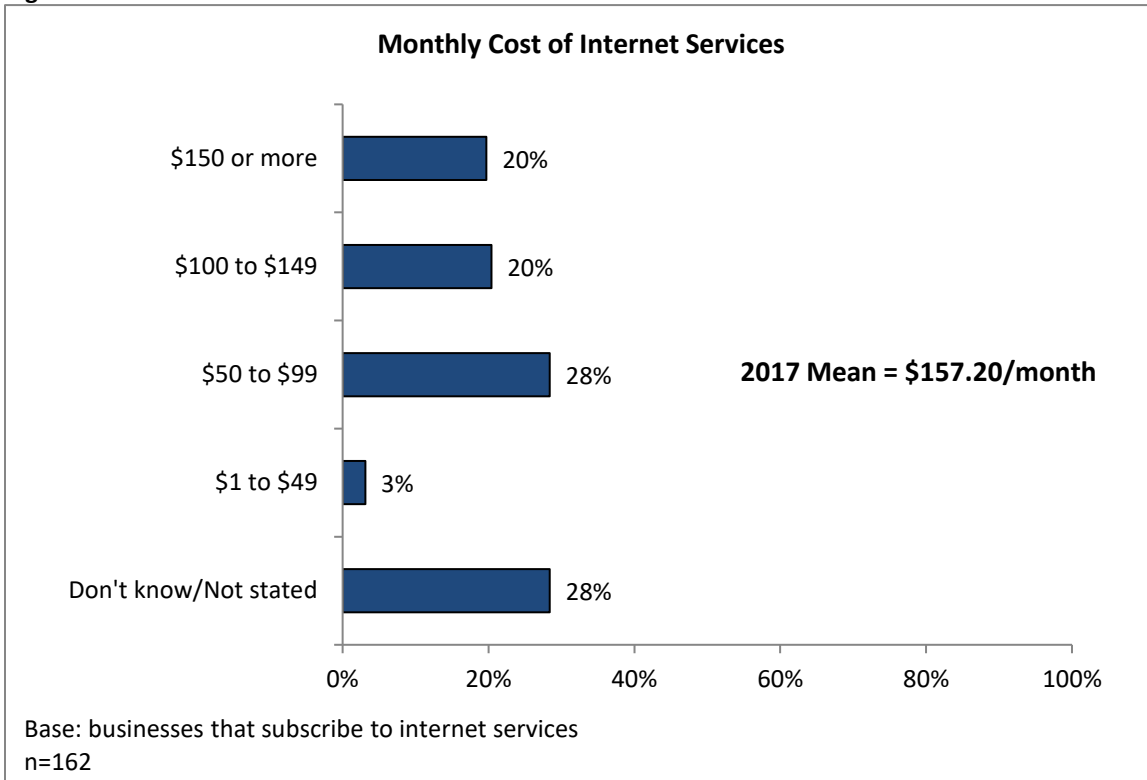
*Businesses that were Headquarters/owner-operated (55%) or home based or small business (52%) were **significantly more likely** to have a **no contract** service agreement than a branch office (27%) business.*

*Businesses that were likely (18%) to switch service providers to achieve faster internet speeds were **significantly more likely** to have an **annual** service agreement than businesses that were not likely (6%) to switch.*

*Businesses that had 10 to 39 employees (11%) were **significantly more likely** to have a 3-year term service agreement than businesses that had 1 to 9 employees (2%).*

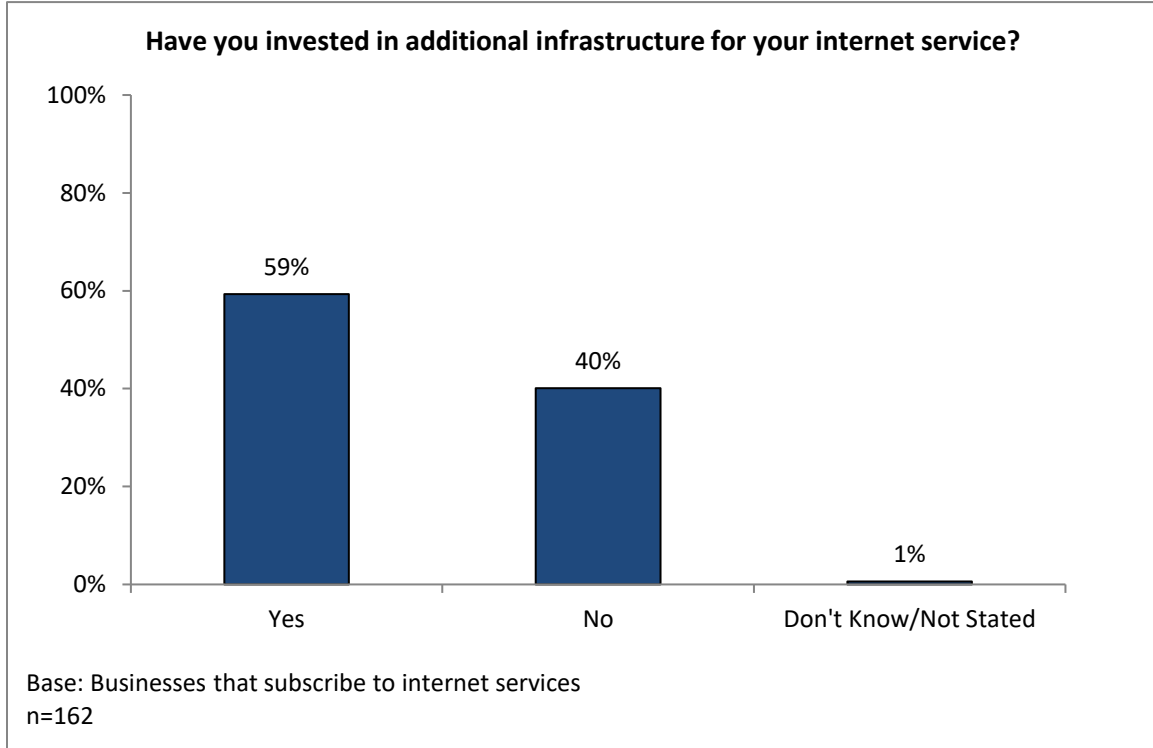
As shown in Figure 28, below, the average cost of internet for businesses internet service subscribers (n=162) was \$157.20/month. Businesses most commonly (28%) paid \$50 to \$99 per month for their service, followed by 20% that paid \$100 to \$149.

Figure 28



Over half (59%) of businesses that have an internet subscription (n=162) have invested in additional infrastructure for their internet service. See Figure 29, below.

Figure 29

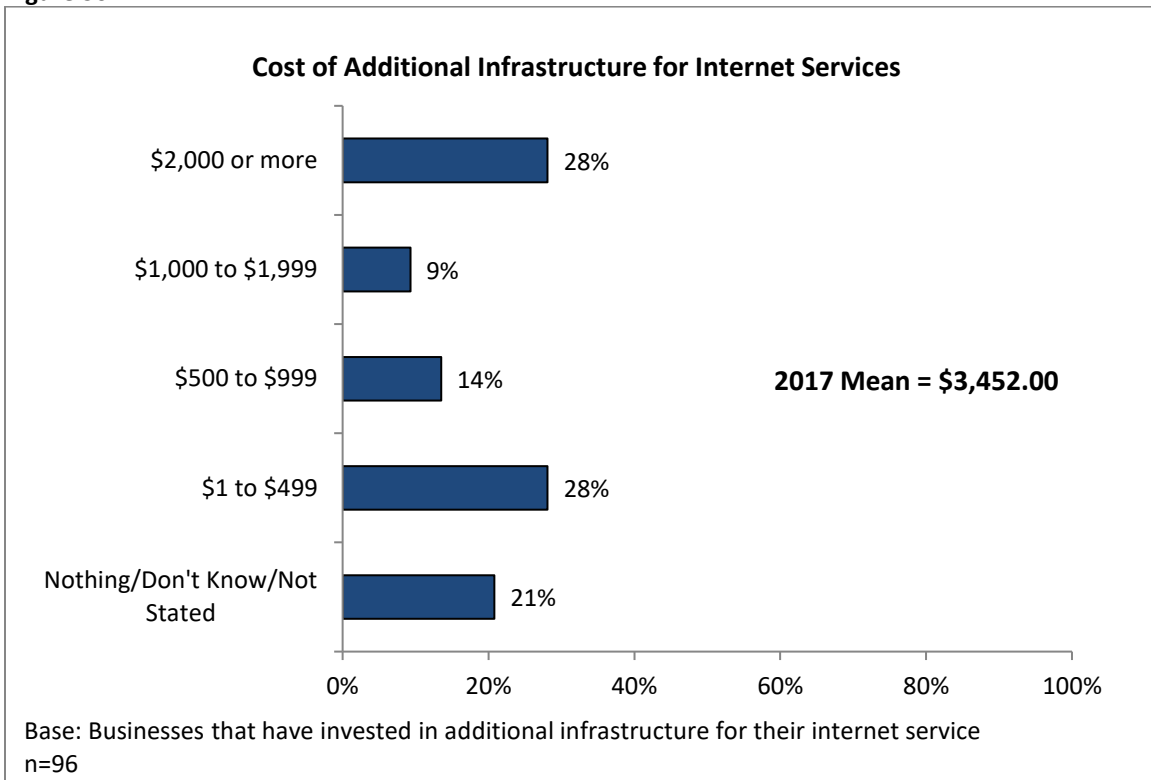


Selected Sub-Segment Findings

Businesses that are likely (74%) to switch service providers to achieve faster internet speeds were **significantly more likely** to have invested in additional infrastructure for internet services versus businesses that are not likely (42%) to switch.

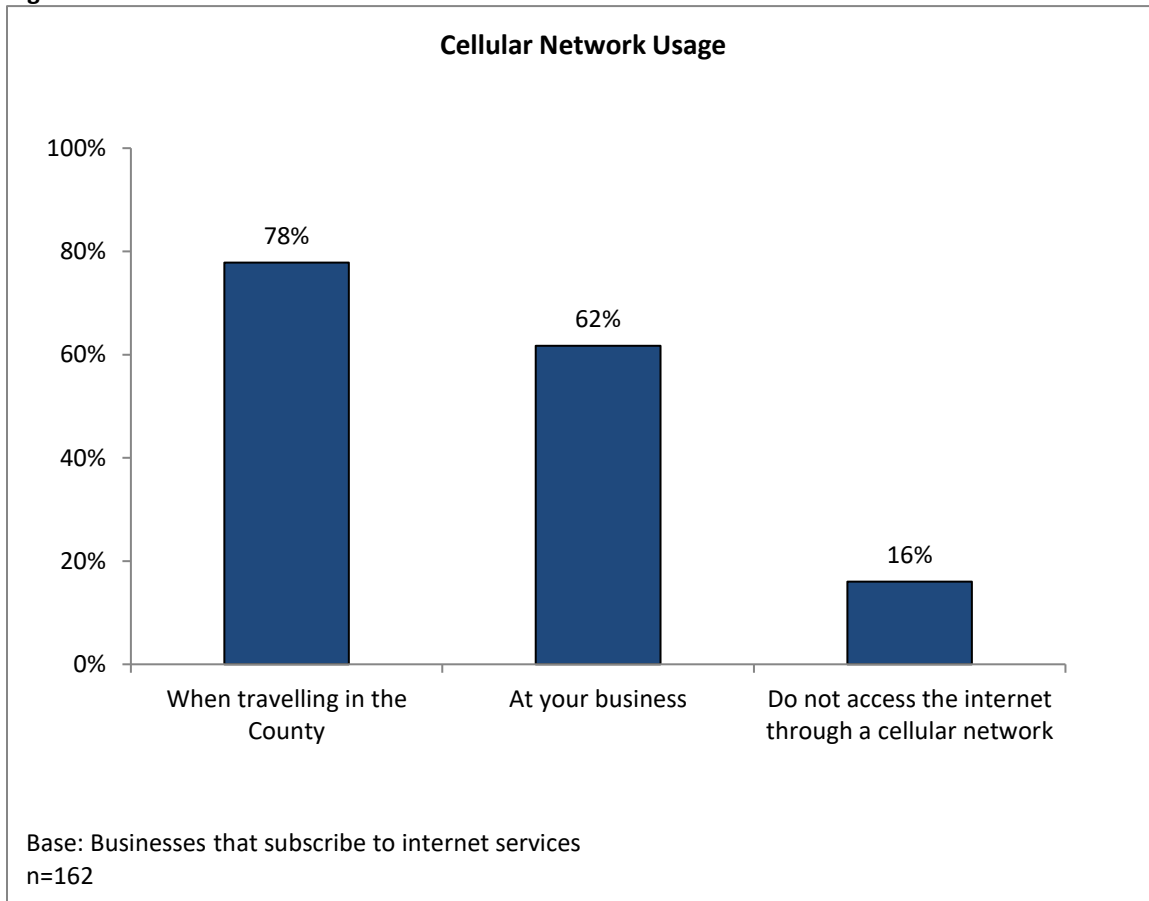
Businesses that have invested in additional infrastructure for their internet service (n=96) were then asked how much they have invested for their internet service. On average, businesses spent \$3,452.00 on additional infrastructure. Respondents most commonly spent \$3,000 to \$4,999 in additional infrastructure for their internet service. It is important to note that 21% of respondents did not know or were unable to state how much they have spent in additional infrastructure. See Figure 30, below.

Figure 30



Over three-quarters (78%) of businesses that subscribe to internet services (n=162) reported that they use a mobile device to access the internet through a cellular network when travelling in the County. Sixty-two percent (62%) of respondents did so when they were at their business, while 16% do not access the internet through a cellular network. See Figure 31, below.

Figure 31

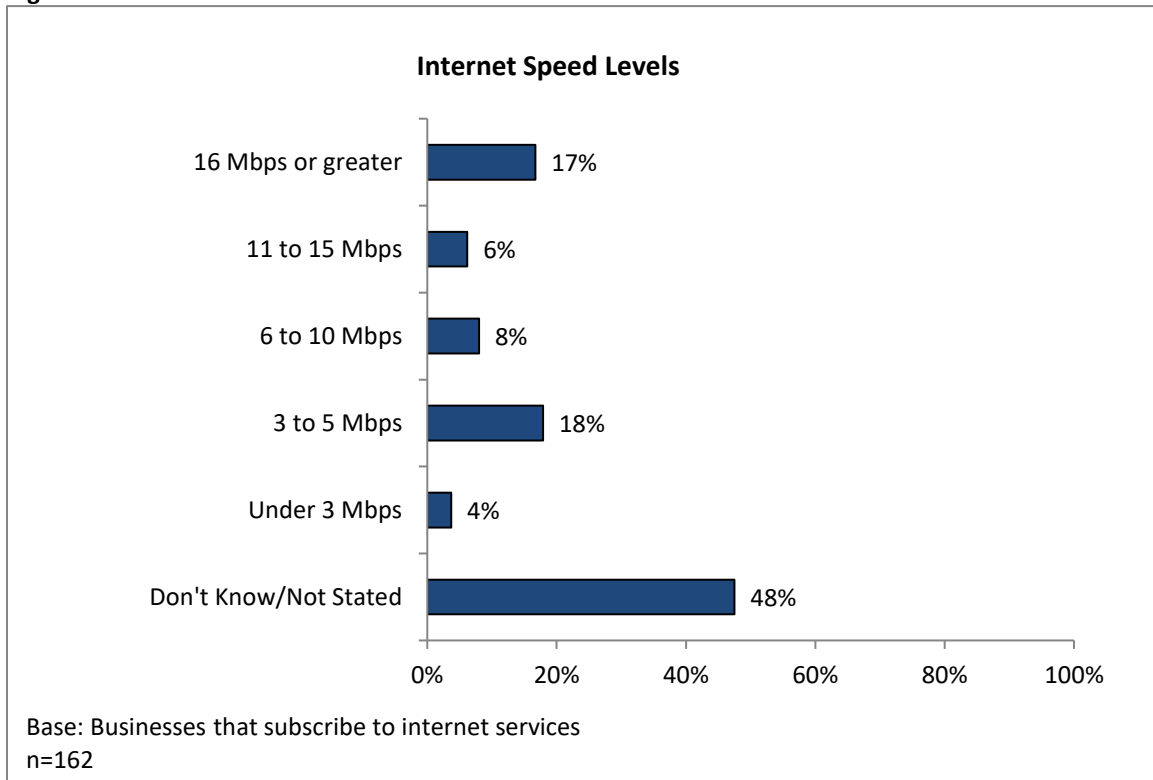


Selected Sub-Segment Findings

*Businesses located in the northeast quadrant (87%) of Clearwater County were **significantly more likely** to access the internet through a cellular network when **travelling in the County** than businesses located in the southwest quadrant (69%).*

When business internet subscribers (n=162) were asked about their current internet speed level, 18% of businesses had 3 to 5 Mbps, followed by 17% that 16 Mbps or greater. It is important to note that 48% of respondents were unable to identify their current internet speed. See Figure 32, below.

Figure 32



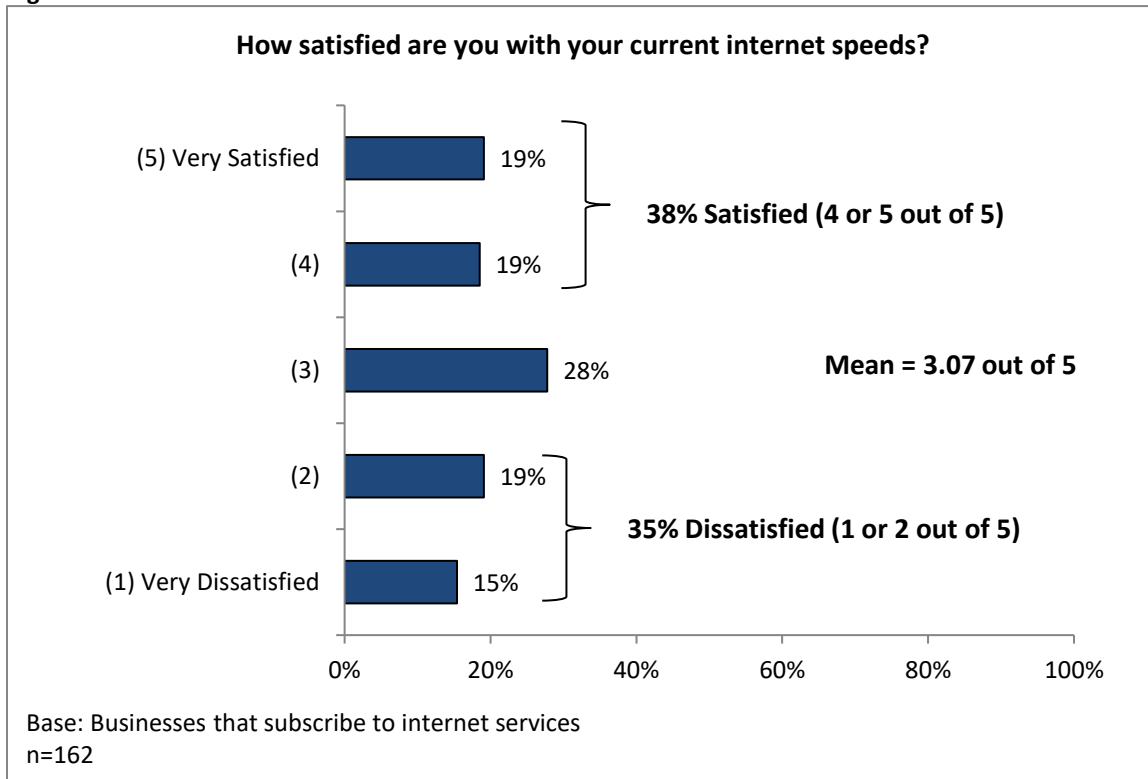
Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to have an internet speed of **3 to 5 Mbps** included:

- *Businesses located in the northeast quadrant (23%) of Clearwater County versus businesses located in the southwest quadrant (8%);*
- *Businesses that have operated in Clearwater County for 10 years or less (29%) versus businesses that have operated for 11 years or more (14%);*
- *Businesses that are not satisfied (26%) with their current internet service provider (ISP) versus businesses that are satisfied (10%); and*
- *Businesses that are likely (26%) to switch service providers to achieve faster internet speeds versus businesses that are not likely (10%).*

Next, business internet subscribers (n=162) were asked how satisfied they were with their current internet speeds. Over one-third (38%) of respondents were satisfied (ratings of 4 or 5 out of 5), while 28% were neutral (ratings of 3 out of 5) and 35% were dissatisfied (ratings of 1 or 2 out of 5). Average satisfaction ratings were 3.07 out of 5. See Figure 33, below.

Figure 33



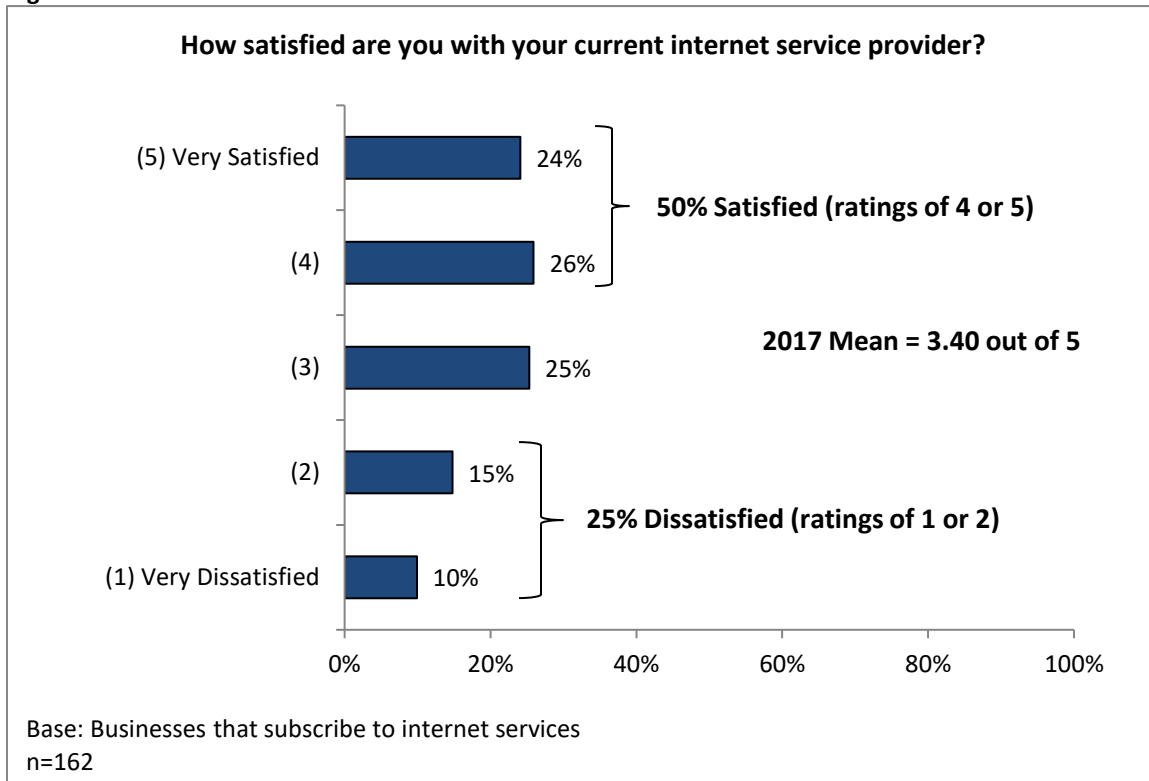
Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to have been satisfied with their current internet speeds included:

- Businesses that are satisfied (72%) with their current internet service provider (ISP) versus businesses that are not satisfied (4%);
- Businesses that are not likely (64%) to switch service providers to achieve faster internet speeds were **significantly more likely** to be satisfied with their current internet speeds than businesses that are likely (17%) to switch.

When asked if they were satisfied with their current internet service provider (ISP), half (50%) of business internet subscribers (n=162) were satisfied (ratings of 4 or 5 out of 5) with their ISP. Twenty-five percent (25%) of respondents were neutral (ratings of 3 out of 5), and 25% were dissatisfied (ratings of 1 or 2 out of 5). Respondents provided an average satisfaction rating of 3.40 out of 5. See Figure 34, below.

Figure 34



Selected Sub-Segment Findings

*Businesses that are not likely (75%) to switch service providers to achieve faster internet speeds were **significantly more likely** to be satisfied with their current internet service provider than businesses that are likely (29%) to switch.*

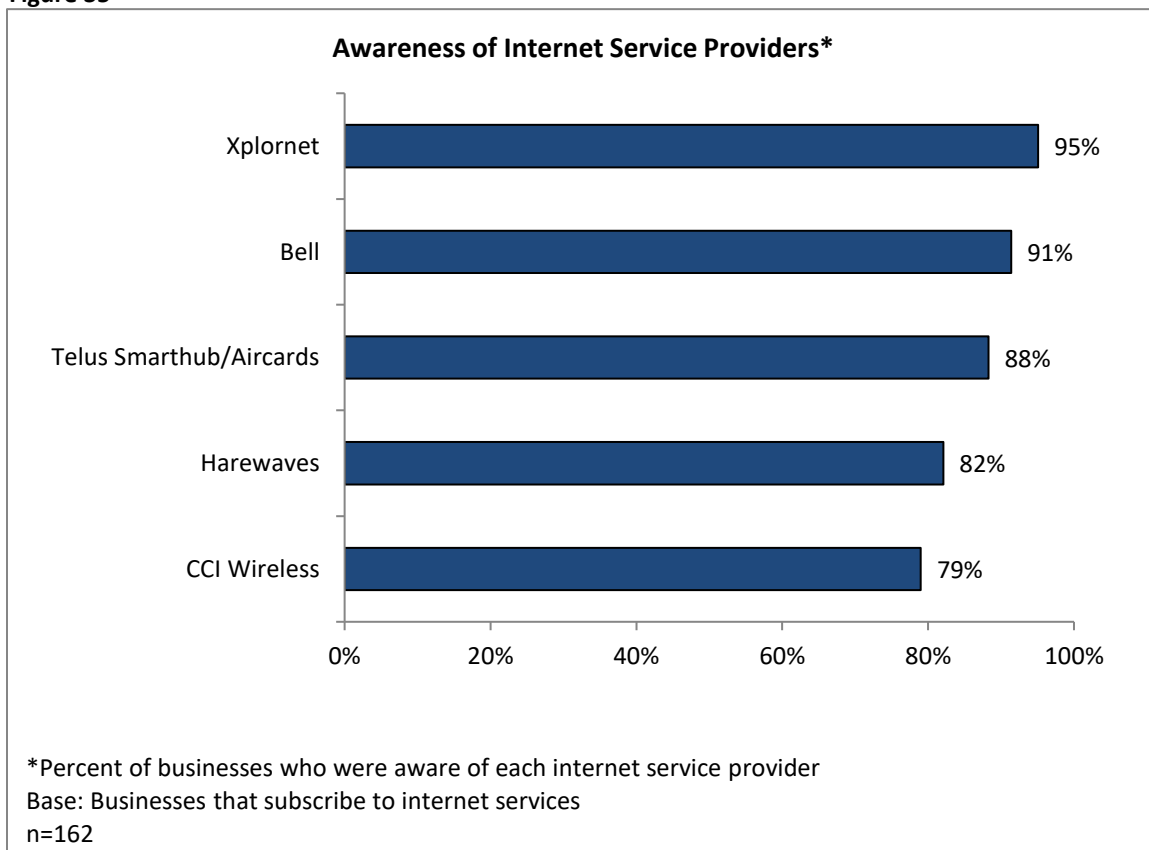
4.6.2 Internet Services Providers

In this section, businesses were asked questions about internet service providers in Clearwater County. When asked about their awareness, over three-quarters of business internet subscribers (n=162) were aware of all five (5) of the ISPs that were inquired about:

- Xplornet (95% were aware);
- Bell (91%);
- Telus Smarthub/Aircards (88%);
- Harewaves (82%); and
- CCI Wireless (79%).

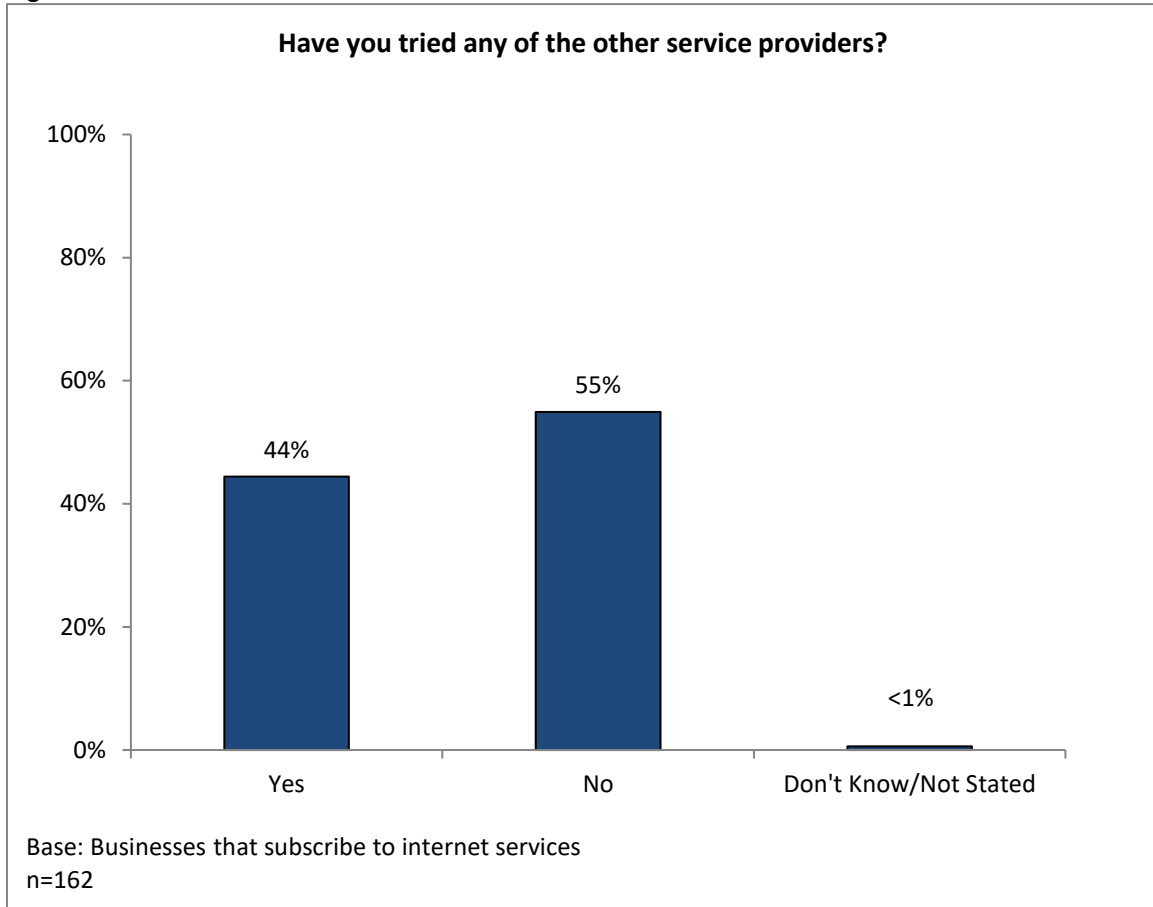
See Figure 35, below.

Figure 35



As shown in Figure 36, below, nearly half (44%) of business internet subscribers (n=162) have tried another ISP.

Figure 36



Selected Sub-Segment Findings

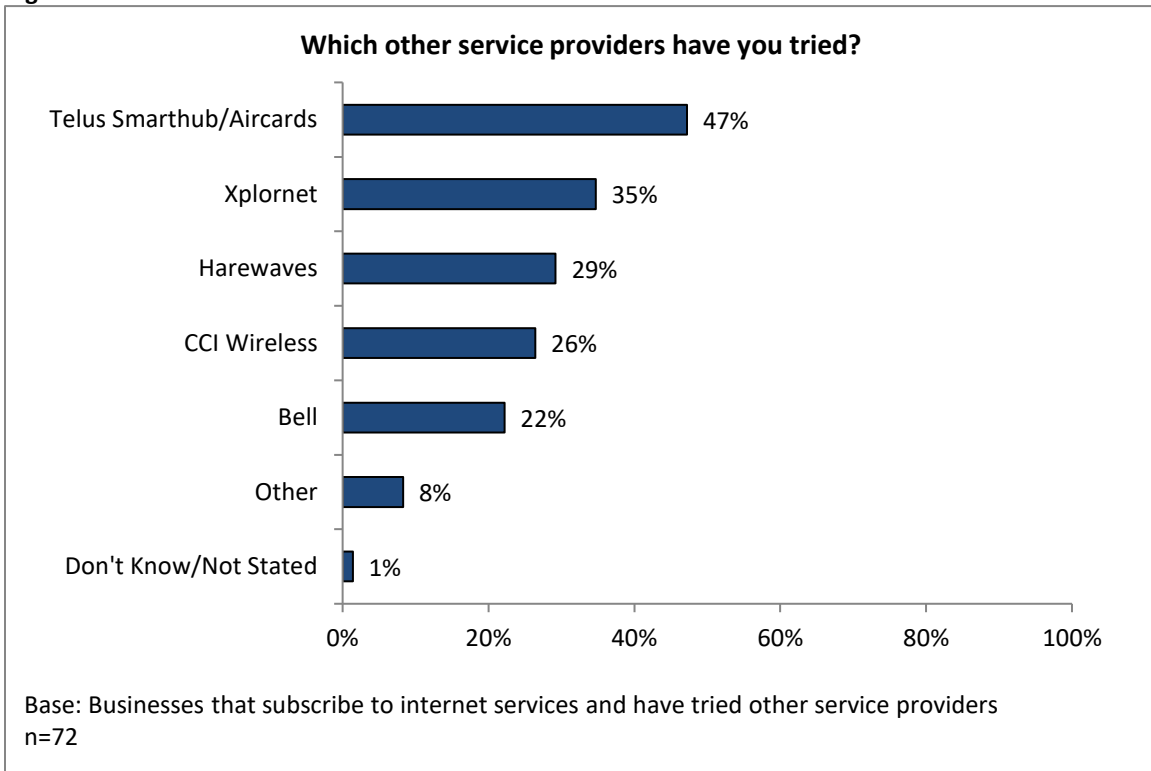
*Businesses that are headquarters/owner-operated (54%) were **significantly more likely** to have tried another service provider than a branch office (23%) business.*

Business internet subscribers that have tried a different ISP (n=72) were asked to identify which ISP they have tried previously. At least one quarter of respondents have tried the following service providers:

- Telus Smarthub/Aircards (47%);
- Xplornet (35%);
- Harewaves (29%); and
- CCI Wireless (26%).

See Figure 37, below.

Figure 37

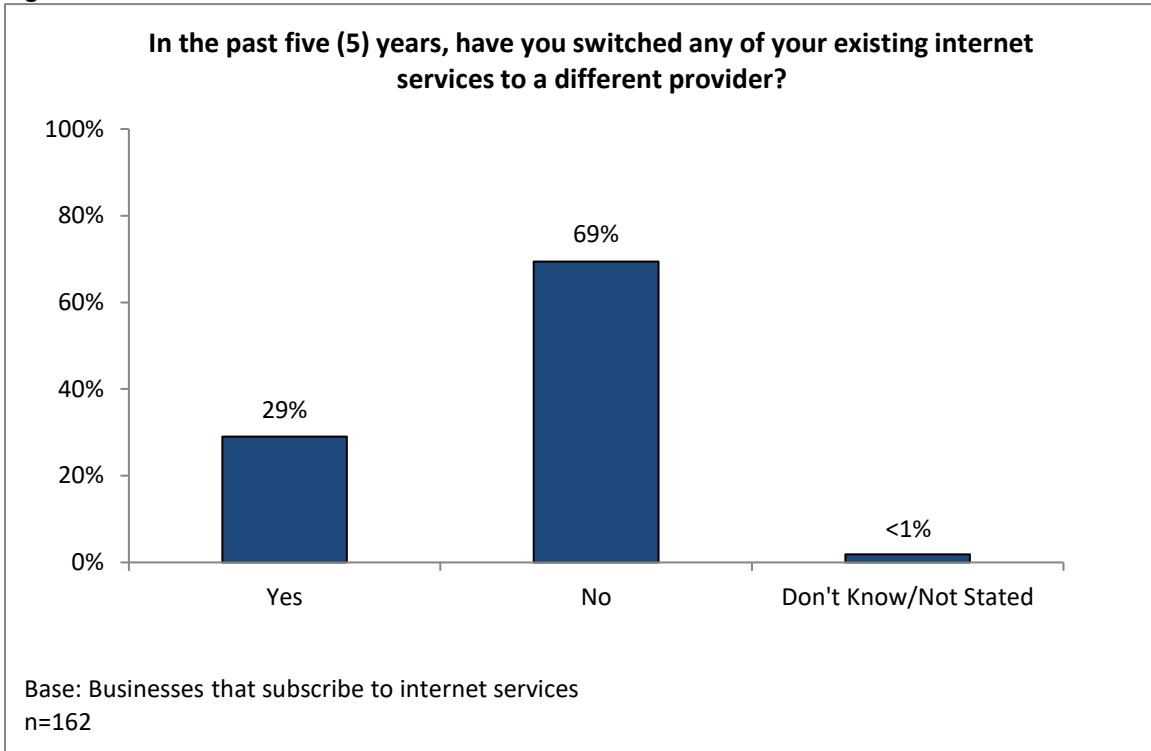


Other responses included:

- Shaw (3%);
- Platinum Communications (3%);
- RMS Plus (1%);
- Lightlink (1%); and
- Primus (1%).

As shown in Figure 38, below, when asked if they have switched any of their internet services to a different provider in the past five years, 29% of business internet subscribers (n=162) have switched their internet services to a different provider.

Figure 38



When asked to specify their reason for changing ISPs, respondents who have changed internet service providers in the past five years (n=47) most often (23%) changed due to slow and/or poor internet speeds, followed by internet services being too costly (21%), while 17% of respondents changed due to poor service. See Table 3, below.

Table 3

Why did you change internet service providers?	
Base: Businesses that subscribe to internet services and have changed internet providers in the past 5 years	Percent of Respondents (n=47)
Slow/poor internet speed	23
Too costly/expensive	21
Poor/bad service (unspecified)	17
Internet connectivity related issues/internet frequently down/unreliable	11
I was offered a better deal (in general)	9
Service was out of range/not available in my area	9
Poor staff/customer service (in general)	4
Poor/lack of unlimited data usage plans	4
Was not compatible with my system/device	4
I moved/relocated	2
Lack of service options/packages	2
Was a mandatory change (in general)	2
Don't Know/Not Stated	11

4.7 Likelihood of Subscribing to Services

4.7.1 Optimum Price Point Analysis

Optimum price point (OPP) is based on the theory that at some point a price becomes so low that the customer considers the quality of the product or service suspect or that it becomes so expensive that they cannot afford it, regardless of the quality. Somewhere between these two differences lies the range of acceptable prices and the optimum price point. For the purpose of this study, the optimum price point has been calculated **based on the pricing per month for a higher speed internet service, where an equal number of businesses considered their likelihood of subscribing or changing to the higher speed internet service where an equal number of respondents considered either “likely” (i.e., likely to switch to or subscribe to a higher speed internet service) or “unlikely” (i.e., unlikely to switch to or subscribe to a higher speed internet service).**

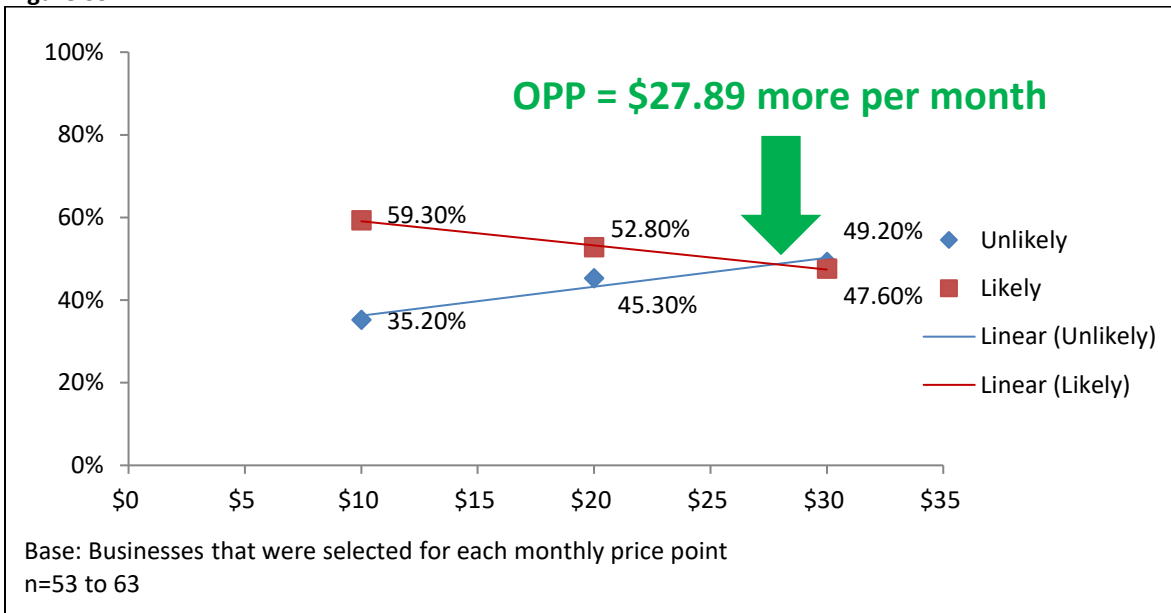
To define the optimum price (monthly cost) point for each of the monthly costs being assessed, respondents were asked to rate the likelihood a monthly cost increase would have on their businesses decision to switch to a higher speed internet service. Clearwater County identified three different potential monthly cost increases. Respondents were asked to indicate the degree to which they felt the monthly cost increase would impact their businesses decision, using a scale of 1 to 4, 1 being “very unlikely” and 4 being “very likely.” For the purpose of the graphical depiction of the data, responses of 1 to 2 (“unlikely”) and 3 to 4 (“likely”) were combined. The sample of respondents was randomly divided into three equal sub-samples ranging from n=53 to n=63 each. Respondents within each sub-sample were presented with only one possible price point being investigated. “Don’t Know/Not Stated” responses were excluded from the graphical depiction of the data.

To identify the optimum price points, linear trend lines were formulated from the lines connecting the “likely to switch” and the “not likely to switch” price points. Where the trend lines cross indicates the optimum price points.

All respondents were presented with a \$10/month (n=54), \$20/month (n=53) or a \$30/month (n=63) increase in cost to achieve higher internet speeds.

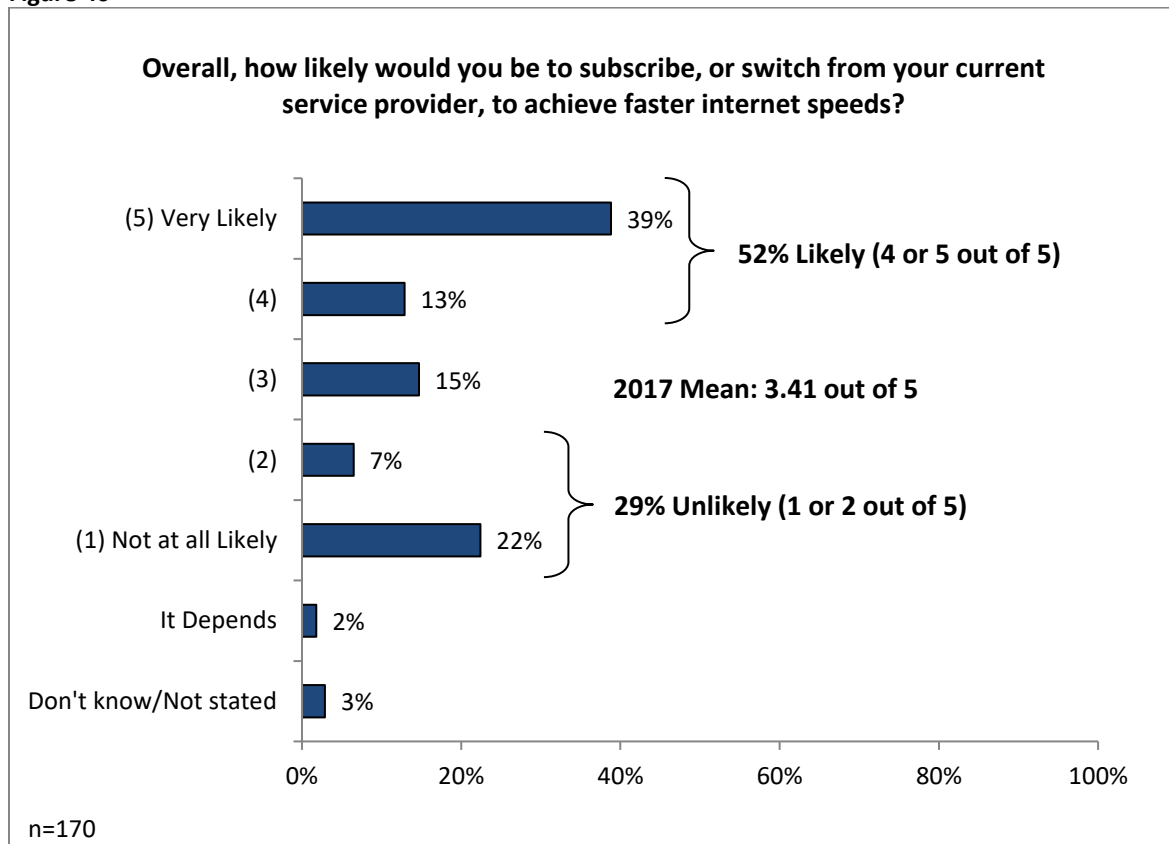
As illustrated in Figure 39, 59% were likely to switch for an additional cost of \$10/month, while 53% were likely to switch for an additional \$20/month, and 48% were likely to switch for an additional \$30/month. Based on an equal proportion of respondents, who were either “likely” or “unlikely” to subscribe to or switch from their current service provider to achieve higher internet speeds, the optimum price (monthly cost) point for higher internet speeds was determined to be approximately **\$27.89 more per month**.

Figure 39



Next, using a scale of 1 to 5 where 1 meant “not at all likely” and 5 meant “very likely”, respondents were then asked how likely they would be to subscribe to or switch from their current service provider to achieve faster internet speeds, overall. Fifty-two percent (52%) of respondents were likely (ratings of 4 or 5 out of 5) to subscribe to or switch to a service provider to achieve faster internet speeds. See Figure 40, below.

Figure 40



All three (n=3) businesses that reported “it depends” specified that it depends on cost.

Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to subscribe or switch from their current service provider to achieve faster internet included:

- *Businesses that had 10 to 39 employees (62%) versus businesses that had 1 to 9 employees (45%); and*
- *Businesses that are not satisfied (74%) with their current internet service provider (ISP) versus those that are satisfied (31%).*

Businesses that were unlikely (ratings of 1 to 3 out of 5) to subscribe to internet services with faster internet speeds (n=74) most commonly indicated that they are satisfied with their current internet service provider (51%). See Table 4, below.

Table 4

Why wouldn't you be likely to subscribe to internet services with faster internet speeds	
Base: Businesses that were unlikely (1 to 3 out of 5) to subscribe to or switch from their current service provider to achieve faster internet speeds	Percent of Respondents* (n=74)
I am satisfied with my current internet service provider	51
I do not need/am not interested in this service (in general)	15
Too costly/expensive/not affordable	14
Depends on what is offered/need more information/do not know enough about this	7
Service reliability/consistency related concerns	4
I do not want to be bound to a contract	3
County should not get involved in managing this kind of project (in general)	3
I am contractually bound to stay with my current service provider	1
I am unable to receive internet services/connectivity in my area	1
I am moving/relocating	1
Internet service provider is chosen by someone else (in general)	1
Don't know/Not stated	1

***Multiple responses**

When asked if they thought there were any potential benefits to the County pursuing an enhanced broadband network, 79% of businesses reported that there would be benefits. When asked to specify these benefits, respondents who reported that there would be benefits (n=134) most often cited that access to faster and/or better internet, TV, or phone services (40%) would be beneficial. See Table 5, below.

Table 5

What do you think are the potential benefits of the County pursuing an enhanced broadband network?	
Base: Businesses that thought there are potential benefits of the County pursuing an enhanced broadband network	Percent of Respondents (n=134)
Access to faster/better/more reliable internet/TV/phone services	40
Access to internet/broadband services in/throughout the County (in general)	25
Will benefit/help local businesses/services/business owners	18
Will attract more businesses/commercial development	10
Affordable service fees/charges/rates	6
Is a needed/required/essential service (in general)	5
Is a good County revenue source	2
Educational/school related benefits	2
Will improve quality of life (in general)	2
Is a good plan/idea (in general)	1

*Multiple response

Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to think there are potential benefits to the County pursuing an enhanced broadband network included:

- *Businesses that are not satisfied (93%) with their current internet service provider (ISP) versus businesses that are satisfied (67%);*
- *Businesses that are likely (91%) to switch service providers to achieve faster internet speeds versus businesses that are not likely (66%).*

When asked if there were any potential drawbacks and/or risks for the County in pursuing an enhanced broadband network, over half (51%) of businesses reported that there are drawbacks to the County pursuing an enhanced broadband network. When asked to specify the drawbacks, respondents who thought there would be potential drawbacks and/or risks (n=88) most often cited that cost and/or tax increases was a concern (66%). See Table 6, below.

Table 6

What do you think are the potential drawbacks and/or risks of the County pursuing an enhanced broadband network?	
Base: Businesses that thought there are potential drawbacks of the County pursuing an enhanced broadband network	Percent of Respondents (n=88)
Cost/tax increase related concerns	66
Lack of demand/subscribers/not enough revenue generated/not meeting targets	15
Services provided may not be better/faster/more reliable	7
Installation of network may be delayed/could take a long time	5
County should not get involved in managing this kind of project (in general)	3
Technology is frequently changing/advancing (in general)	3
Service will be poorly managed/administered by County/lack of experienced staff	3
Service fees/charges too costly/expensive	1
Revenue generated will be wasted/misallocated/poorly spent by County	1
Lack of service provider competition/options/choices	1
Privacy/security/confidentiality related concerns	1

*Multiple response

Next, businesses were given a variety of statements regarding a potential enhanced broadband service in the County. Using a scale of 1 to 5, where 1 meant “strongly disagree” and 5 meant “strongly agree”, respondents were asked to rate their agreement level with each of the statements. Over three-quarters of businesses agreed (ratings of 4 or 5 out of 5) with the following statements:

- There is a need in the County for improved internet services (80%);
- Better mobility services will improve the quality of life in the County (77%);
- Enhanced broadband infrastructure will make the County more attractive to potential residents (77%); and
- Enhanced broadband infrastructure will make the County more attractive to potential businesses (76%).

See Figure 41, below. Table 7, on the following page, offers a detailed breakdown of results.

Figure 41

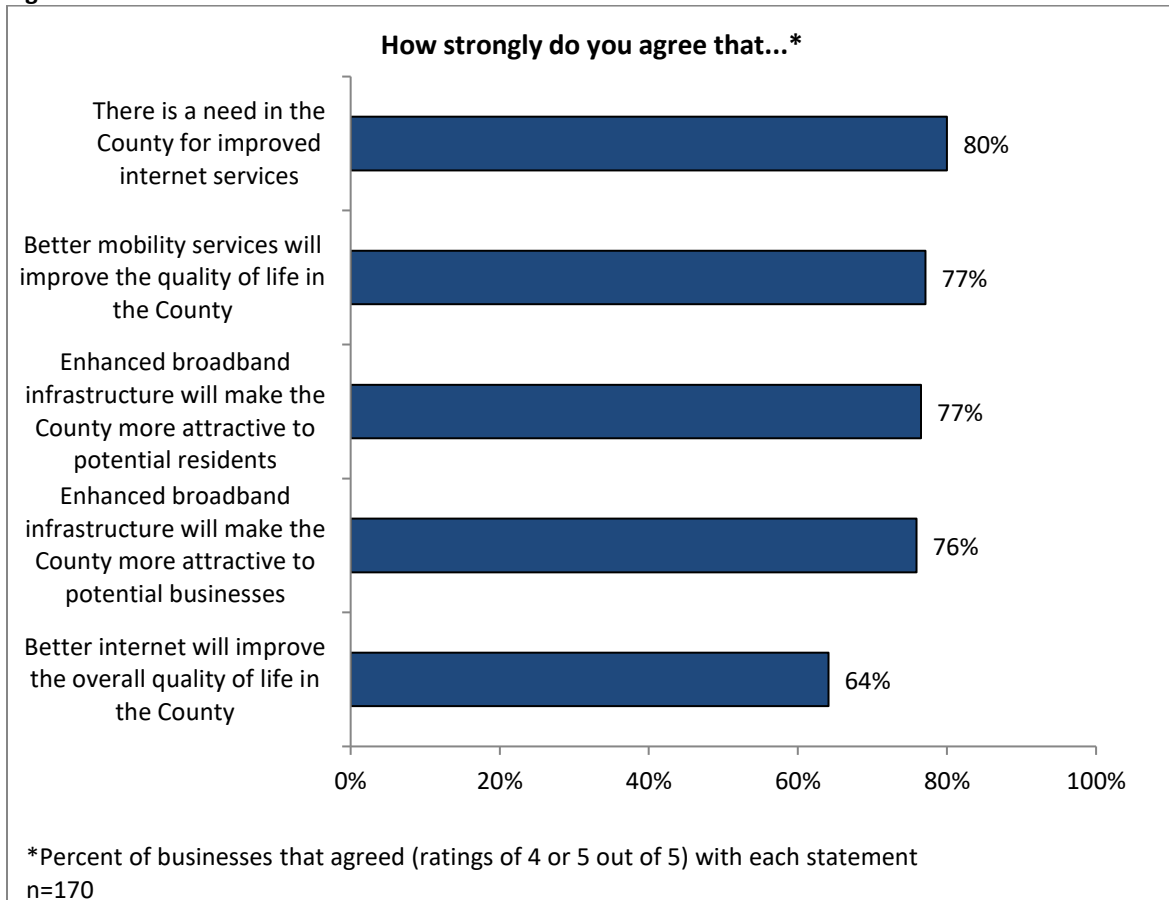


Table 7

How strongly do you agree with the following statements?								
	Percent of Businesses (n=170)							
	Strongly Disagree (1)	(2)	(3)	(4)	Strongly Agree (5)	Not Applicable	Don't Know/Not Stated	Mean (out of 5)
There is a need in the County for improved internet services	5	4	8	14	66	-	3	4.36
Better mobility services will improve the quality of life In the County	3	3	14	20	57	1	3	4.30
Enhanced broadband infrastructure will make the County more attractive to potential businesses	4	4	15	17	59	1	1	4.25
Enhanced broadband infrastructure will make the County more attractive to potential residents	5	4	12	19	57	1	2	4.23
Better internet will improve the overall quality of life in the County	5	8	21	17	47	1	1	3.94

Selected Sub-Segment Findings

Businesses that are not satisfied with their current internet service provider were **significantly more likely** to agree with the following statements:

- “There is a need in the County for improved internet services (93%, versus 69% that were satisfied);
- “Enhanced broadband infrastructure will make the County more attractive to potential residents” (86%, versus 68% that were satisfied);
- “Enhanced broadband infrastructure will make the County more attractive to potential businesses” (88%, versus 65% that were satisfied); and
- “Better internet will improve the overall quality of life in the County” (79%, versus 48% that were satisfied).

Businesses that are likely to switch service providers to achieve faster internet speeds were **significantly more likely** to agree with the following statements:

- “There is a need in the County for improved internet services (93%, versus 65% that are not likely);
- “Enhanced broadband infrastructure will make the County more attractive to potential residents” (90%, versus 60% that are not likely);
- “Enhanced broadband infrastructure will make the County more attractive to potential businesses” (84%, versus 95% that are not likely); and
- Better internet will improve the overall quality of life in the County” (77%, versus 50% that were satisfied).

Businesses located in the northwest quadrant of Clearwater County were **significantly more likely** to have agreed with the following statements:

- “Better internet will improve the overall quality of life in the County” (76%, versus 55% that are located in the northeast quadrant); and
- “Better mobility services will improve the quality of life in the County” (88%, versus 70% that are located in the northeast quadrant).

Businesses that have been operating in Clearwater County for 10 years or less (90%) were **significantly more likely** to have agreed with the statement “better mobility services will improve the quality of life in the County” than businesses that have been operating for 11 or more years (71%).

Next, businesses were asked to rate their support with a variety of statements regarding the County pursuing an enhanced broadband infrastructure. At least two-thirds of businesses either somewhat or strongly supported the following:

- Partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model) (78%);
- Investing money into internet or mobility infrastructure to support service enhancements (77%);
- Providing tax incentives for private industry, to encourage further development of broadband infrastructure (72%);
- Providing funding to private sector for infrastructure to enhance cellular/mobility services (67%); and
- Providing funding to private sector for infrastructure to enhance internet services (66%);

See Figure 42, below. Table 8, on the following page, offers a detailed breakdown of results.

Figure 42

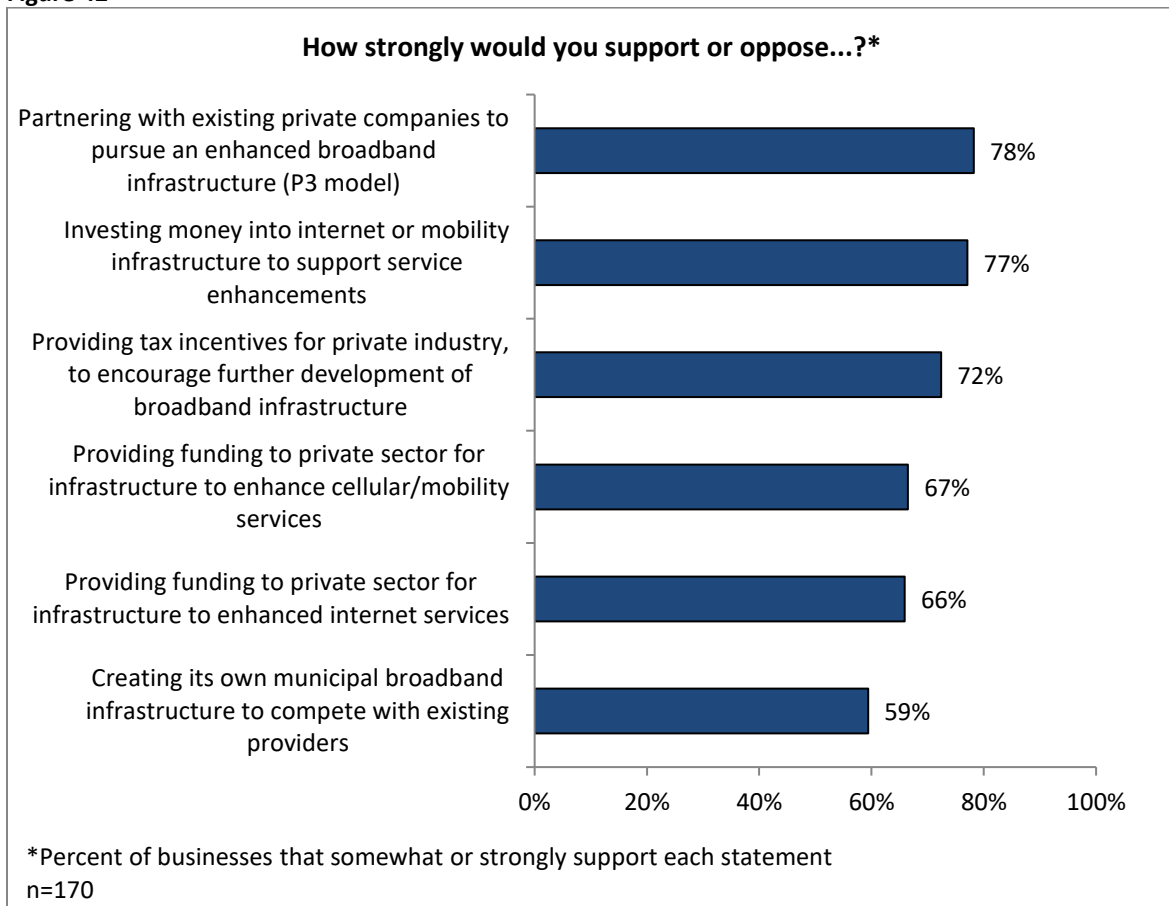


Table 8

How strongly do you support or oppose...?					
	Percent of Respondents (n=170)				
	Strongly Oppose	Somewhat Oppose	Somewhat support	Strongly Support	Don't Know/ Not Stated
Providing tax incentives for private industry, to encourage further development of broadband infrastructure	8	15	39	33	4
Partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model)	8	8	37	41	6
Creating its own municipal broadband infrastructure to compete with existing providers	18	19	32	28	4
Providing funding to private sector for infrastructure to enhanced internet services	15	16	36	30	3
Providing funding to private sector for infrastructure to enhance cellular/mobility services	14	16	29	38	4
Investing money into internet or mobility infrastructure to support service enhancements	9	12	34	44	2

Selected Sub-Segment Findings

Businesses located in the northwest quadrant (82%) of Clearwater County were **significantly more likely** to support the County **providing tax incentives for private industry, to encourage further development of broadband infrastructure** than those located in the northeast quadrant (63%).

Respondent subgroups that were **significantly more likely** to support the County **partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model)** included:

- Businesses that were not satisfied (88%) with their current internet service provider (ISP) versus businesses that were satisfied (69%); and
- Businesses that are likely (90%) to switch service providers to achieve faster internet speeds versus those that are not likely (65%).

Respondent subgroups that were **significantly more likely** to support the County **creating its own municipal broadband infrastructure to compete with existing providers** included:

- Businesses located in the southwest quadrant (66%) of Clearwater County versus businesses located in the northeast quadrant (43%).
- Businesses that were not satisfied (70%) with their current internet service provider (ISP) versus businesses that were satisfied (47%); and
- Businesses that are likely (73%) to switch service providers to achieve faster internet speeds versus those that are not likely (43%).

Businesses located in the northwest quadrant of Clearwater County were **significantly more likely** to support the County **providing funding to private sector for infrastructure to enhance internet services** included:

- Businesses located in the southwest quadrant (77%) of Clearwater County versus businesses located in the northeast quadrant (53%).
- Businesses that were not satisfied (80%) with their current internet service provider (ISP) versus businesses that were satisfied (52%); and
- Businesses that are likely (78%) to switch service providers to achieve faster internet speeds versus those that are not likely (49%).

Businesses located in the northwest quadrant of Clearwater County were **significantly more likely** to support the County **providing funding to private sector for infrastructure to enhance cellular/mobility services** included:

- Businesses that were not satisfied (77%) with their current internet service provider (ISP) versus businesses that were satisfied (57%); and
- Businesses that are likely (80%) to switch service providers to achieve faster internet speeds versus those that are not likely (50%).

Businesses located in the northwest quadrant of Clearwater County were **significantly more likely** to support the County **investing money into internet or mobility infrastructure to support service enhancements** included:

- Businesses located in the southwest (86%) or northwest (82%) quadrant of Clearwater County versus businesses located in the northeast quadrant (63%).
- Businesses that were not satisfied (89%) with their current internet service provider (ISP) versus businesses that were satisfied (64%); and
- Businesses that are likely (90%) to switch service providers to achieve faster internet speeds versus those that are not likely (62%).

Those who **supported** the County investing in capital infrastructure for internet or mobility service enhancements (n=131) were asked to specify why they supported it. Most commonly, respondents supported it because it is a need and/or essential service (in general) (23%). See Table 9, below.

Table 9

Why do you support the County investing in capital infrastructure for internet or mobility service enhancements?	
Base: Businesses that support the County investing in capital infrastructure for internet or mobility service enhancements	Percent of Respondents* (n=131)
Is a needed/required/essential service (in general)	23
Access to internet/mobility services in/throughout the County (in general)	19
Will benefit/help local businesses/services/business owners	12
Access to faster/better/more reliable internet/mobility services/speed	11
Will attract more businesses/commercial development	11
Will be good for County/future of County/County growth (in general)	8
Is a good revenue source/good for local economy/money is put into County	7
Will create more local job/employment opportunities	2
Lower cost/will save money/cost less	1
Don't Know/Not Stated	11

*Multiple responses

Similarly, those who **opposed** the County investing in capital infrastructure for internet or mobility service enhancements (n=35) were asked to specify why they opposed it. Most commonly, respondents reported that there were cost and/or tax increase related concerns (31%). See Table 10, below.

Table 10

Why do you oppose the County investing in capital infrastructure for internet or mobility service enhancements?	
Base: Businesses that oppose the County investing in capital infrastructure for internet or mobility service enhancements	Percent of Respondents* (n=35)
Cost/tax increase related concerns	31
County should not get involved in managing this kind of project (in general)	23
There are existing service providers available to County residents	17
There are more important projects/priorities/issues for County to focus/spend cost/tax funds on	17
Lack of demand/subscribers/not enough revenue generated/not meeting targets	6
Service will be poorly managed/administered by County/lack of experienced staff	6
Technology is frequently changing/advancing (in general)	3
Revenue generated will be wasted/misallocated/poorly spent by County	3
Don't Know/Not Stated	3

*Multiple responses

4.8 Final Comments

Finally, businesses were asked if they had any final comments, or anything else they would like to add regarding the survey. Seventy-seven percent (75%) did not provide additional comments, while 25% provided comments.

Those who provided final comments (n=143) mentioned that it is a good idea and/or they support the County pursuing an enhanced broadband network (42%), followed by 28% that are concerned about the cost of the project and/or tax increases. See Table 11, below, for a detailed list of responses.

Table 11

Do you have any final comments or anything else you would like to add regarding the topics in this survey?	
Base: Respondents who provided final comments	Percent of Respondents* (n=43)
Is a good idea/I support the County pursuing enhanced broadband network (in general)	42
I am concerned about cost of project/tax increases	28
Need access to faster/better/more reliable internet services/speeds	12
Need more information/increase public awareness of project details	7
County should not get involved in managing this kind of project (in general)	5
Need to ensure that project is properly managed/have experienced staff	5
I am against/do not support the County pursuing enhanced broadband network (in general)	2
There are more important projects/priorities/issues for County to focus on	2
Ensure that service fees/charges/rates are competitive/affordable	2

*Multiple responses

APPENDIX A – SURVEY INSTRUMENT



Broadband Demand Survey (Business)

Telephone Introduction [ALL TELEPHONE RECORDS]

Hello, my name is [INSERT INTERVIEWER NAME]. I am calling from Banister Research, a professional market research firm. Banister Research has been contracted by Clearwater County to conduct research with residents and businesses in the County regarding the current landscape of broadband services in Clearwater County. The survey results will help Council make informed decisions on Clearwater County's role in support of enhancing internet for businesses in the County.

I would like to assure you that we are not selling or promoting anything and that all your responses will be kept completely anonymous and reported in aggregate.

A. To confirm, is your business or organization located within Clearwater County? **Please note this refers to the physical location of your business, and not the mailing address (e.g., if you pick up your mail at a P.O. Box).** [MANDATORY]

1. Yes → **CONTINUE**
2. No → **THANK AND TERMINATE**

B. Does this business operate North or South of Highway 11?

1. North
2. South
- F5. Don't Know/Not Stated [TERMINATE]

C. Does this business operate east or west of Highway 22?

1. East
2. West
- F5. Don't Know/Not Stated [TERMINATE]

D. How many locations do you own or operate in Clearwater County?

1. ____ # of locations

E. Please select the role which best describes your primary role within your company or place of employment.

1. Business Owner [GO TO H]
2. CEO/President/VP [GO TO H]
3. Primary Manager [GO TO H]
4. Sales
5. Office Administrator
6. Human Resources
7. Employee/Frontline Staff
8. Finance and/or Accounting



9. Other; Specify _____
F5. Don't Know/Not Stated
- F. **[SKIP IF QE=1,2,3]** Please note that the intent of this survey is to discuss topics regarding the current landscape of broadband services in Clearwater County. Would the owner, CEO, president, Vice President, or individual most qualified to discuss decisions regarding broadband services be available to complete this survey?
1. Yes
 2. No
 3. Don't Know/Not Stated
- G. **[SKIP IF QF=2/NO]** Could I please collect the name and contact information for this individual and we will contact them about participating in the survey
1. Name: _____
 2. Title: _____
 3. Phone Number: _____
- H. Are you comfortable answering questions regarding the current landscape of broadband services in Clearwater County on behalf of your business location?
1. Yes → **CONTINUE**
 2. No → **THANK AND TERMINATE**
- I. Just to confirm, does your business operate out of Clearwater County?
1. Yes → **CONTINUE**
 2. No → **THANK AND TERMINATE**
- J. This interview will take about 15 minutes, depending on your responses. Is this a convenient time for us to talk, or should we call you back?
1. Convenient time → **CONTINUE**
 2. Not convenient time → **ARRANGE CALL-BACK OR THANK AND TERMINATE IF REFUSAL**

[Interviewer Note: Refer any respondent concerns about the interview to Christine Heggart, at cheggart@clearwatercounty.ca or (403) 845-4444, at Clearwater County.]



Section 1: Business Characteristics

1) How many years has this business location operated in Clearwater County?

1. ____ Years

2) How many employees work at this business location?

1. 1 to 9 employees
2. 10 to 39 employees
3. 40 to 69 employees
4. 70 to 99 employees
5. 100 to 250 employees
6. More than 250 employees
- F5. Don't Know/Not Stated

3) Is this business a...**[READ LIST]**

1. Yes
2. No
- F5. Don't Know/Not Stated

- a) Franchise
- b) Headquarters/Owner-operated
- c) Branch Office (head office elsewhere)
- d) Farm based
- e) Home based or small business



4) In what industry or sector does your business operate? [SINGLE RESPONSE]

1. Accommodation and Food Services
2. Administration and Support, Waste Management, and Remediation Services
3. Agriculture, Forestry, Fishing, Hunting
4. Arts, Entertainment and Recreation
5. Construction
6. Education Services
7. Finance and Insurance
8. Health Care and Social Assistance
9. Information and Cultural Industries
10. Management of Companies and Enterprises
11. Manufacturing
12. Mining and Oil and Gas Extraction
13. Professional, Scientific and Technical Services
14. Public Administration
15. Real Estate, Rental and Leasing
16. Retail Trade
17. Transportation and Warehousing
18. Utilities
19. Wholesale Trade
20. Other Services (except public administration)
21. Other; Specify _____

Section 2: Types of Services Subscribed To

5) Do you subscribe to any of the following services at your business/businesses?

1. Yes
 2. No
 3. Not Applicable/Don't make subscription decisions for this address
 - F5. Don't Know/Not Stated
- a) Internet
 - b) TV (cable or satellite)
 - c) Business phone (landline) **via the Internet** (Voice over Internet Protocol, or VoIP) [Interviewer **Note:** Voice over Internet Protocol refers to phone service delivered through your internet connection instead of from your local phone company.]
 - d) Business phone (landline) **not via the internet**

Section 3: TV (Cable or Satellite) [ASK IF Q5B=1/YES]

Now, we are going to talk about your TV (cable or satellite) service.

6) Who is your service provider for **TV (cable or satellite)**? [PRE-CODE – DO NOT READ LIST]

1. Telus
2. Bell



3. CCI Wireless
4. Internet-based TV only [IF Q6=4, SKIP TO NEXT SECTION]
5. Other TV provider, please specify _____
- F5. Don't Know/Not Stated

7) Is your current service agreement for **TV (cable or satellite)**...?

1. No contract
2. Annual (i.e., renew on a yearly basis)
3. 2-year term
4. 3-year term
5. Other; specify: _____
- F5. Don't Know/Not Stated

8) How much do you pay, **monthly**, for your current **TV (cable or satellite)** service, not including any additional infrastructure that would have been purchased for this service? [Please answer "0" if you don't know how much you pay for the service]

1. \$ _____
- F5. Don't Know/Not Stated

9) Have you invested in additional infrastructure, such as cellular phone boosters, radio towers, satellite dishes, or other technology on your business property for your **TV (cable or satellite)** service?

- i. Yes
- ii. No
- iii. Don't Know/Not Stated

10) [SKIP if Q9=2/NO] Approximately how much have you invested in additional infrastructure for TV?

1. \$ _____ (round to nearest dollar)
- F5. Don't Know/Not Stated

11) Overall, how satisfied are you with your current **TV (cable or satellite)** service provider? Use a scale of 1 to 5, where 1 means "very dissatisfied" and 5 means "very satisfied."

1. Very dissatisfied
- 2.
- 3.
- 4.
5. Very satisfied
- F5. Don't Know/Not Stated



Section 4: Business Phone (Landline) Via the Internet (VoIP) [ASK IF Q5C=1/YES]

Now, we are going to talk about your business phone (landline) via the Internet (VoIP) service.

12) Who is your service provider for **business phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)**? [PRE-CODE – DO NOT READ LIST]

1. Bell
2. Telus
3. Other VoIP Provider, please specify _____

F5. Don't Know/Not Stated

13) Is your current service agreement for **business phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)**...?

1. No contract
2. Annual (i.e., renew on a yearly basis)
3. 2-year term
4. 3-year term
5. Other; specify: _____

F5. Don't Know/Not Stated

14) How much do you pay, **monthly**, for your current **business phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)** service, not including any additional infrastructure that would have been purchased for this service? [Please answer "0" if you don't know how much you pay for the service]

1. \$ _____

F5. Don't Know/Not Stated

15) Have you invested in additional infrastructure, such as cellular phone boosters, radio towers, satellite dishes, or other technology on your business property for your **business phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)** service?

- i. Yes
- ii. No
- iii. Don't Know/Not Stated

16) [SKIP IF Q15=2/NO] Approximately how much have you invested in additional infrastructure for your business phone (landline) via the internet (Voice over Internet Protocol, or VoIP) service?

1. \$ _____

F5. Don't Know/Not Stated

17) Overall, how satisfied are you with your current **business phone (landline) via the Internet (Voice over Internet Protocol, or VoIP service provider)?** Use a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

1. Very dissatisfied
- 2.
- 3.
- 4.
5. Very satisfied
- F5. Don't Know/Not Stated

Section 5: Traditional Business Phone (hardline) [ASK IF Q5D=1/YES]

Now, we are going to talk about your traditional business phone (hardline).

18) Who is your service provider for **business phone (landline) not via the Internet?** [PRE-CODE – DO NOT READ LIST]

1. Bell
2. Telus
3. Other landline (not via internet) Provider, please specify _____
- F5. Don't Know/Not Stated

19) Is your current service agreement for **traditional business phone (hardline)...**?

1. No contract
2. Annual (i.e., renew on a yearly basis)
3. 2-year term
4. 3-year term
5. Other; specify: _____
- F5. Don't Know/Not Stated

20) How much do you pay, **monthly**, for your current **traditional business phone (hardline)** service, not including any additional infrastructure that would have been purchased for this service? [Please answer “0” if you don't know how much you pay for the service]

1. \$ _____
- F5. Don't Know/Not Stated

21) Have you invested in additional infrastructure, such as cellular phone boosters, radio towers, satellite dishes, or other technology, on your business property for your **traditional business phone (hardline)** service?

- i. Yes
- ii. No
- iii. Don't Know/Not Stated



22) **[SKIP IF Q21=2/NO]** Approximately how much have you invested in additional infrastructure for your **traditional business phone (hardline)**?

1. \$ _____
- F5. Don't Know/Not Stated

23) Overall, how satisfied are you with your current **traditional business phone (hardline)** service provider? Use a scale of 1 to 5, where 1 means "very dissatisfied" and 5 means "very satisfied."

1. Very dissatisfied
- 2.
- 3.
- 4.
5. Very satisfied
- F5. Don't Know/Not Stated

Section 6: Internet [ASK IF Q5A=1/YES]

Now, we are going to talk about your Internet service.

Current Usage

24) **[ASK IF Q1A=1/YES]** Who is your current service provider for **Internet**? **[PRE-CODE – DO NOT READ]**

1. Telus Smarthub/Aircards
2. Bell
3. Xplornet
4. CCI Wireless
5. Harewave
6. Other Internet Service Provider, please specify _____
- F5. Don't Know/Not Stated

25) Is your current service agreement for **Internet** ...?

1. No contract
2. Annual (i.e., renew on a yearly basis)
3. 2-year term
4. 3-year term
5. Other; specify: _____
- F5. Don't Know/Not Stated

26) How much do you pay, **monthly**, for your **internet** service, not including any additional infrastructure that would have been purchased for this service? [Please answer "0" if you don't know how much you pay for the service]

1. \$ _____
- F5. Don't Know/Not Stated



27) Have you invested in additional infrastructure, such as personal antennas, routers, boosters, etc. on your business property for your **internet** service?

- i. Yes
- ii. No
- iii. Don't Know/Not Stated

28) **[SKIP OF Q27=2/NO]** Approximately how much have you invested in additional infrastructure for internet service?

- 1. \$ _____
- F5. Don't Know/Not Stated

29) Do you use a mobile device to access the internet through a **cellular network** when...?

- 1. Yes
- 2. No
- F5. Don't Know/Not Stated

- a) At your business
- b) Travelling In the County

30) What internet speed level do you currently subscribe to at your business property?

- 1. Under 3 Mbps [MEGABITS PER SECOND]
- 2. 3 to 5 Mbps
- 3. 6 to 10 Mbps
- 4. 11 to 15 Mbps
- 5. 16 Mbps or greater
- F5. Don't Know/Not Stated

31) How satisfied are you with your current internet **speeds**? Use a scale of 1 to 5, where 1 means "very dissatisfied" and 5 means "very satisfied."

- 1. Very dissatisfied
- 2.
- 3.
- 4.
- 5. Very satisfied
- F5. Don't Know/Not Stated

32) Overall, how satisfied are you with your current **Internet service provider**? Use a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

1. Very dissatisfied
- 2.
- 3.
- 4.
5. Very satisfied
- F5. Don't Know/Not Stated

Internet Service Providers

33) Prior to today, were you aware of the following service providers?

1. Yes
2. No
- F5. Don't Know/Not Stated

- a) Telus Smarthub/Aircards
- b) Bell
- c) Xplornet
- d) CCI Wireless
- e) Harewaves

34) Have you tried any of the other service providers?

1. Yes
2. No
- F5. Don't Know/Not Stated

35) **[IF Q34=1/YES]** Which other service providers have you tried? **[MULTIPLE RESPONSE – PRE-CODE, DO NOT READ, EXCLUDE Q24 RESPONSE]** [excluding current ISP]

1. Telus Smarthub/Aircards
2. Bell
3. Xplornet
4. CCI Wireless
5. Harewaves
- F5. Don't Know/Not Stated

36) **[IFQ5A=1/YES SUBSCRIBES TO INTERNET]** In the past five (5) years, have you switched any of your existing internet services to a different provider?

1. Yes
2. No

37) **[IF Q36=1/YES]** Why did you change internet service providers?

1. _____



F5. Don't Know/Not Stated

Section 7: Likelihood to Use

38) How likely would you be willing to subscribe to, or switch from your current service provider to achieve higher internet speeds if the cost was an additional [INSERT RANDOMIZED AMOUNT FROM A-C]?

1. Very unlikely
2. Somewhat unlikely
3. Somewhat likely
4. Very likely
- F5. Don't Know/Not Stated

TEST RANDOMIZED AMOUNT WITH RESPONDENTS [OPTIMUM PRICE POINT MODEL – N=57 AT EACH PRICE POINT]

- a) \$10/month
- b) \$20/month
- c) \$30/month

39) Overall, how likely would you be to subscribe, or switch from your current service provider, to achieve faster internet speeds?

1. Not at all likely
2. ...
3. ...
4. ...
5. Very likely
6. It depends; specify: _____
- F5. Don't Know/Not Stated

40) [ASK IF 1-3 IN Q39] Why wouldn't you be likely to subscribe to internet services with faster internet services?

1. _____
- F5. Don't Know/Not Stated

Section 8: Overall Support for Capital Investment in Broadband Development (Internet/Mobility)

Next, I would like to talk to you about your overall level of support for the County's pursuit of an enhanced broadband network.

41) What do you think are the potential benefits of the County pursuing an enhanced broadband network?

1. If any; _____
2. None/No Benefits
- F5. Don't Know/Not Stated

42) What do you think are the potential drawbacks and/or risks of the County pursuing an enhanced broadband network?

1. If any; _____
2. None/No Benefits
- F5. Don't Know/Not Stated

43) How strongly do you agree with the following statements? Use a scale of 1 to 5, where 1 means "strongly disagree" and 5 means "strongly agree."

1. Strongly disagree
- 2.
- 3.
- 4.
5. Strongly agree
6. Not Applicable
- F5. Don't Know/Not Stated

- a) There is a need in the County for improved internet services
- b) Enhanced broadband infrastructure will make the County more attractive to potential residents
- c) Enhanced broadband infrastructure will make the County more attractive to potential businesses
- d) Better internet will improve the overall quality of life in the County
- e) Better mobility services will improve the quality of life in the County

44) Please think about how strongly you support or oppose each of the following. How strongly would you support or oppose the County ... (RANDOMLY ROTATE A-E; ASK F LAST)

1. Strongly oppose
2. Somewhat oppose
3. Somewhat support
4. Strongly support
- F5. Don't Know/Not Stated

- a) Providing tax incentives for private industry, to encourage further development of broadband infrastructure
- b) Partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model)
- c) Creating its own municipal broadband infrastructure to compete with existing providers
- d) Providing funding to private sector for infrastructure to enhance internet services
- e) Providing funding to private sector for infrastructure to enhance cellular/mobility services



f) Investing money into internet or mobility infrastructure to support service enhancements

45) [ASK IF Q44F=3-4/Support] Why do you support the County investing in capital infrastructure for internet or mobility service enhancements?

1. _____
F5. Don't Know/Not Stated

46) [ASK IF Q44F=1-2/Oppose] Why do you oppose the County investing in capital infrastructure for internet or mobility service enhancements?

1. _____
F5. Don't Know/Not Stated

Section 9: Final Comments

47) Do you have any final comments or other advice or concerns for the County with regards to pursuing an enhanced broadband network?

1. _____
2. None/no additional comments
F5. Don't Know/Not Stated

That concludes the survey. We thank you very much for your participation in our research.





Clearwater County
Resident Broadband Demand Study
Draft Report

November 17th, 2017



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1.0 SUMMARY OF FINDINGS

In 2017, Clearwater County contracted Banister Research & Consulting Inc. (Banister Research) to conduct a survey amongst households of Clearwater County. Surveys were completed via telephone with members of the County's general population between October 9th and October 29th, 2017. A total of 422 respondents completed the survey, providing a margin of error no greater than $\pm 4.9\%$ at the 95% confidence level, or 19 times out of 20¹. The following is a summary of the key findings from the 2017 Clearwater County Resident Broadband Demand Study.

Types of Subscribed Services

Most commonly, respondents subscribed to traditional (hardline) home phone services (89%), internet services (86%), and cable or satellite TV (84%). Only 13% of respondents subscribed to home phone via the internet (VoIP) services and 6% of respondents subscribed to cell phone services only (no home phone services).

TV (Cable or Satellite) Services

- Respondents who subscribed to TV (cable or satellite) (n=356) most commonly indicated that Telus was their service provider (36%), followed by Bell (34%) and Shaw (26%).
 - Nearly two-thirds (62%) of TV (cable or satellite) subscribers (n=356) reported that their current TV service agreement is no contract;
 - For TV (cable or satellite) service subscribers (n=356) the average cost of TV services was \$90.57/month;
 - One-third (33%) of respondents who subscribe to TV services (n=356) reported that they have invested in additional infrastructure for their TV service;
 - On average, respondents who invested in additional infrastructure for their TV service (n=118) spent \$288.00 on additional infrastructure; and
 - Nearly two-thirds (65%) of TV service subscribers (n=356) were satisfied (ratings of 4 or 5 out of 5) with their TV service provider.

Home Phone (Landline) Via the Internet (VoIP) Services

- Respondents who subscribed to home phone via the internet (Voice over Internet Protocol, or VoIP) (n=56) most commonly indicated that Telus was their service provider (57%), followed by CCI Wireless (27%).
 - Respondents who subscribed to VoIP home phone services (n=56) most often (64%) specified that their service did not have a contract;
 - For VoIP home phone service subscribers (n=56) the average cost of this service was \$76.96/month;

¹ Based on an estimate of 4,699 dwellings

- When asked if they had invested in additional infrastructure for their VoIP home phone service, only 9% of respondents who subscribe to the service (n=56) reported that they have invested in additional infrastructure;
- For respondents who invested in additional infrastructure for their VoIP home phone services (n=5)², the average cost of additional infrastructure was \$642.00; and
- Nearly two-thirds (64%) of VoIP home phone service subscribers (n=56) were satisfied (ratings of 4 or 5 out of 5) with their service provider.

Traditional Home Phone (Hardline) Services

- The vast majority of traditional home phone (hardline) service subscribers reported that their service is provided by Telus (97%).
 - The vast majority (78%) of traditional home phone subscribers (n=376) did not have a contract with their service provider;
 - On average, traditional home phone subscribers (n=376) paid \$50.65/month for their home phone service;
 - Only 6% of traditional home phone subscribers (n=376) have invested in additional infrastructure for their traditional home phone service;
 - Traditional home phone service subscribers who invested in additional infrastructure (n=23)³ spent an average of \$567.00 on additional infrastructure; and
 - Over three-quarters (76%) of respondents who subscribe to traditional home phone services (n=376) were satisfied (ratings of 4 or 5 out of 5).

Internet Services

Current Subscription

- Over one-third (36%) of respondents reported that Telus Smarthub/Aircards was their internet service provider, followed by 31% who were with CCI Wireless, and 17% who were with Xplornet. Ten percent (10%) of respondents were with Harewaves, and only 2% with Bell.
 - Over half (52%) of internet subscribers (n=361) were not on contract for their internet service;
 - The average cost of internet service for subscribers (n=396) was \$76.75/month;
 - Nearly half (42%) of respondents who have an internet subscription (n=361) have invested in additional infrastructure for their internet service; and
 - Respondents who have invested in additional infrastructure for their internet service (n=152) spent an average of \$400.50 on additional infrastructure.
- When asked to disclose their home internet usage, internet subscribers (n=361) most commonly used their internet for general browsing (online banking, social media, e-mail) (90%). Over half of

² Use caution interpreting results when n<30.

³ Use caution interpreting results when n<30

respondents reported using their internet for online shopping (62%), streaming TV and/or movies (53%), and working from home (51%).

- Respondents who use their home internet for streaming TV and/or movies (n=190) most commonly subscribed to and/or used Netflix (91%) and YouTube (56%).
- Respondents who subscribe to internet services (n=361) had an average of 4.20 devices connected to their internet services.
- When asked about cellular network internet usage, internet subscribers (n=361) reported that they use the cellular network to access the internet when:
 - Travelling in the County (64%); and
 - At home (56%).
- When internet subscribers (n=361) were asked about their current internet speed level, 13% of respondents had 3 to 5 Mbps, followed by 12% who had 6 to 10 Mbps. It is important to note that 58% of respondents were unable to identify their current internet speed.
- Nearly half (47%) of internet subscribers (n=361) were satisfied with their current internet speeds.
- Over half (54%) of internet subscribers (n=361) were satisfied with their current internet service provider (ISP).

Current Subscription

- Over three-quarters of internet subscribers (n=361) were aware of the following internet service providers (ISPs):
 - Xplornet (94% were aware);
 - Bell (84%);
 - Telus Smarthub/Aircards (82%);
 - CCI Wireless (82%); and
 - Harewaves (78%).
- Over half (52%) of internet subscribers (n=361) have tried another ISP.
 - Internet subscribers who have tried a different ISP (n=187) most commonly tried the following ISPs: Xplornet (33%), CCI Wireless (26%) and Harewaves (25%).
- In the past five (5) years, 39% of internet subscribers have switched their ISP.
 - Respondents who have changed ISPs in the past five years (n=139) most often changed due to slow and/or poor internet speeds (33%), followed by internet services being too costly (17%).
- Half (50%) of respondents were likely to subscribe to or switch to an internet service with higher internet speeds for an additional cost of \$10/month.
- Over one-third (37%) of respondents were likely to subscribe to or switch to an internet service with higher internet speeds for an additional cost of \$20/month.
- One-third (33%) of respondents were likely to subscribe to or switch to an internet service with higher speeds for an additional cost of \$30/month.

- The optimum price (monthly cost) point for the cost for higher internet speeds was determined to be approximately an additional **\$12.47/month**.
- Thirty-five percent (35%) of respondents were likely to subscribe to or switch to a service provider to achieve faster internet speeds, overall.
 - Respondents who were unlikely (ratings of 1 to 3 out of 5) to subscribe to internet services with faster internet speeds (n=213) most commonly indicated that they are not interested in this service (in general) (58%).
- Respondents who reported that there would be benefits to the County pursuing an enhanced broadband network (n=198) most often cited that access to faster and/or better internet, TV, or phone services (34%) would be beneficial.
- Respondents who thought there would be potential drawbacks and/or risks (n=228) most often cited that cost and/or tax increases was a concern (68%).
- Over half of respondents agreed (ratings of 4 or 5 out of 5) with the following statements regarding a potential enhanced broadband service in the County:
 - Enhanced broadband infrastructure will make the County more attractive to potential businesses (61%);
 - There is a need in the County for improved internet services (57%);
 - Better mobility services will improve the quality of life in the County (53%);
 - Enhanced broadband infrastructure will make the County more attractive to potential residents (52%).
- When asked to rate their support regarding the County pursuing an enhanced broadband infrastructure, over half of respondents supported the following:
 - Providing tax incentives for private industry, to encourage further development of broadband infrastructure (55%);
 - Investing money into internet or mobility infrastructure to support service enhancements (53%);
 - Partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model) (53%); and
 - Providing funding to private sector for infrastructure to enhance cellular/mobility services (51%).
- Those who **supported** the County investing in capital infrastructure for internet or mobility service enhancements (n=224) most commonly supported it because they would have access to faster and/or better internet/mobility services (17%).
- Those who **opposed** the County investing in capital infrastructure for internet or mobility service enhancements (n=116) most commonly reported that the County should not get involved in managing this kind of project (27%) or that there were cost and/or tax increase related concerns (27%).

2.0 PROJECT BACKGROUND

In 2017, Clearwater County (“The County”; “The Client”) contracted Banister Research to conduct Resident and Business Broadband Demand Surveys. The primary purpose of this research was to provide Clearwater County Council insight into the perceptions and opinions of residents and businesses regarding the current state of the broadband network in the County, and where improvements should be made. To complete this research, Banister Research conducted the following:

- **General Population Telephone Survey (n=380).** A random and representative sample of 380 Clearwater County residents completed the survey.
 - The results represent a margin of error no greater than $\pm 4.9\%$ ⁴ at the 95% confidence level, or 19 times out of 20.
- **Resident Hard Copy Survey (n=42).** Hard Copy surveys were made available at Clearwater County offices, providing residents who were not selected for the telephone survey the opportunity to provide input. Hard copy surveys were also advertised on official County channels (e.g., County website).
- **Business Telephone Survey (n=170).** A random and representative sample of 170 businesses in Clearwater County completed the survey.
 - The results represent a margin of error no greater than $\pm 4.9\%$ ⁵ at the 95% confidence level, or 19 times out of 20.
 - Reporting of the business survey results are provided under a separate cover.

This report outlines the results for the 2017 Broadband Demand General Population survey.

⁴ Based on an estimate of 4,699 dwellings

⁵ Based on an estimate of approximately 300 businesses

3.0 METHODOLOGY

All components of the project were designed and executed in close consultation with Clearwater County. A detailed description of each task of the project is outlined in the remainder of this section.

3.1 Project Initiation & Questionnaire Design

At the outset of the project, all background information relevant to the study was identified and subsequently reviewed by Banister Research. The consulting team familiarized itself with the objectives of the project, ensuring a full understanding of the issues and concerns to be addressed in the project. The result of this task was an agreement on the research methodology, a detailed work plan and project initiation.

Banister Research worked closely with the County in designing the survey instrument. All draft versions were submitted to the County for review and approval. A copy of the final questionnaire is provided in Appendix A.

3.2 Survey Population and Data Collection

Telephone interviews were conducted from October 9th to October 29th, 2017 at the Banister Research Call Centre. A total of 370 interviews were completed with adult residents of Clearwater County, providing a margin of error no greater than $\pm 4.9\%$ at the 95% confidence level, or 19 times out of 20.⁶

To maximize the sample, up to three (3) call back attempts were made to each listing, prior to excluding it from the final sample. Busy numbers were scheduled for a call back every fifteen (15) minutes. Where there was an answering machine, fax, or no answer, the call back was scheduled for a different time period on the following day. The first attempts to reach each listing were made during the evening or on weekends. Subsequent attempts were made at a different time on the following day.

The following table presents the results of the final call attempts. Using the call summary standard established by the Market Research and Intelligence Association, there was a 28% response rate and a 57% refusal rate. It is important to note that the calculation used for both response and refusal rates is a conservative estimate and does not necessarily measure respondent interest in the subject area.

Summary of Final Call Attempts	
Call Classification:	Number of Calls:
Completed Interviews	380
No Answer/Answering Machine	447
Respondents Unavailable/Appointment set	50
Refusals	519
Fax/Modem/Business/Not-In-Service/Wrong Number	232
Language Barrier/Communication Problem	15
Disqualified	16
Total	1,659

At the outset of the fieldwork, all interviewers and supervisors were given a thorough step-by-step briefing to ensure the successful completion of telephone interviews. To ensure quality, at least 20% of each interviewer’s work was monitored by a supervisor on an on-going basis.

The questionnaire was programmed into Banister Research’s Computer Assisted Telephone Interviewing (CATI) system. Using this system, data collection and data entry were simultaneous, as data was entered into a computer file while the interview was being conducted. Furthermore, the CATI system allowed interviewers to directly enter verbatim responses to open-ended questions.

⁶ Based on an estimate of 4,699 dwellings

3.3 Data Analysis

While data was being collected, Banister Research provided either a written or verbal progress report to the Client. After the questionnaires were completed and verified, all survey data was compiled into a computerized database for analysis. Data analysis performed by Banister Research included cross-tabulation, whereby the frequency and percentage distribution of the results for each question were broken down based on respondent characteristics and responses. Statistical analysis included a Z-test to determine if there were significant differences in responses between respondent subgroups. Results are reported as statistically significant at the 95% confidence level.

A list of responses to each open-ended question were generated by Banister Research. The lead consultant reviewed the list of different responses to the open-ended or verbatim question and then a code list was established. To ensure consistency of interpretation, the same team of coders was assigned to this project from start to finish. The coding supervisor verified at least 10% of each coder's work. Once the questionnaires were fully coded, computer programs were written to check the data for quality and consistency. All survey data was compiled into a computerized database for analysis. Utilizing SPSS analysis software, the survey data was reviewed to guarantee quality and consistency (e.g., proper range values and skip patterns). The reader should note that any discrepancies between charts or tables are due to the rounding of the numbers.

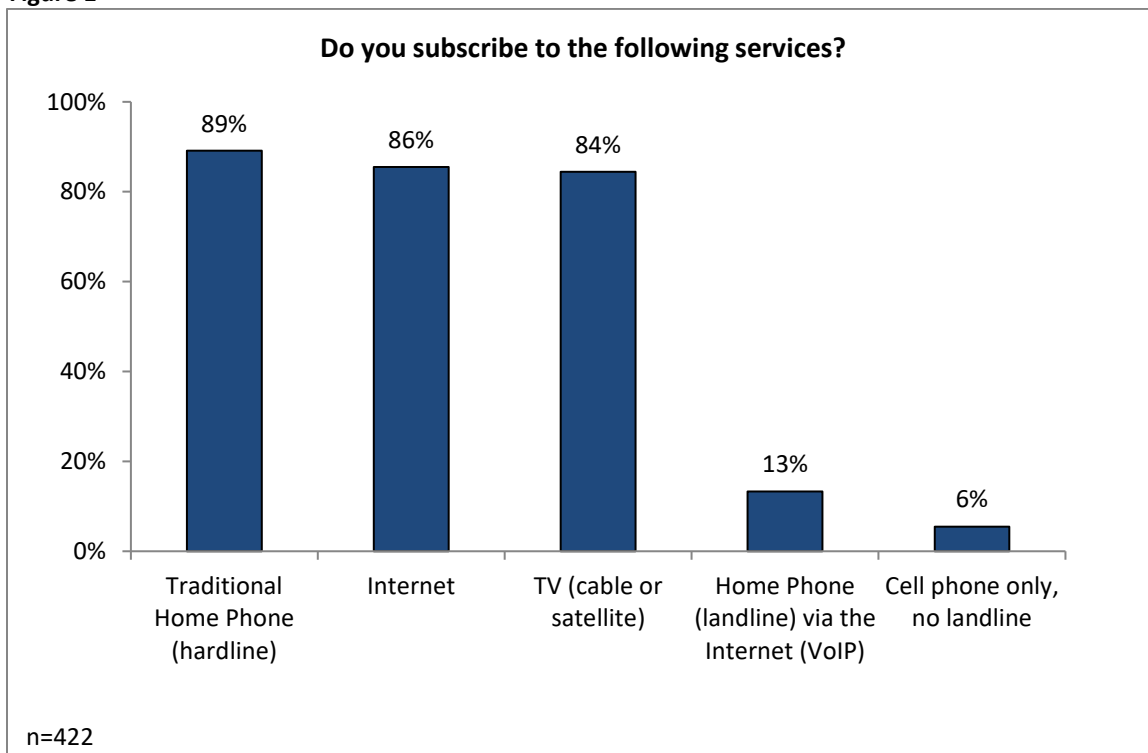
4.0 STUDY FINDINGS

Results of the survey are presented as they relate to the specific topic areas addressed by the survey. The reader should also note, when reading the report that the term *significant* refers to “statistical significance.” Only those respondent subgroups which reveal statistically significant differences at the 95% confidence level (19 times out of 20) have been included. Respondent subgroups that are statistically similar have been omitted from the presentation of findings.

4.1 Types of Subscribed Services

To begin the survey, respondents were asked to identify which telecommunications services they subscribed to. Most commonly, respondents subscribed to traditional (hardline) home phone services (89%), internet services (86%), and cable or satellite TV (84%). Only 13% of respondents subscribed to home phone via the internet (VoIP) services. Six percent (6%) of respondents subscribed to cell phone services only (no home phone services). See Figure 1, below.

Figure 1



Selected Sub-Segment Findings

Respondent subgroups who were **significantly more likely** to subscribe to **traditional home phone (hardline) not via the internet** included the following:

- Those who reside in the northeast (94%) or southwest (93%) quadrant of Clearwater County versus those who reside in the southeast quadrant (82%);
- Those aged 55 and older (93%) versus those aged 35 to 54 (83%);
- Those without children in their household (93%) versus those with children (80%);
- Those whose highest level of education is high school (94%) versus those whose highest level of education is post-secondary (87%); and
- Those who are not employed (94%) versus those who are employed (86%).

Respondent subgroups who were **significantly more likely** to subscribe to **internet** included the following:

- Males (90%) versus females (82%);
- Those who reside in the northeast (88%) or southeast (88%) quadrant of Clearwater County versus those who reside in the southwest quadrant (78%);
- Those aged 35 to 54 (93%) versus those aged 55 and older (84%);
- Those whose highest level of education is post-secondary (89%) versus those whose highest level of education is high school (80%);
- Those who are employed (90%) versus those who are not employed (80%); and
- Those whose household income in 2016 was greater than \$50,000 (90% to 93%) versus those whose household income was less than \$50,000 (74%).

Those without children (88%) were **significantly more likely** to subscribe to **home phone (landline) via the internet (VoIP)** than those with children (72%).

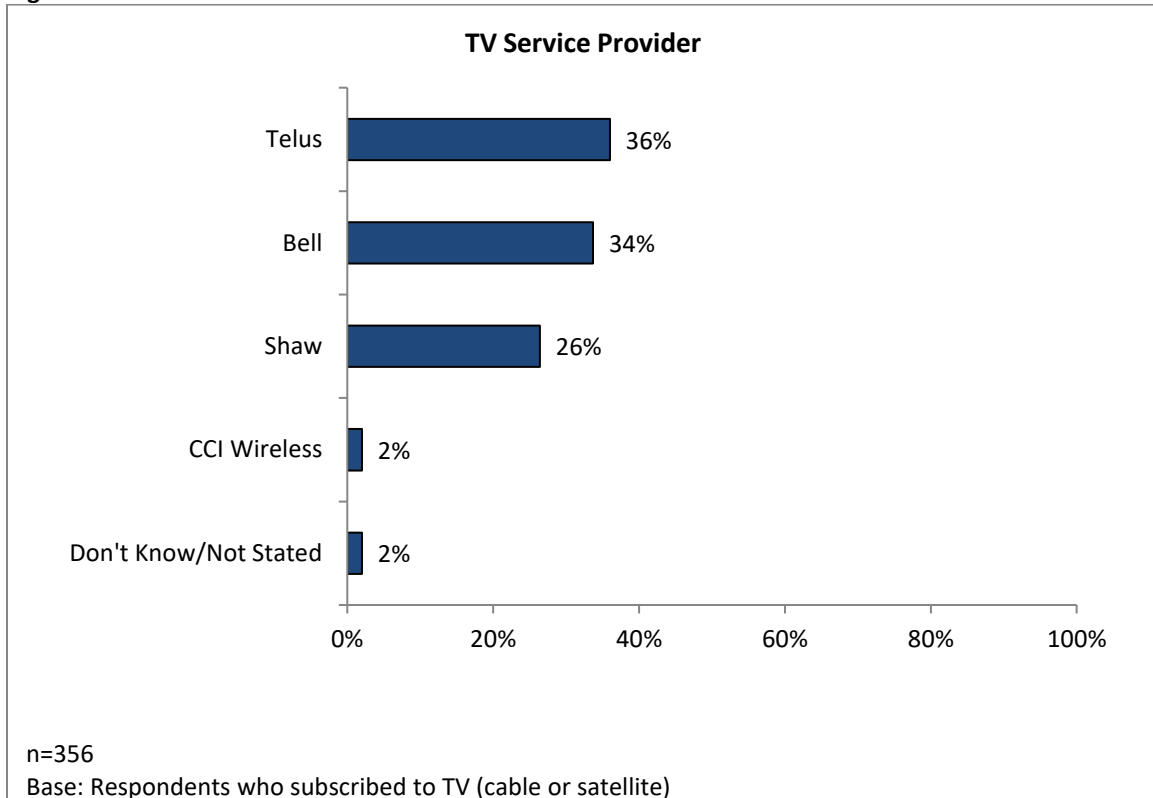
Respondent subgroups who were **significantly more likely** to subscribe to **cell phone only (no landline or VoIP)** included the following:

- Those who reside in the southeast (9%) quadrant of Clearwater County versus those who reside in the northeast quadrant (2%);
- Those aged 35 to 54 (11%) versus those aged 55 and older (2%);
- Those with children in their household (13%) versus those without children (2%);
- Those whose highest level of education is post-secondary (8%) versus those whose highest level of education is high school (1%); and
- Those who are employed (8%) versus those who are not employed (2%).

4.2 TV (Cable or Satellite) Services

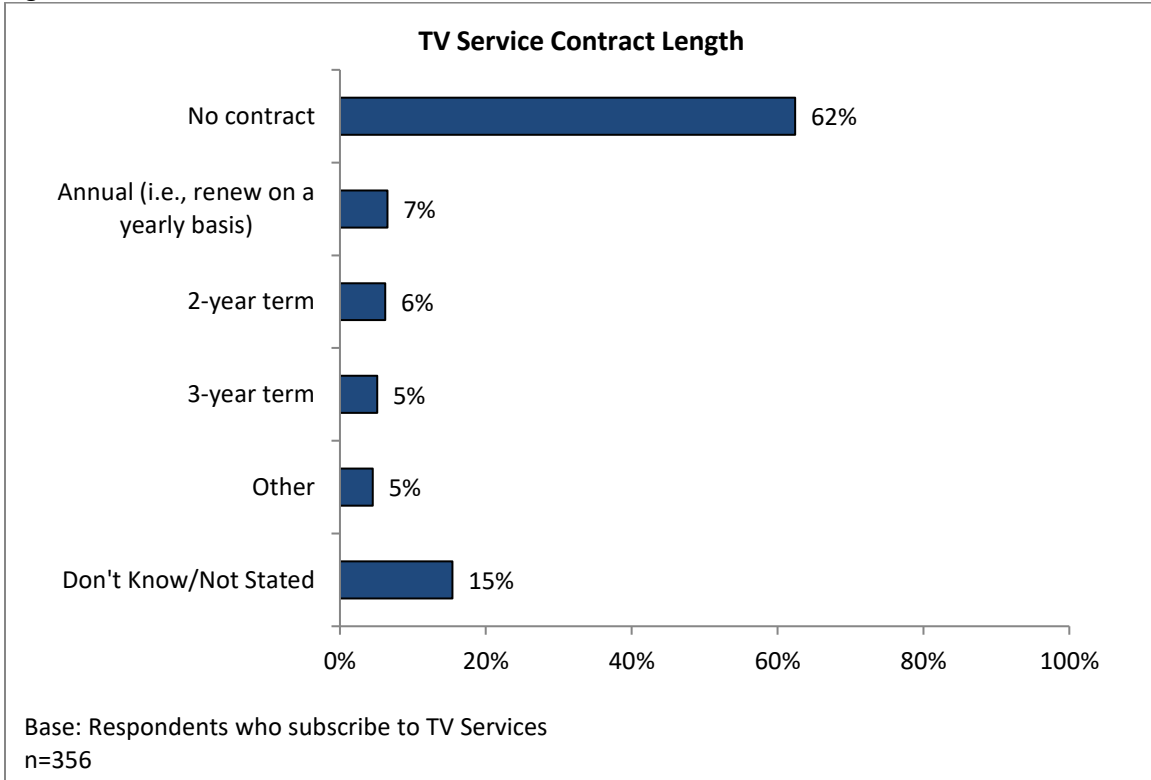
Respondents who subscribed to TV (cable or satellite) (n=356) most commonly indicated that Telus was their service provider (36%), followed by Bell (34%) and Shaw (26%). Only 2% of respondents reported that CCI wireless provided their TV service. See Figure 2, below.

Figure 2



Nearly two-thirds (62%) of TV subscribers (n=356) of respondents reported that their current TV service agreement is no contract. See Figure 3, below.

Figure 3



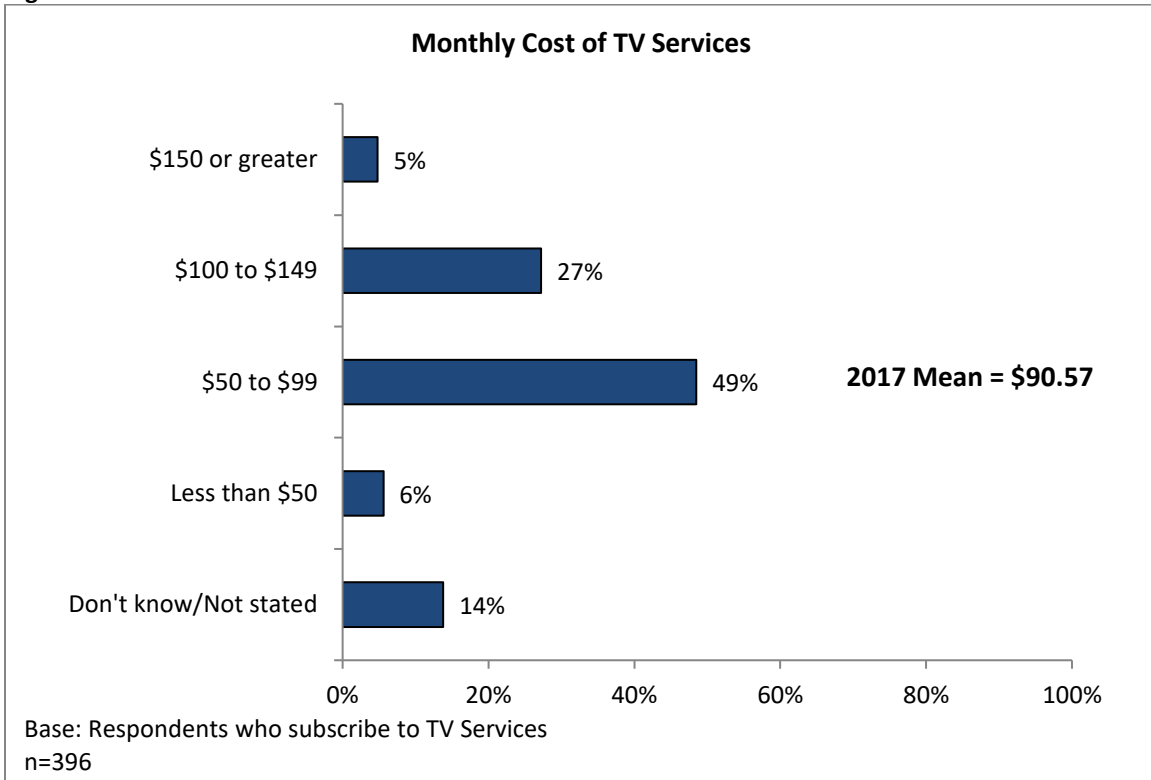
Selected Sub-Segment Findings

Those who reside in the southeast quadrant of Clearwater County (69%) were **significantly more likely** to have **no contract** than those who reside in the southwest (55%).

Those with children in their household (13%) were **significantly more likely** to have an **annual** service agreement than those without children (4%).

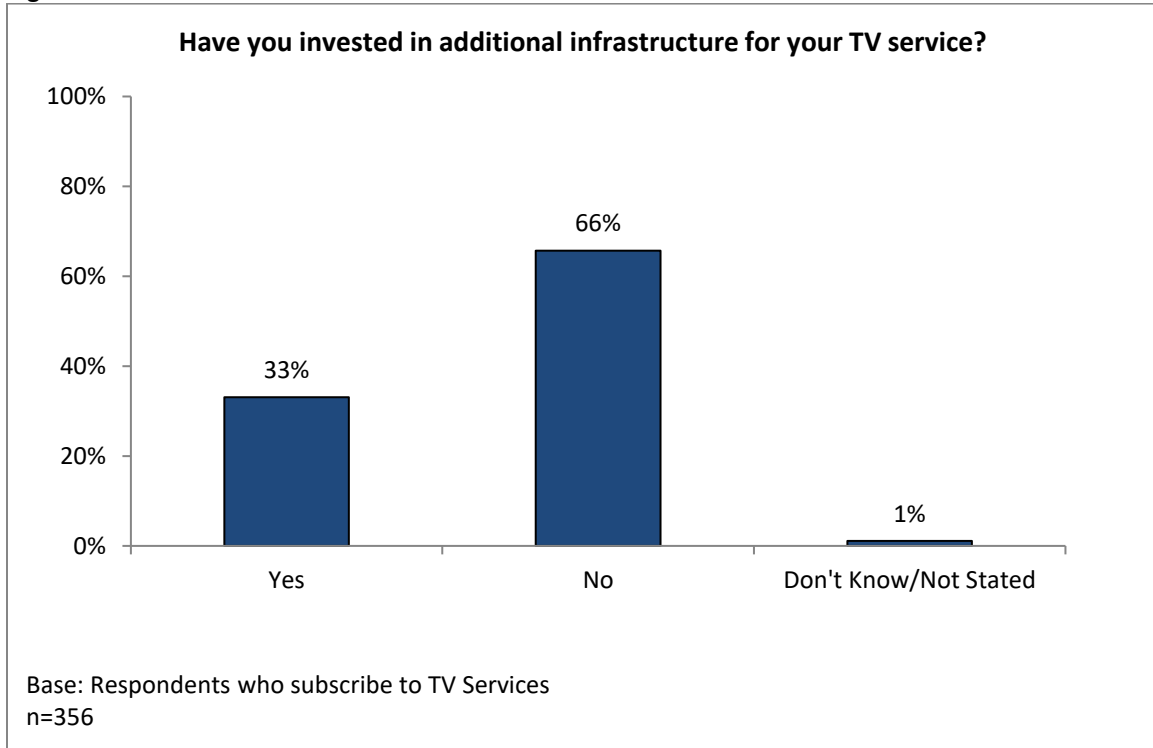
For TV (cable or satellite) services, respondents (n=356) most commonly paid \$59 to \$99 (49%) per month, followed by 27% who pay \$100 to \$149. The mean cost of TV services was \$90.57/month. See Figure 4, below.

Figure 4



One-third (33%) of respondents who subscribe to TV services (n=356) reported that they have invested in additional infrastructure for their TV service. See Figure 5, below.

Figure 5

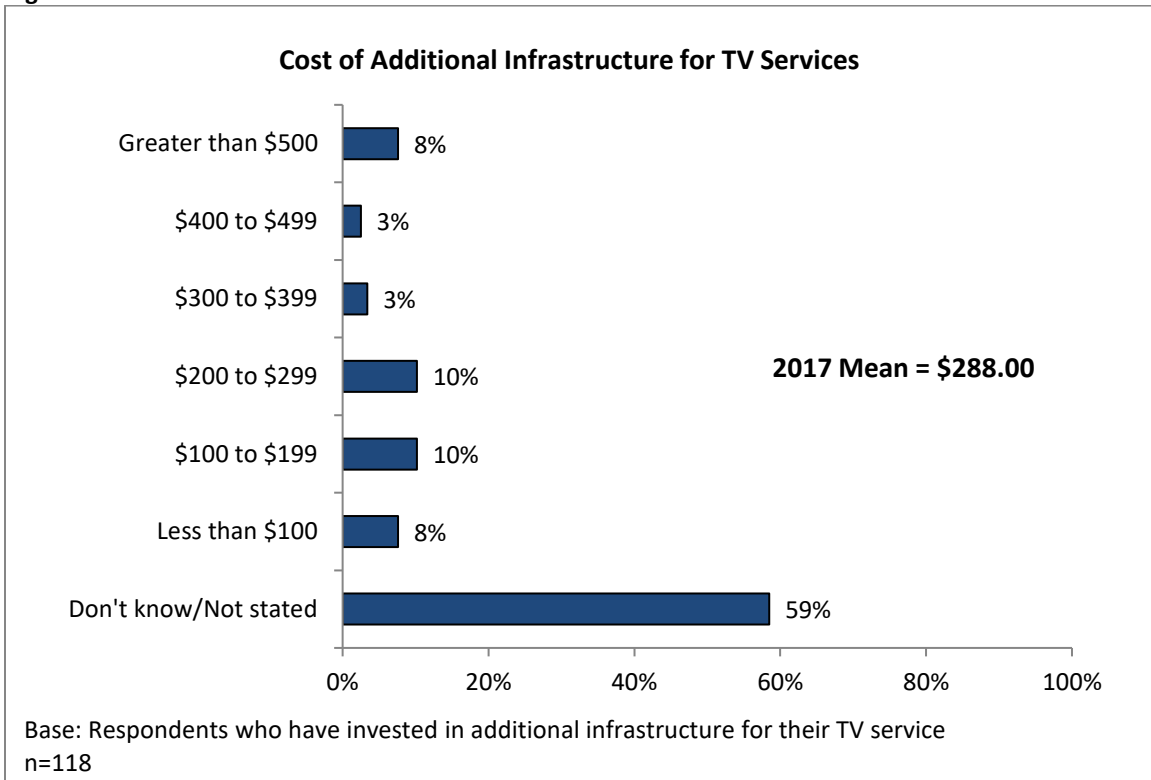


Selected Sub-Segment Findings

Those who reside in the southwest quadrant of Clearwater County (44%) were significantly more likely to have invested in additional infrastructure for their **TV service** versus those who reside in the northeast (29%) or southeast (27%) quadrant.

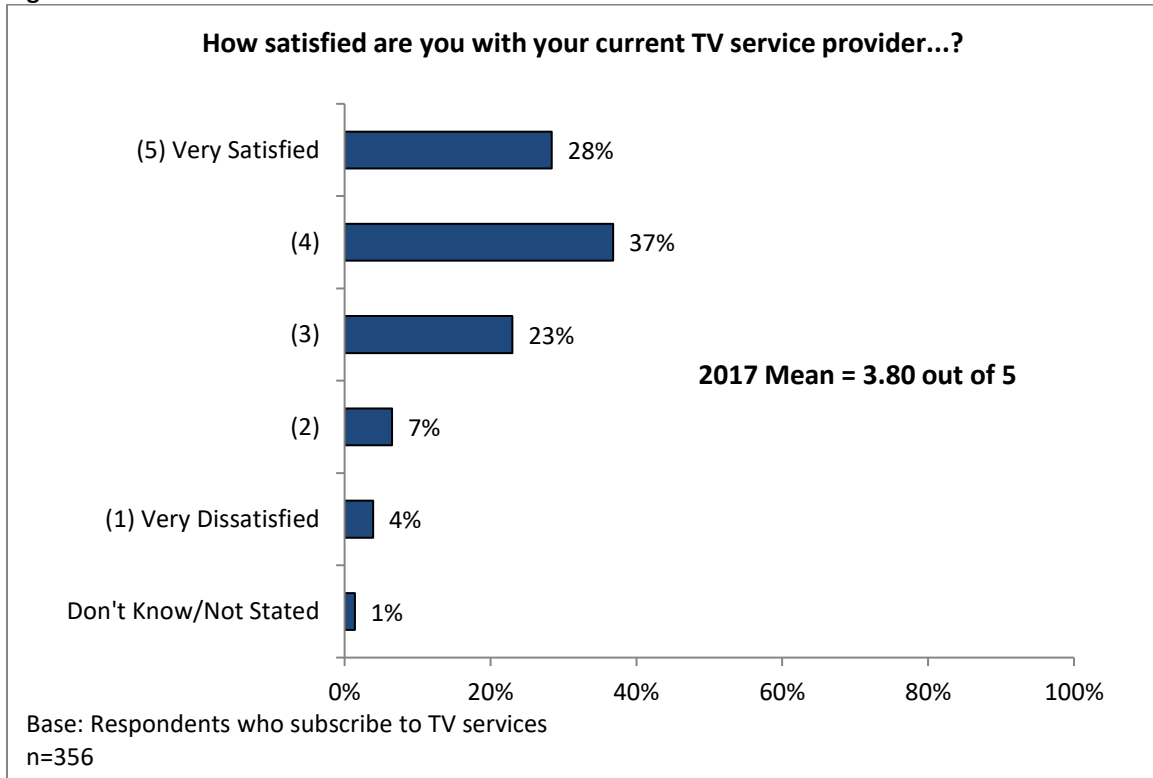
Respondents who invested in additional infrastructure for their TV service (n=118) most often spent \$100 to \$199 (10%) or \$200 to \$299 (10%). It is important to note that 59% of these respondents were unable to identify how much they have spent on additional infrastructure. See Figure 6, below.

Figure 6



Respondents who subscribed to TV service (n=356) were asked how satisfied they were with their service provider. Nearly two-thirds (65%) of respondents were satisfied (ratings of 4 or 5 out of 5) with their TV service provider. See Figure 7, below.

Figure 7



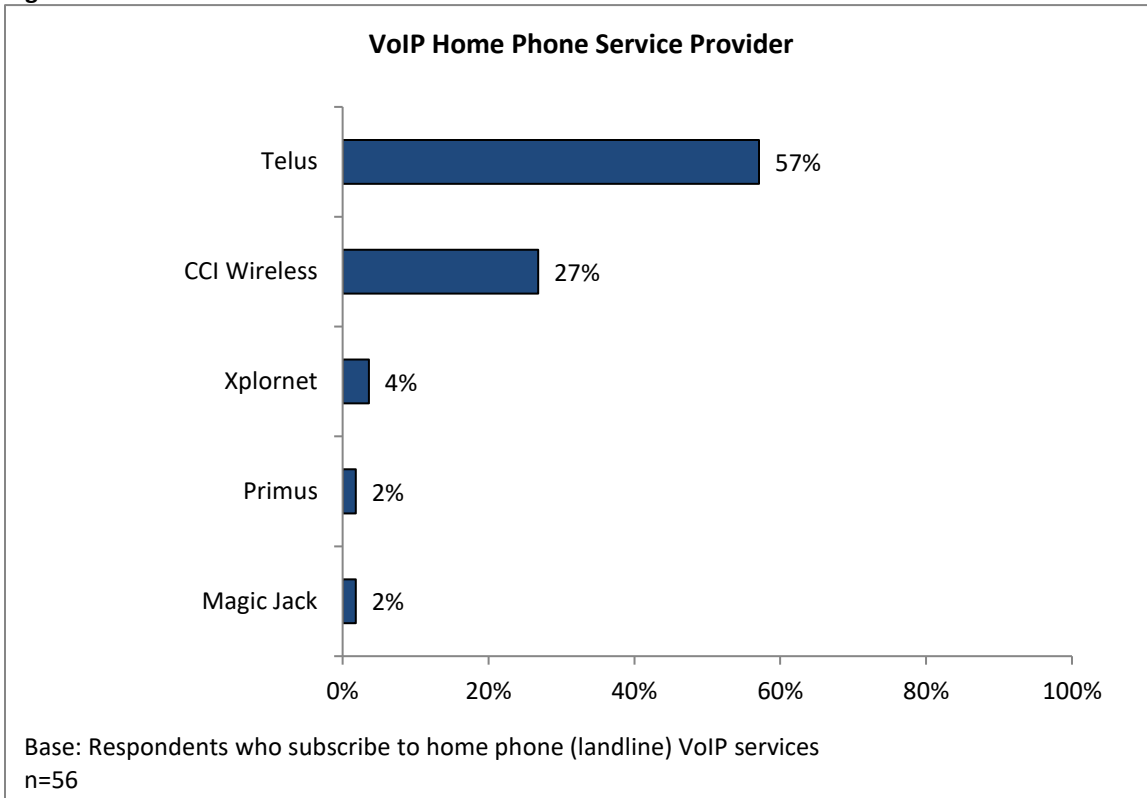
Selected Sub-Segment Findings

Those who reside in the southwest quadrant of Clearwater County (73%) were **significantly more likely** to be satisfied (ratings of 4 or 5 out of 5) with their **current TV service provider** versus those who reside in the southeast (59%).

4.3 Home Phone (Landline) Via the Internet (VoIP) Services

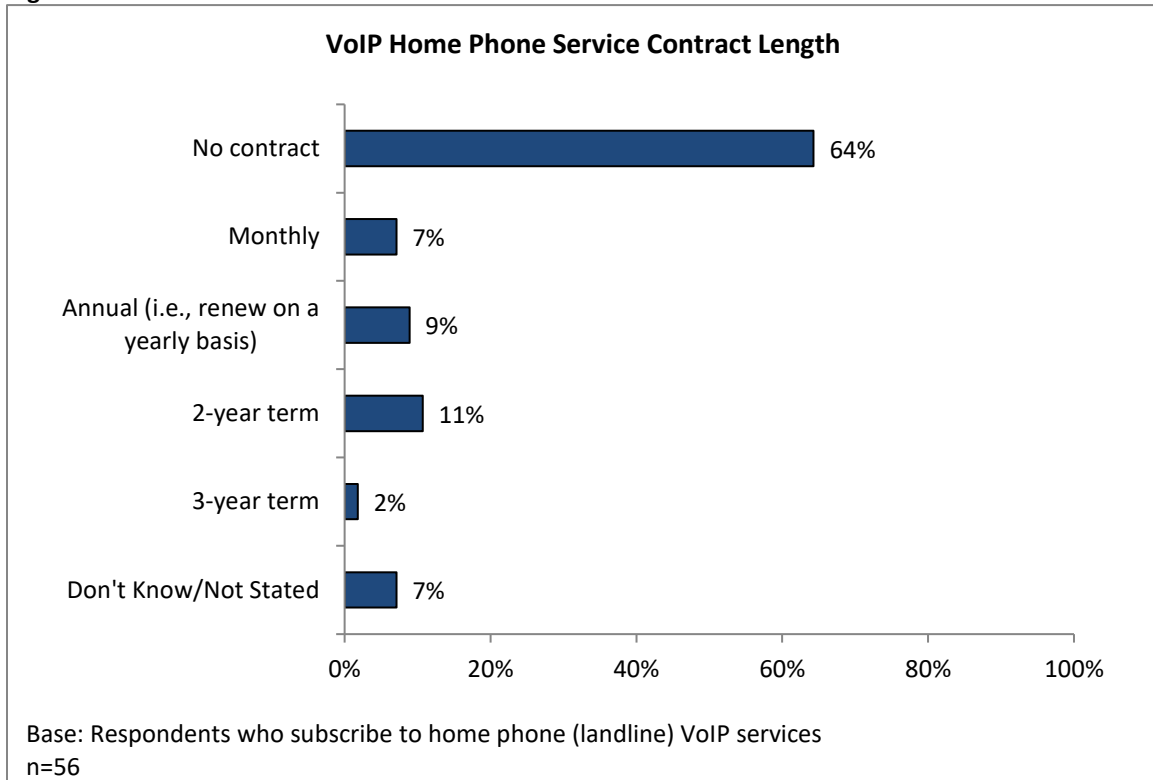
Respondents who subscribed to home phone via the internet (Voice over Internet Protocol, or VoIP) (n=56) most commonly indicated that Telus was their service provider (57%), followed by CCI Wireless (27%). See Figure 8, below.

Figure 8



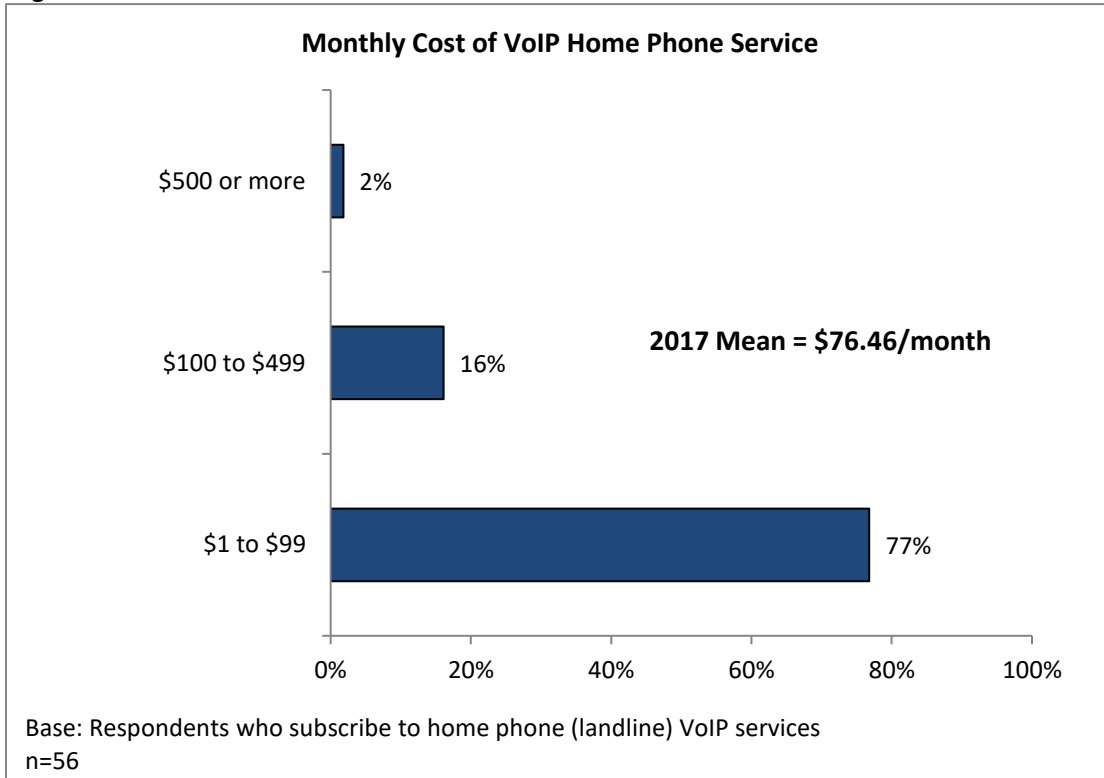
When asked to specify their contract length for VoIP home phone services, respondents who subscribed to this service (n=56) most often (64%) specified that their service did not have a contract. Eleven percent (11%) of respondents had a 2 year term, and 9% had an annual term. See Figure 9, below.

Figure 9



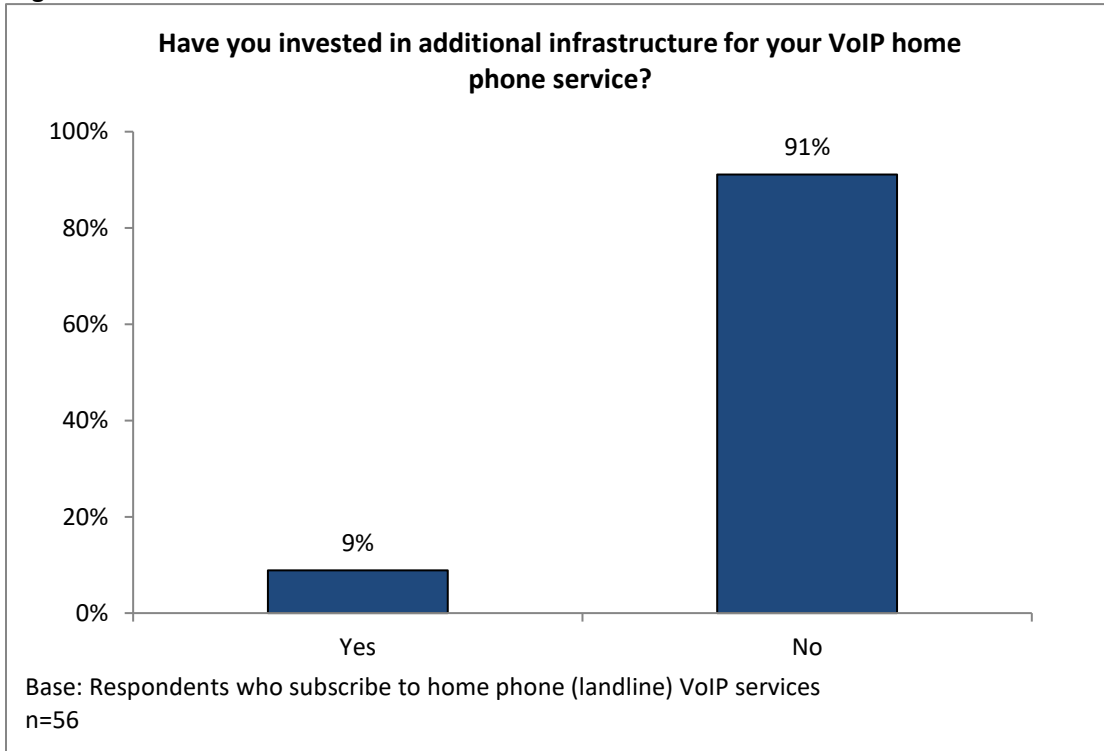
For VoIP home phone services, respondents (n=56) most commonly paid \$1 to \$99 (77%) per month, followed by 16% who pay \$100 to \$499. The mean cost of VoIP home phone services was \$76.96/month. See Figure 10, below.

Figure 10



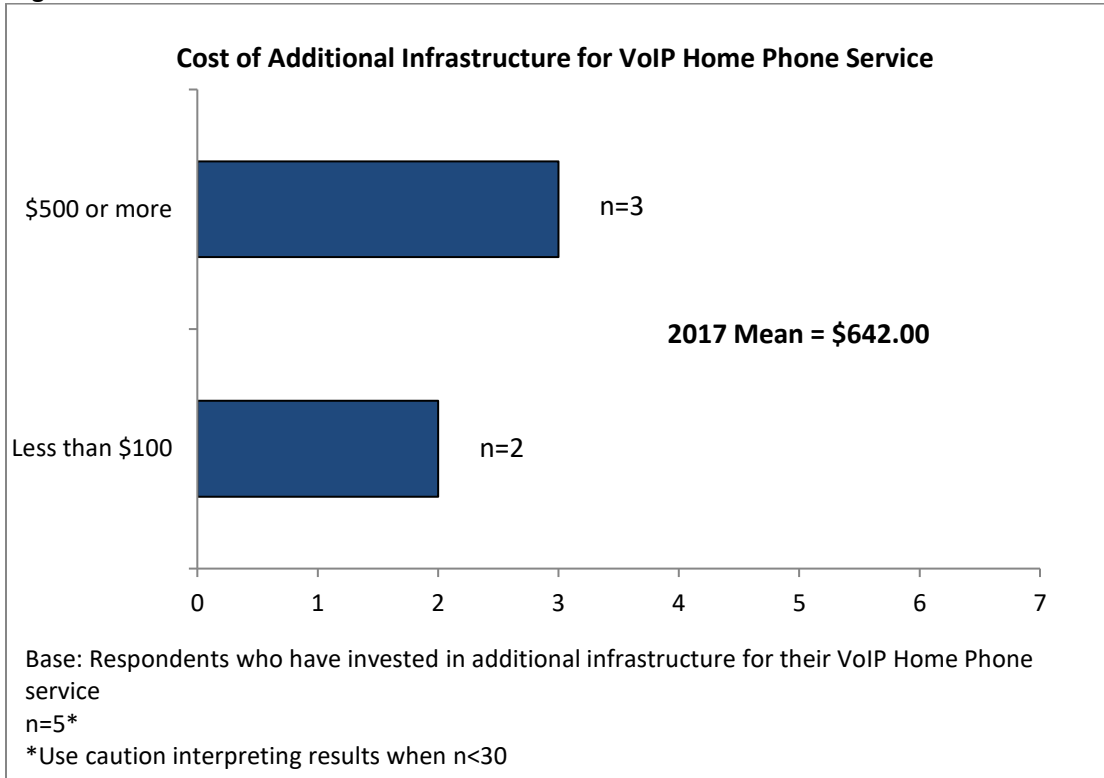
When asked if they had invested in additional infrastructure for their VoIP home phone service, only 9% of respondents who subscribe to the service (n=56) reported that they have invested in additional infrastructure.

Figure 11



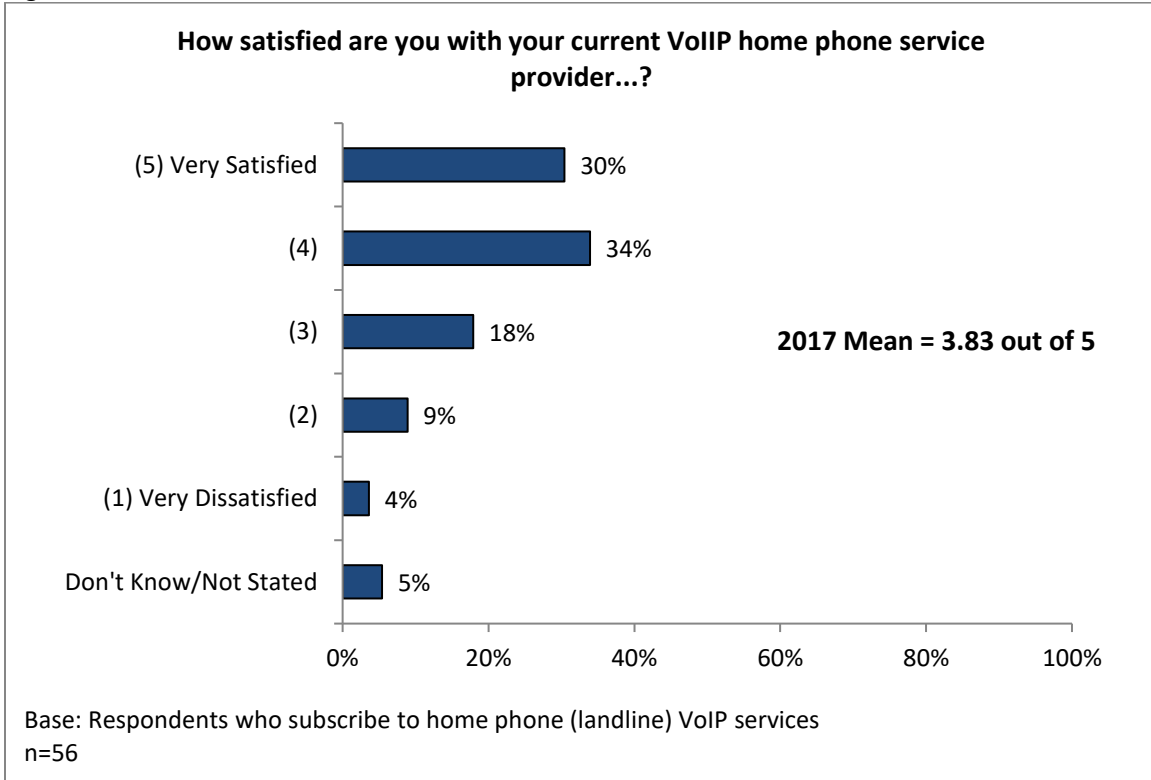
For respondents who invested in additional infrastructure for their VoIP home phone services (n=5), respondents most commonly paid less than \$100 (n=2). See Figure 12, below.

Figure 12



Nearly two-thirds (64%) of VoIP home phone service subscribers (n=56) were satisfied (ratings of 4 or 5 out of 5) with their service provider. See Figure 13, below.

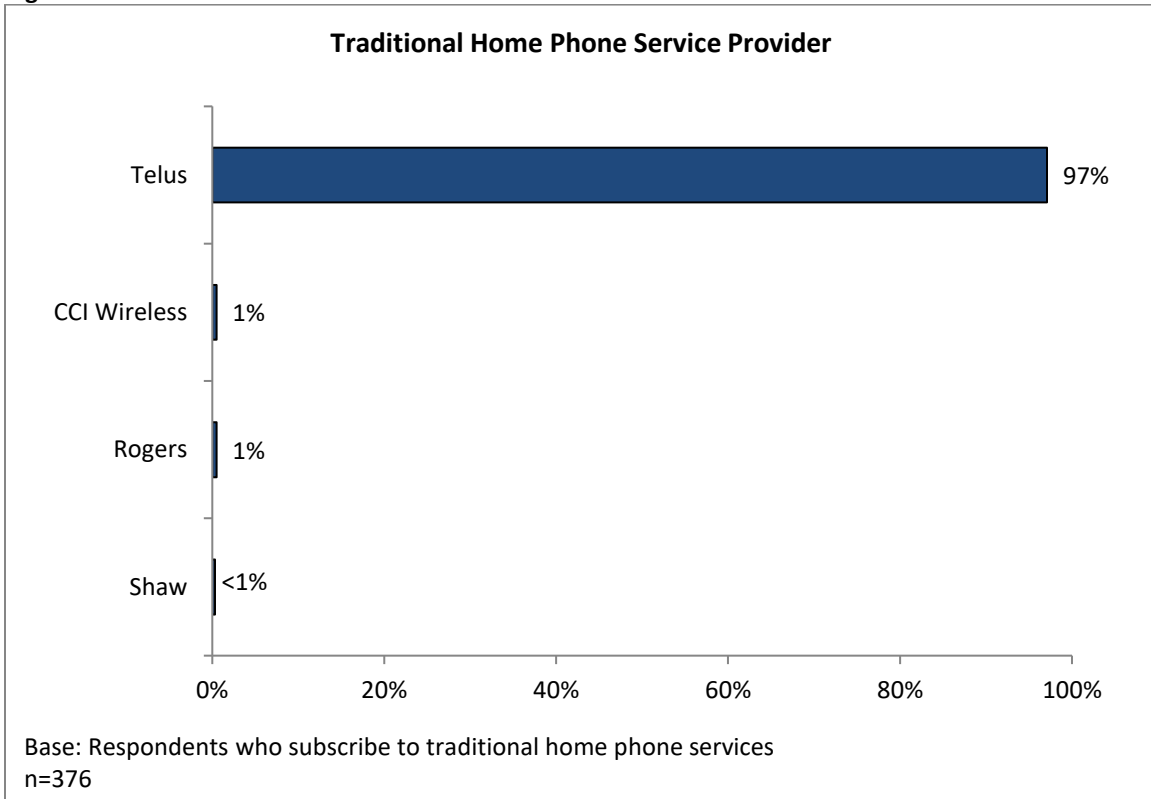
Figure 13



4.4 Traditional Home Phone (Hardline) Services

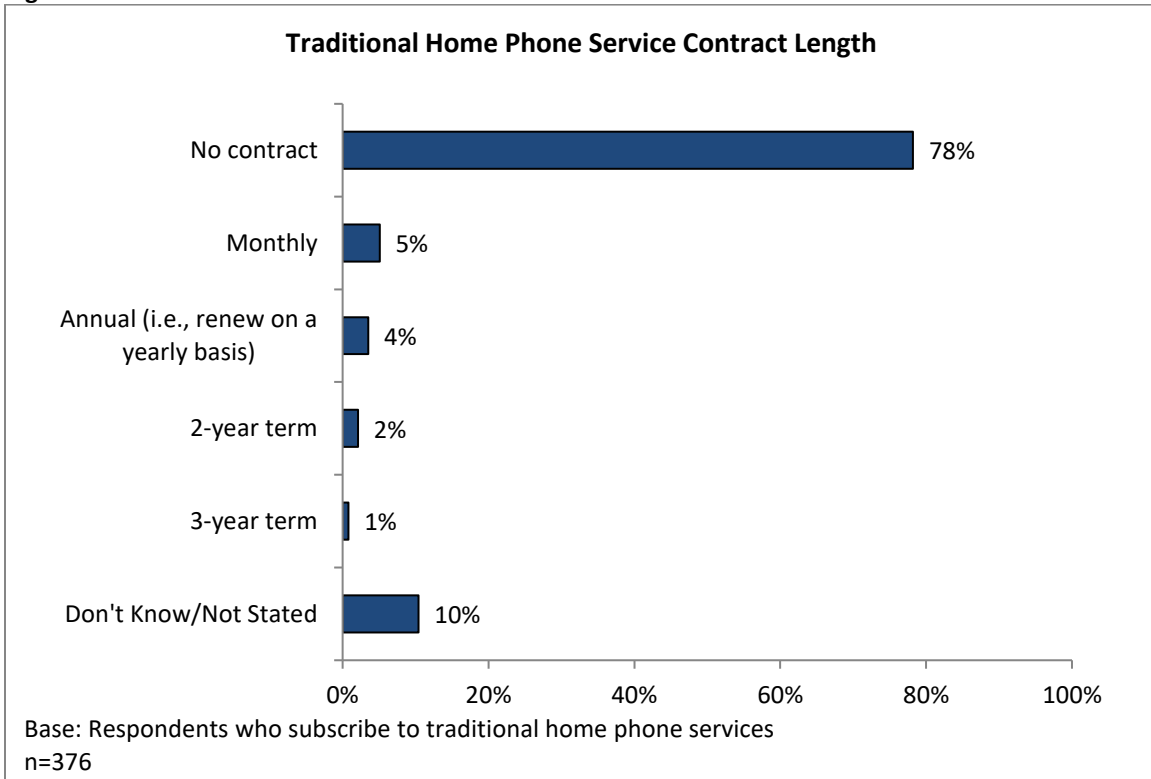
The vast majority of traditional home phone (hardline) service subscribers reported that their service is provided by Telus (97%). See Figure 14, below.

Figure 14



The vast majority (78%) of traditional home phone subscribers (n=376) did not have a contract with their service provider. See Figure 15, below.

Figure 15



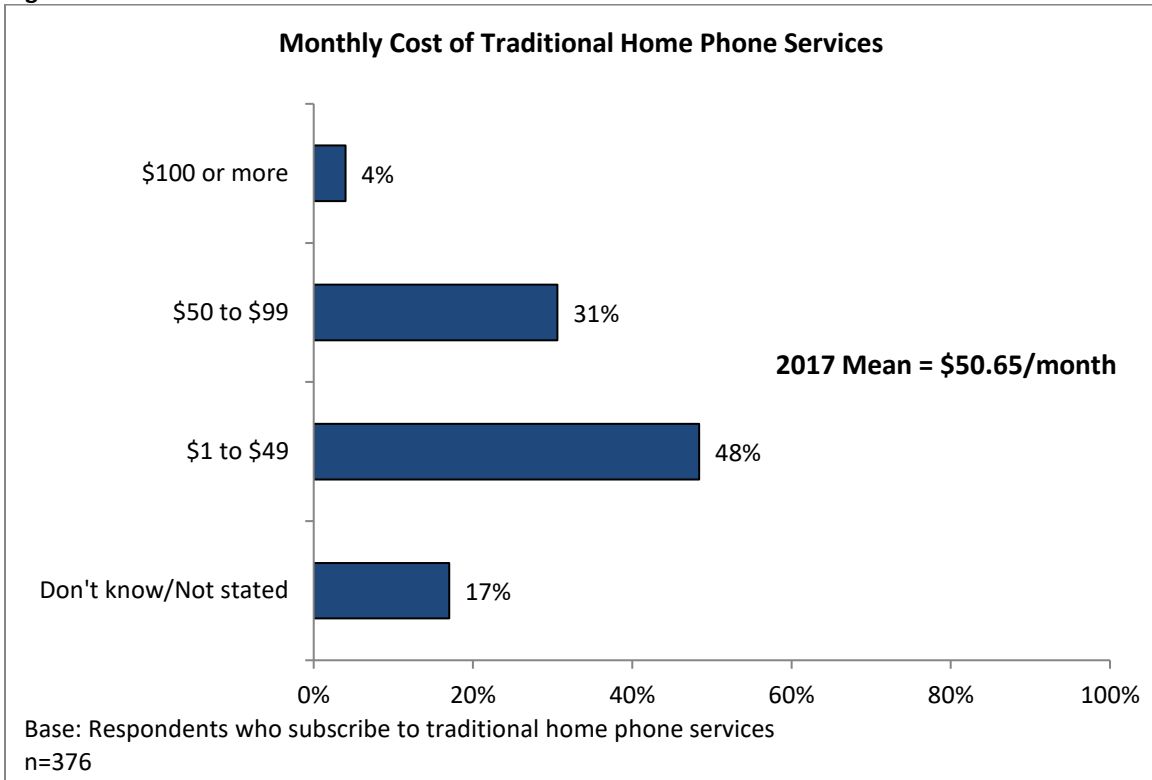
Selected Sub-Segment Findings

Those who reside in the southwest quadrant (6%) of Clearwater County were significantly more likely to have an **annual** service agreement than those who reside in the northeast quadrant (1%).

Those with children in their household (3%) were significantly more likely to have a **3-year** service agreement than those without children (<1%).

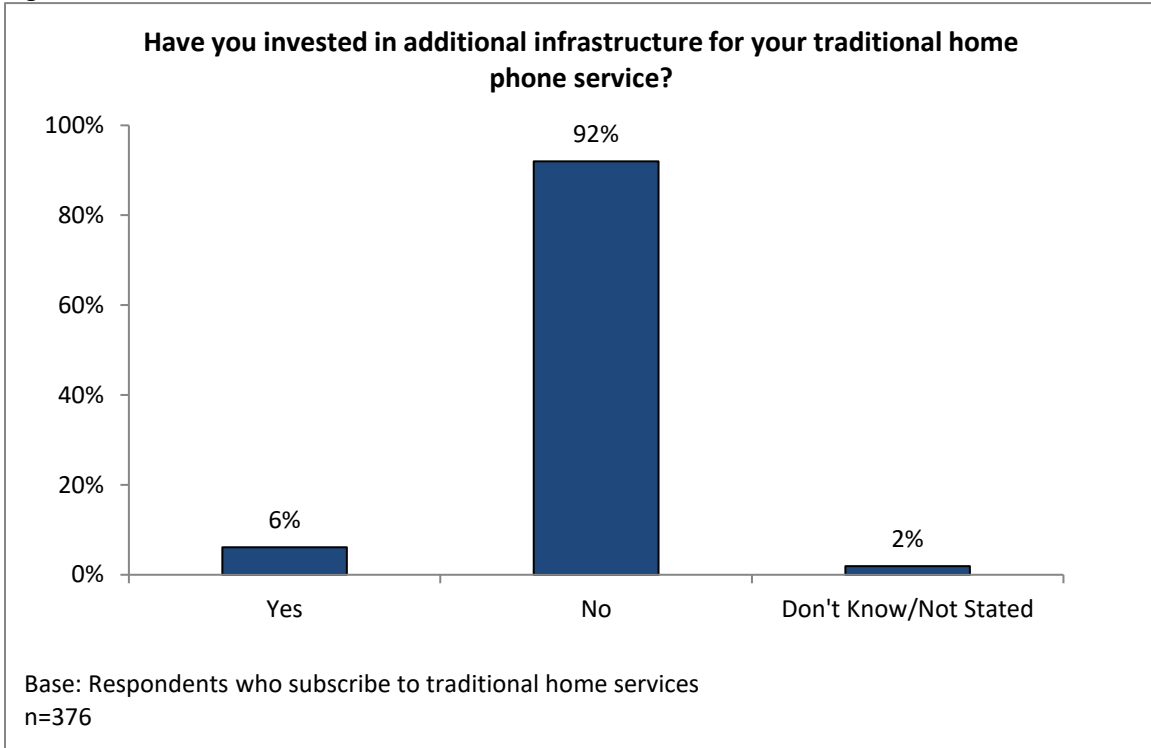
Respondents who subscribed to traditional home phone services (n=376) most commonly paid \$1 to \$49 (48%) for their traditional home phone (hardline) services. On average, respondents paid \$50.65/month for their service. See Figure 16, below.

Figure 16



The vast majority (92%) of respondents who subscribe to traditional home phone services (n=376) have not invested in additional infrastructure for their service. See Figure 17, below.

Figure 17

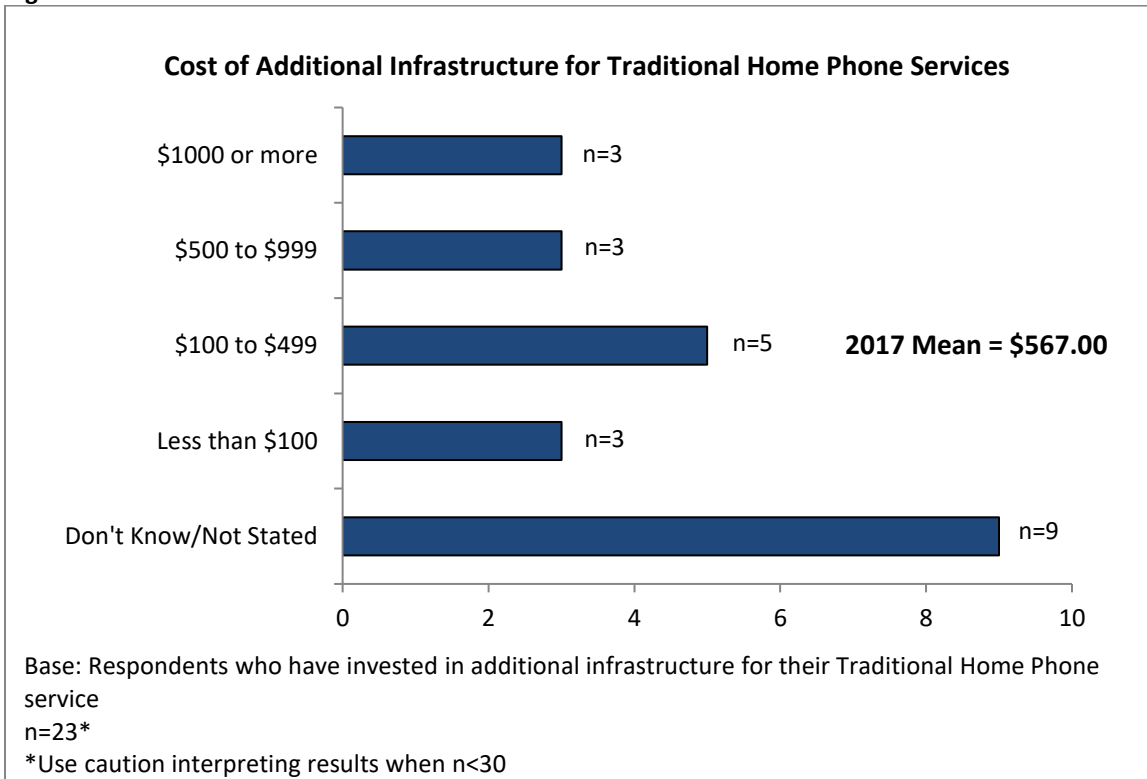


Selected Sub-Segment Findings

Those who reside in the southwest quadrant (10%) of Clearwater County were significantly more likely to have invested in additional infrastructure for their **traditional home phone service** than those who reside in southeast quadrant (3%).

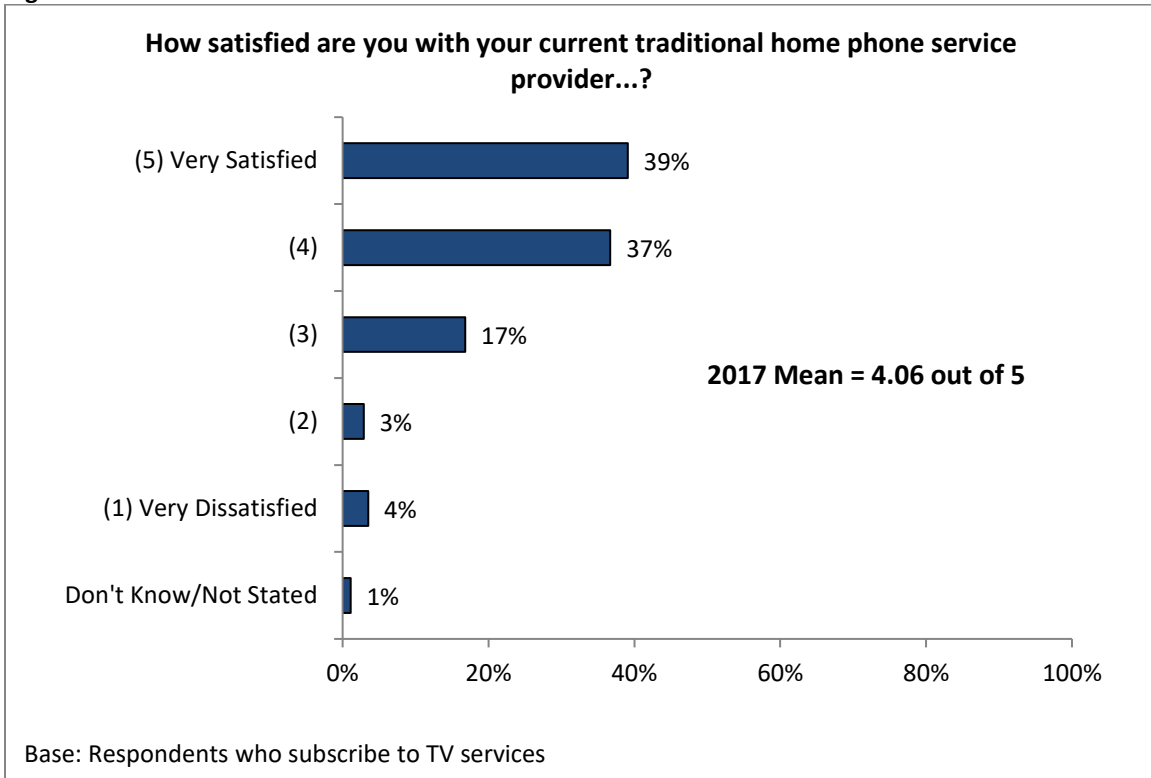
Traditional home phone service subscribers who invested in additional infrastructure (n=23) most commonly spent \$100 to \$499 (n=5) in additional infrastructure for their traditional home phone services. It is important to note that nine (n=9) respondents were unable to determine how much they have spent in additional infrastructure. See Figure 18, below.

Figure 18



Respondents who subscribed to traditional home phone services (n=376) were then asked how satisfied they were with their current service provider. Over three-quarters (76%) of respondents were satisfied (ratings of 4 or 5 out of 5), 17% were neutral (ratings of 3 out of 5), and only 6% were dissatisfied (ratings of 1 or 2 out of 5) with their traditional home phone service provider. Respondents provided an average rating of 4.06 out of 5. See Figure 19, below.

Figure 19



Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to be satisfied (ratings of 4 or 5 out of 5) with their current traditional home phone service provider included:

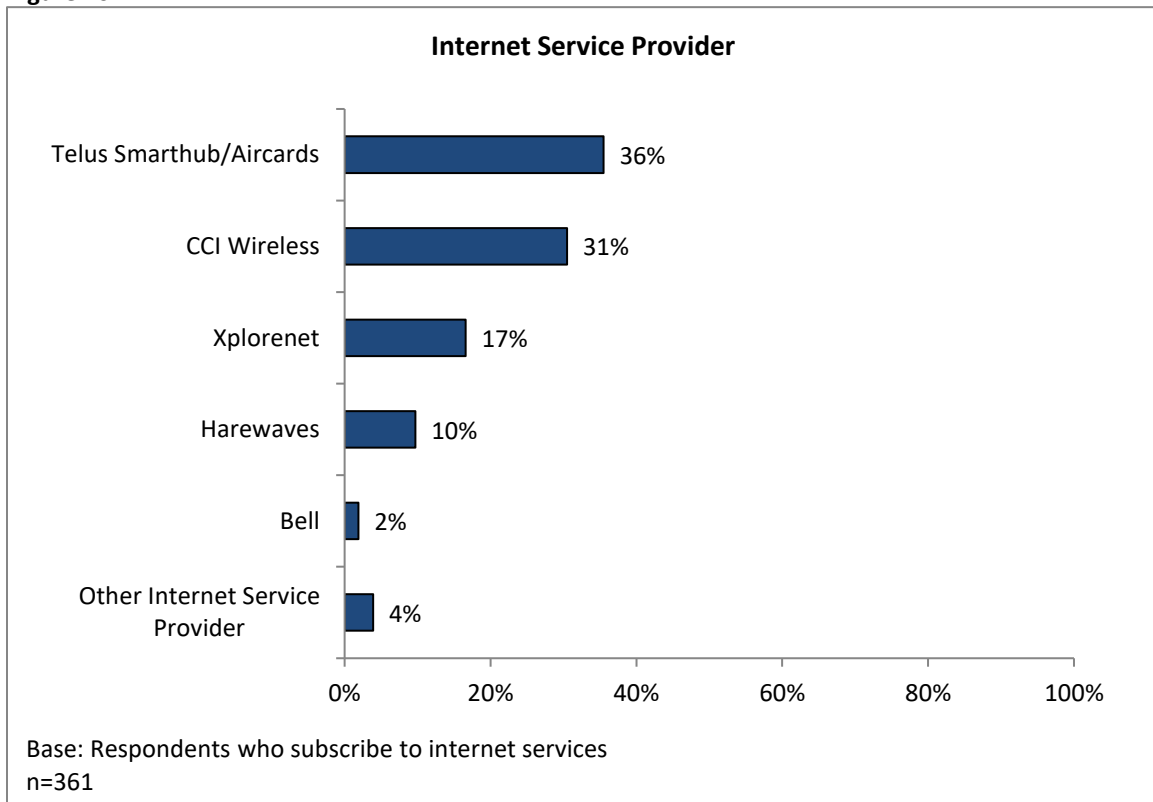
- Females (79%) versus males (70%);
- Those without children in their household (79%) versus those with children (68%); and
- Those who are not employed (83%) versus those who are employed (72%).

4.5 Internet Services

4.5.1 Current Subscription

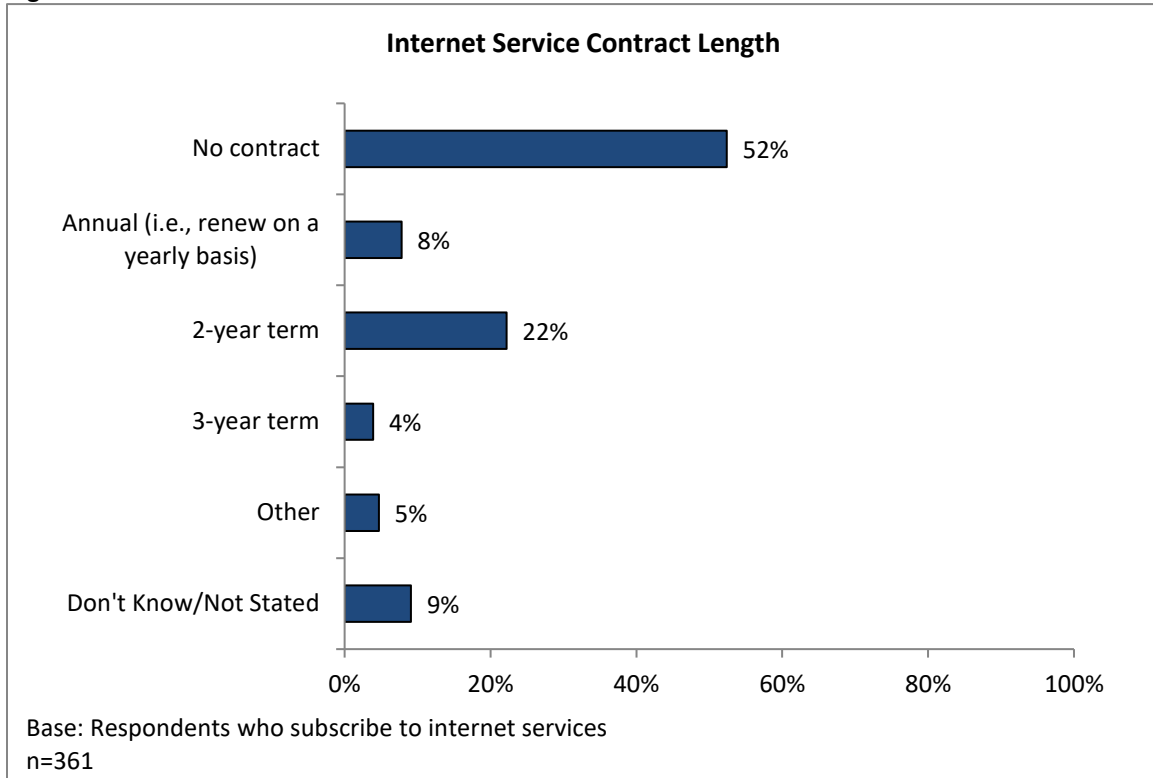
Next, internet service subscribers (n=361) were asked a variety of questions in regards to their current subscription. First, respondents were asked who their internet service provider was. As shown in Figure 20, below, over one-third (36%) of respondents reported that Telus Smarthub/Aircards was their internet service provider, followed by 31% who were with CCI Wireless, and 17% who were with Xplornet. Ten percent (10%) of respondents were with Harewaves, and only 2% were with Bell.

Figure 20



Over half (52%) of internet subscribers (n=361) were not on contract, followed by 22% of respondents who were on a 2-year term. See Figure 21, below.

Figure 21



Other responses included:

- Monthly (4%); and
- 5-year term (1%).

Selected Sub-Segment Findings

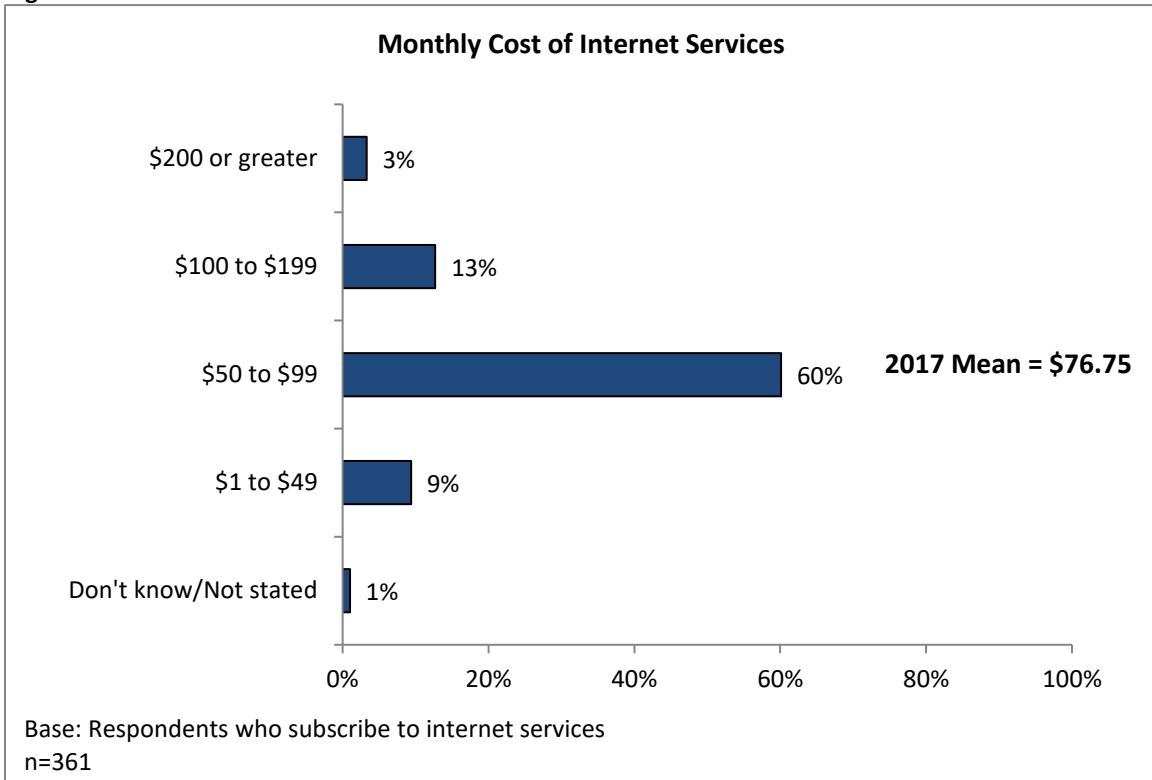
Respondent subgroups who were significantly more likely to have an **annual** service agreement included the following:

- Males (15%) versus females (4%); and
- Those whose highest level of education is high school (12%) versus those whose highest level of education is post-secondary (6%).

Those with children in their household (30%) were **significantly more likely** to have a **2-year** service agreement than those without children (18%).

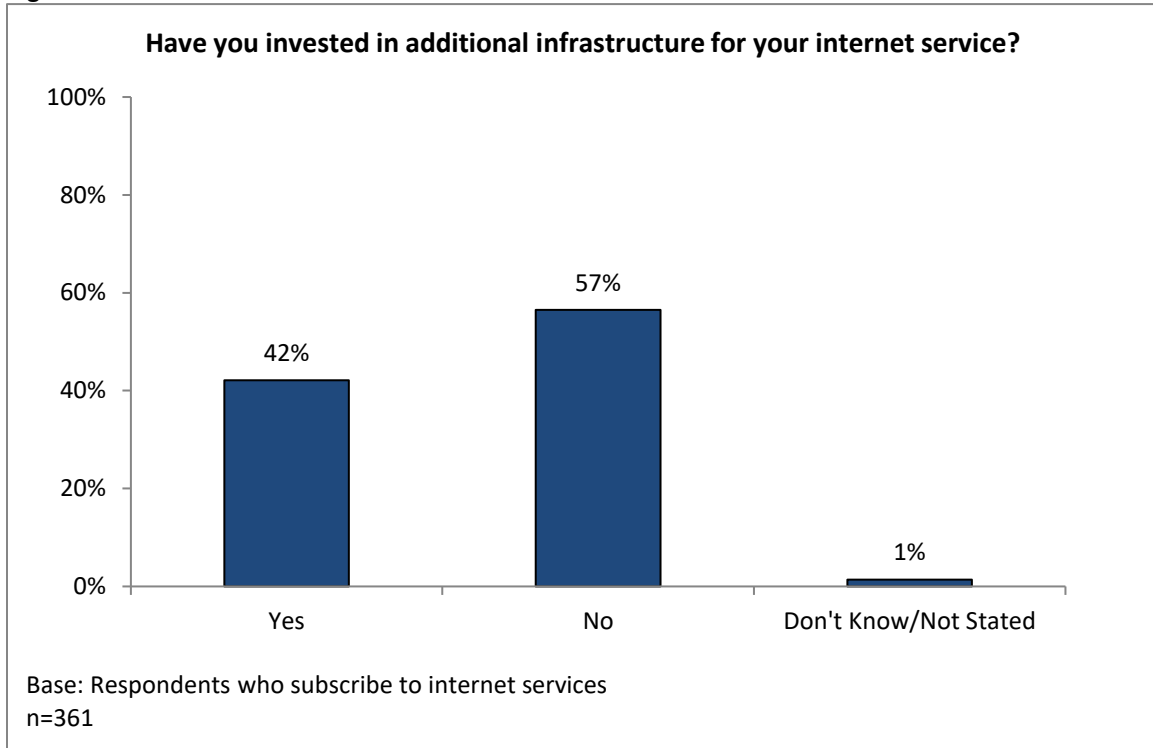
As shown in Figure 22, below, the average cost of internet for internet service subscribers (n=361) was \$76.75/month. Respondents most commonly (60%) paid \$50 to \$99 per month for their service, followed by 13% who paid \$100 to \$199.

Figure 22



Nearly half (42%) of respondents who have an internet subscription (n=361) have invested in additional infrastructure for their internet service. See Figure 23, below.

Figure 23



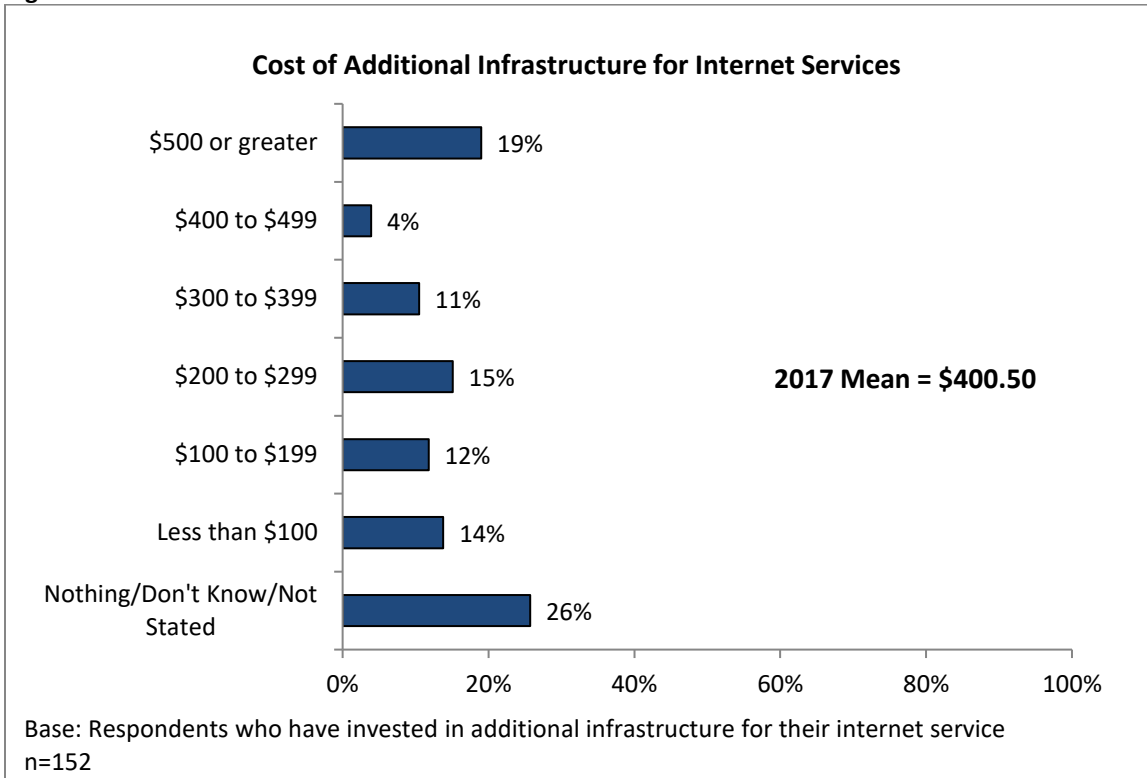
Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to have invested in additional infrastructure for their internet service included:

- Those who live in the southwest quadrant (48%) of Clearwater County versus those who live in the southeast quadrant (34%);
- Those who are not satisfied (53%) with their current internet service provider (ISP) versus those who are satisfied (34%);
- Those who are likely (55%) to switch service providers to achieve faster internet speeds versus those who are not likely (33%);
- Those aged 35 to 54 (51%) versus those aged 55 and older (58%); and
- Those whose household income in 2016 was \$100,000 or more (52%) versus those whose household income was less than \$100,000 (36% to 38%).

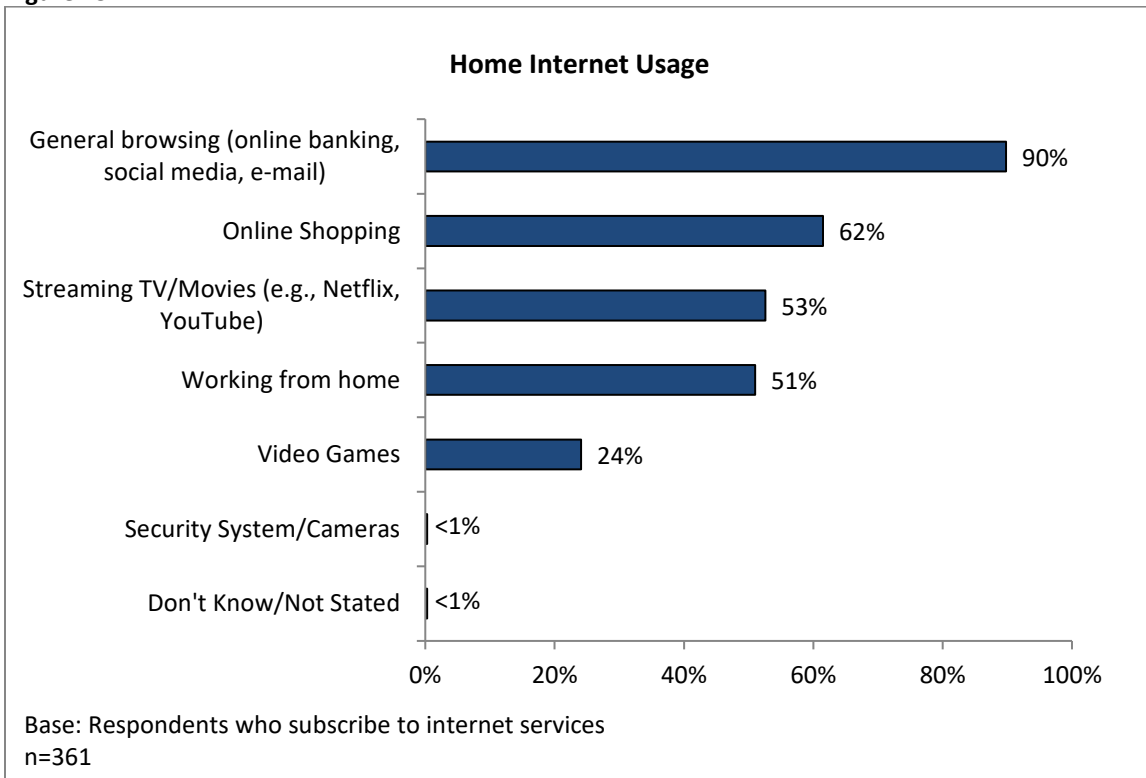
Respondents who have invested in additional infrastructure for their internet service (n=152) were then asked how much they have invested for their internet service. Respondents most commonly spent \$200 to \$299 in additional infrastructure for their internet service. It is important to note that 26% of respondents did not know or were unable to state how much they have spent on additional infrastructure. See Figure 24, below.

Figure 24



Respondents who subscribe to the internet (n=361) were asked to disclose their home internet usage. Over half of respondents reported that they use their internet for general browsing (online banking, social media, e-mail) (90%), 62% use it for online shopping, 53% use it for streaming TV and/or Movies, and 51% used it to work from home. Nearly one-quarter (24%) of respondents used their home internet for video games. See Figure 25, below.

Figure 25



Selected Sub-Segment Findings

Those aged 35 to 54 (74%) were **significantly more likely** to use their home internet for **online shopping** than those aged 55 and older (56%).

Respondent subgroups **significantly more likely** to use their home internet for **streaming TV/movies** included:

- Those aged 35 to 54 (66%) versus those aged 55 and older (45%);
- Those with children in their household (72%) versus those without children (46%);
- Those who are employed (59%) versus those who are not employed (44%); and
- Those whose household income in 2016 was \$100,000 or more (60%) versus those whose household income was less than \$50,000 (40%).

Respondent subgroups **significantly more likely** to use their home internet for **working from home** included:

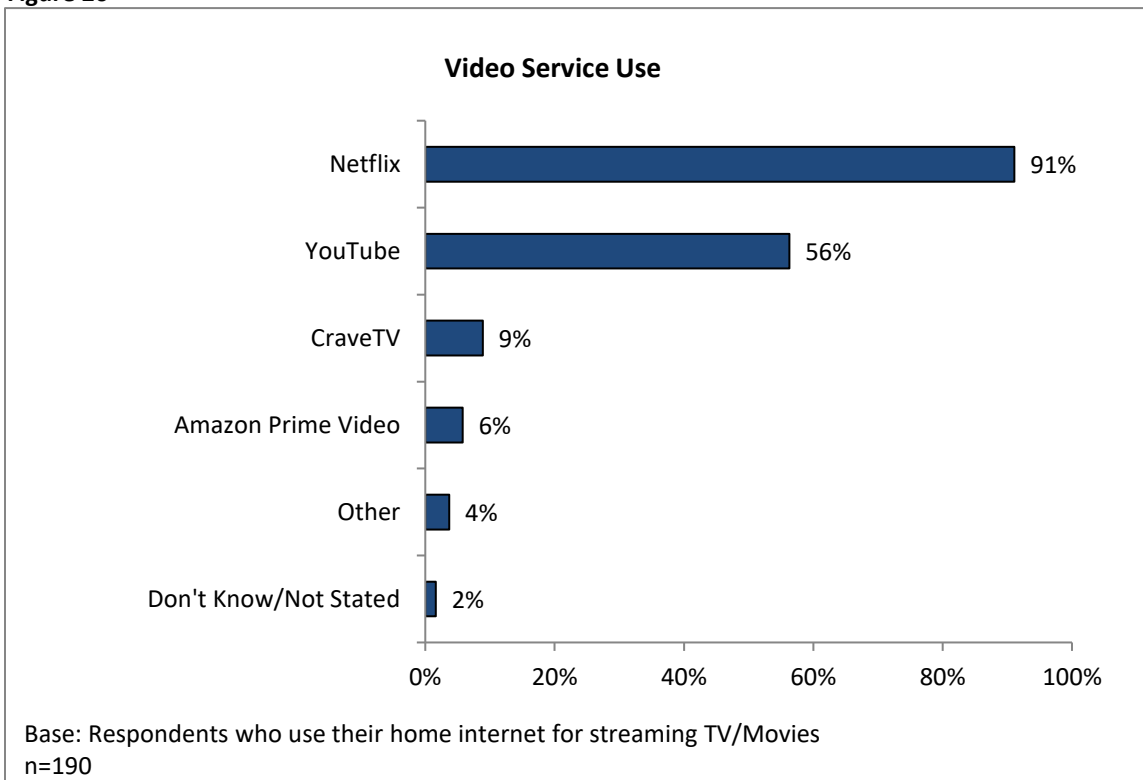
- Those who are not satisfied with their current ISP (58%) versus those who are satisfied (46%);
- Those who are likely (65%) to switch service providers to achieve faster internet speeds versus those who are not likely (39%);
- Those aged 34 to 54 (69%) versus those aged 55 and older (40%);
- Those who have children in their household (70%) versus those without children (44%);
- Those who are employed (72%) versus those who are not employed (19%); and
- Those whose household income in 2016 was \$50,000 or more (51% to 62%) versus those whose household income was less than \$50,000 (32%).

Respondent subgroups **significantly more likely** to use their home internet for **video games** included:

- Those who are likely (31%) to switch service providers to achieve faster internet speeds versus those who are not likely (20%);
- Those aged 35 to 54 (47%) versus those aged 55 and older (52%);
- Those with children in their household (52%) versus those without children (14%);
- Those who are employed (31%) versus those who are not employed (14%); and
- Those whose household income in 2016 was \$50,000 or more (29%) versus those whose household income was less than \$50,000 (15%).

Respondents who use their home internet for streaming TV and/or movies (n=190) were then asked what video services they use and/or subscribe to. The vast majority (91%) of respondents use Netflix, followed by 56% who use YouTube. See Figure 26, below.

Figure 26



Selected Sub-Segment Findings

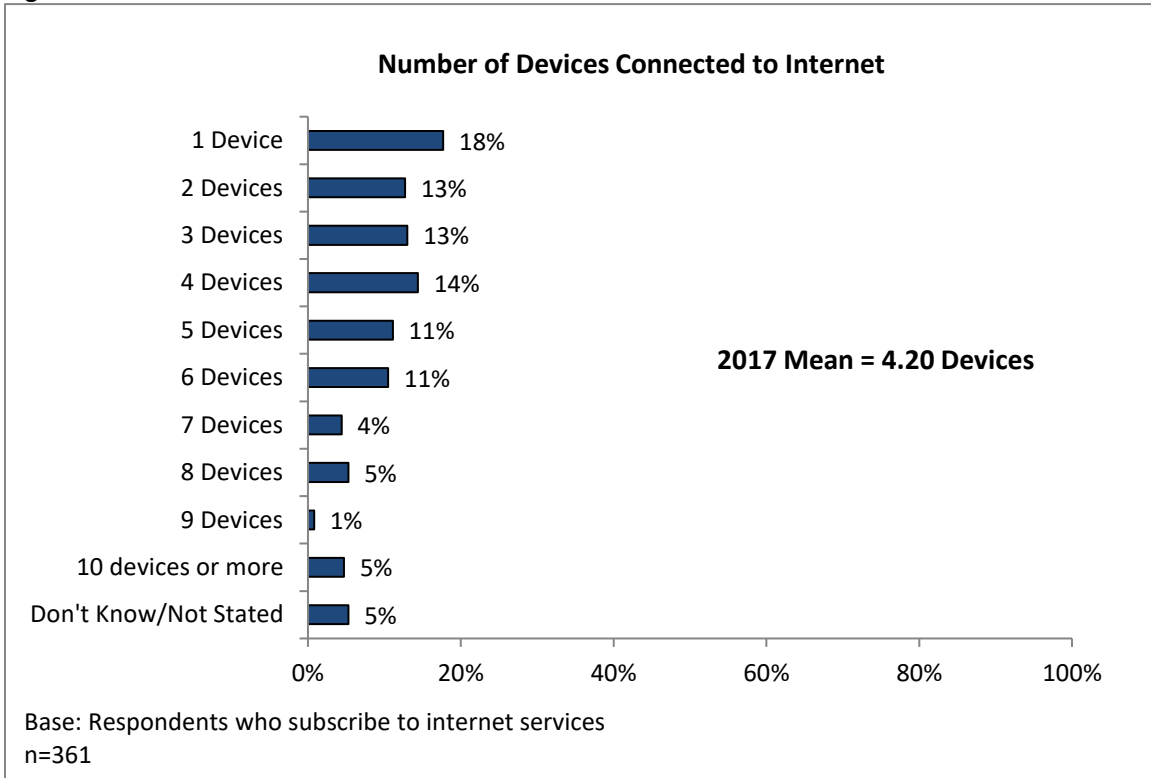
Respondents who reside in the southwest quadrant of Clearwater County were **significantly more likely** to use and/or subscribe to the following:

- Netflix (100%, versus 87% of those who reside in the southeast quadrant); and
- Amazon Prime Video (11%, versus 2% of those who reside in the southeast quadrant).

Those with children in their household (69%) were **significantly more likely** to use and/or subscribe to **YouTube** than those without children (52%).

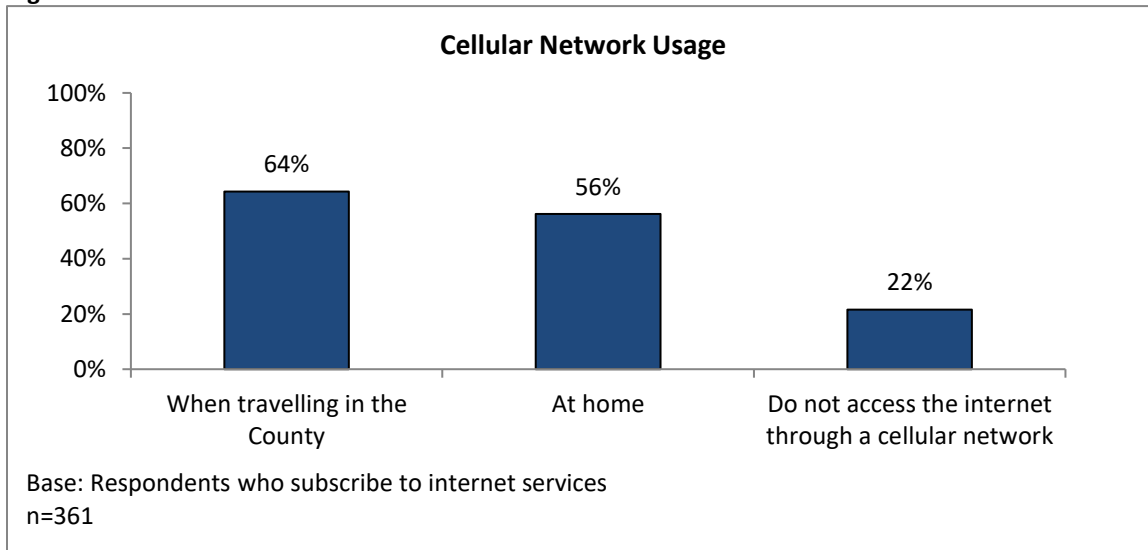
Respondents who subscribe to internet services (n=361) most often had 1 device (18%) connected to their internet service. On average, respondents had 4.20 devices connected to their internet services. See Figure 27, below.

Figure 27



Nearly two-thirds (64%) of respondents who subscribe to internet services (n=361) reported that they use a mobile device to access the internet through a cellular network when travelling in the County. Fifty-six percent (56%) of respondents did so when they were at home, while 22% do not access the internet through a cellular network. See Figure 28, below.

Figure 28



Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to access the internet through a cellular network when **at home** included:

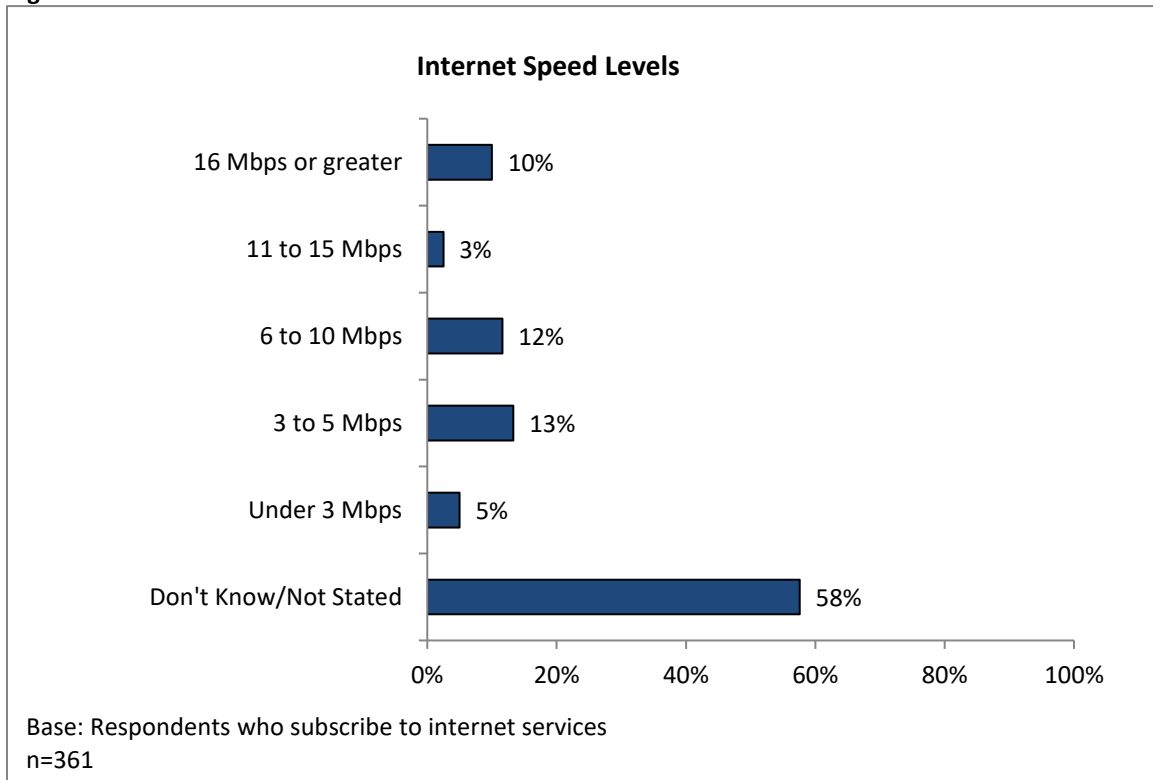
- Those aged 35 to 54 (67%) versus those aged 55 and older (50%); and
- Those whose household income in 2016 was \$100,000 or more (67%) versus those whose household income was less than \$100,000 (49%).

Respondent subgroups **significantly more likely** to access the internet through a cellular network when **travelling in the County** included:

- Those who reside in the northeast quadrant (72%) of Clearwater County versus those who reside in the southeast quadrant (56%);
- Those who are likely (72%) to switch service providers to achieve faster internet speeds versus those who are not likely (57%);
- Those aged 35 to 54 (82%) versus those aged 55 and older (55%);
- Those with children in their household (78%) versus those without children (59%);
- Those whose highest level of education is post-secondary (69%) versus those whose highest level of education is high school (53%);
- Those who are employed (71%) versus those who are not employed (54%);
- Those whose household income in 2016 was \$50,000 or more (66% to 80%) versus those whose household income was less than \$50,000 (45%).

When internet subscribers (n=361) were asked about their current internet speed level, 13% of respondents had 3 to 5 Mbps, followed by 12% who had 6 to 10 Mbps. It is important to note that 58% of respondents were unable to identify their current internet speed. See Figure 29, below.

Figure 29



Selected Sub-Segment Findings

Those who are not satisfied (9%) with their current ISP were **significantly more likely** to have an internet speed of **under 3 Mbps** than those who are satisfied (2%);

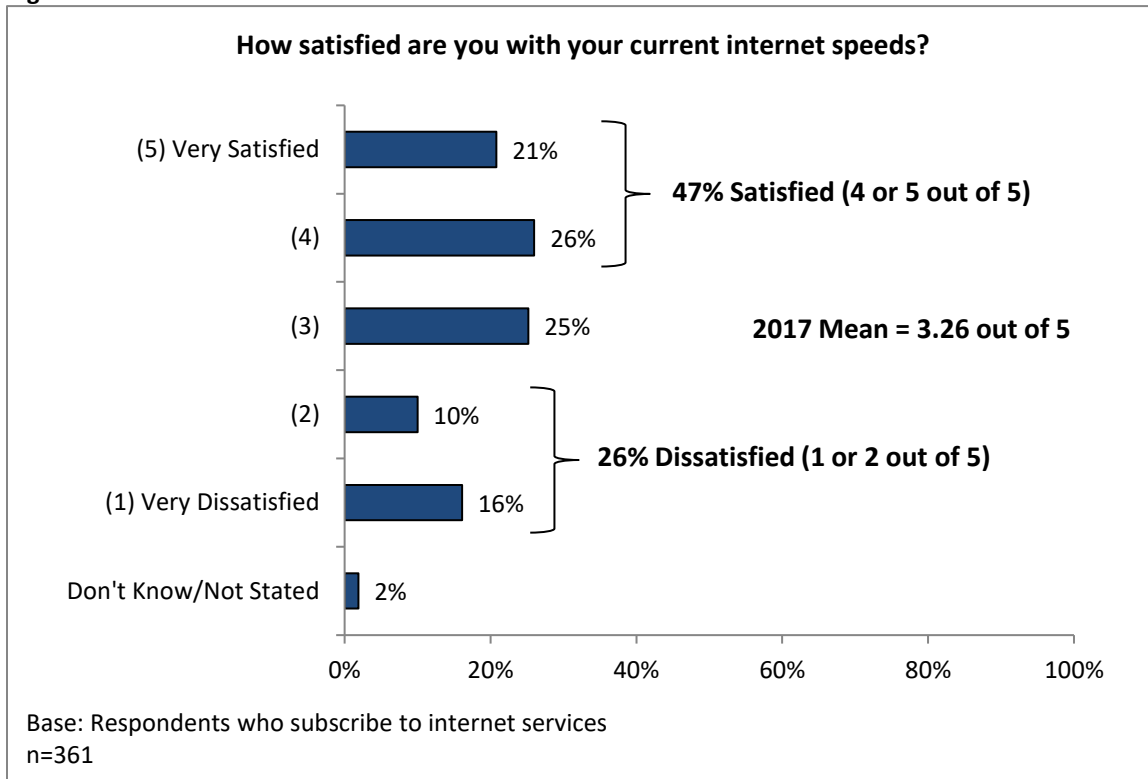
Respondent subgroups **significantly more likely** to have an internet speed of **6 to 10 Mbps** included:

- Those who are likely (16%) to switch service providers to achieve faster internet speeds versus those who are not likely (7%);
- Those with children in their household (18%) versus those without children (9%);
- Those who are employed (15%) versus those who are not employed (7%); and
- Those whose household income in 2016 was greater than \$50,000 (15% to 19%) versus those whose household income was less than \$50,000 (5%).

Those whose household income in 2016 was greater than \$100,000 (16%) were **significantly more likely** to have an internet speed of **16 Mbps or greater** than those whose household income was less than \$50,000 (5%).

Next, internet subscribers (n=361) were asked how satisfied they were with their current internet speeds. Nearly half (47%) of respondents were satisfied (ratings of 4 or 5 out of 5), while 25% were neutral (ratings of 3 out of 5) and 26% were dissatisfied (ratings of 1 or 2 out of 5). The average satisfaction ratings was 3.26 out of 5. See Figure 30, below.

Figure 30



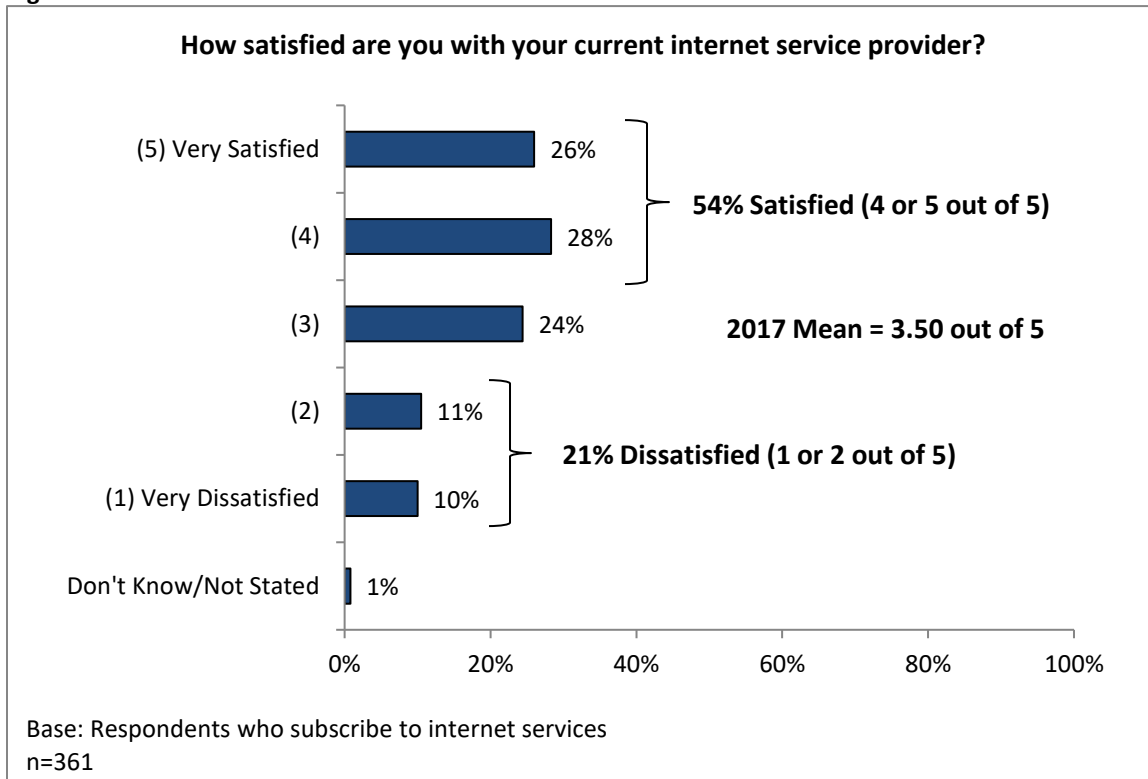
Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to have been satisfied with their current internet speeds included:

- Those who are satisfied (81%) with their current ISP versus those who are not satisfied (7%);
- Those who are not likely (64%) to switch service providers to achieve faster internet speeds versus those who are likely (22%); and
- Those who are not employed (55%) versus those who are employed (42%).

When asked if they were satisfied with their current internet service provider (ISP), over half (54%) of internet subscribers (n=361) were satisfied (ratings of 4 or 5 out of 5) with their ISP. Twenty-four percent (24%) of respondents were neutral (ratings of 3 out of 5), while 21% were dissatisfied (ratings of 1 or 2 out of 5). Respondents provided an average satisfaction rating of 3.50 out of 5. See Figure 31, below.

Figure 31



Selected Sub-Segment Findings

Respondents who were **significantly more likely** to be satisfied with their current internet service provider (ISP) included:

- Those who reside in the northeast (60%) or southwest (63%) quadrant of Clearwater County versus those who reside in the southeast quadrant (44%);
- Those who are not likely (75%) to switch service providers to achieve faster internet speeds versus those who are not likely (26%); and
- Those who are not employed (64%) versus those who are employed (49%).

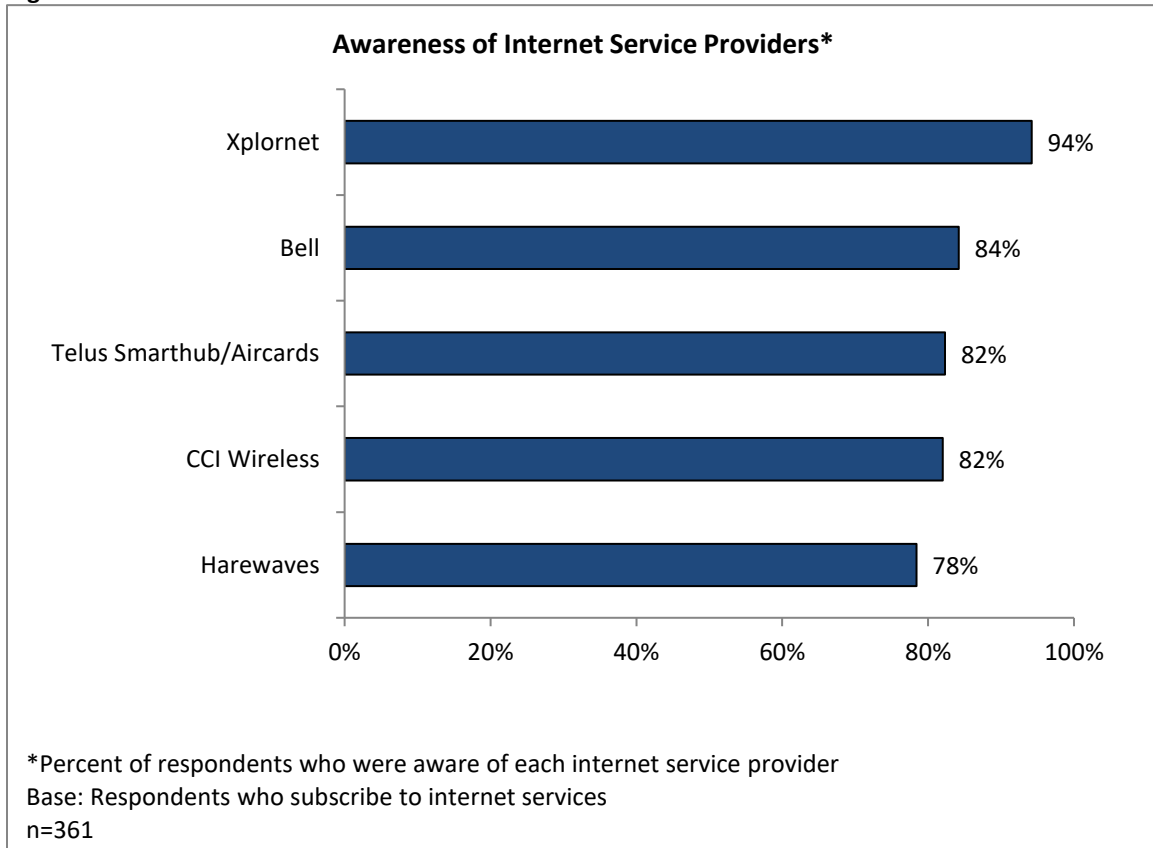
4.5.2 Internet Services Providers

In this section, respondents were asked questions about internet service providers in Clearwater County. When asked about their awareness, over three-quarters of internet subscribers (n=361) were aware of the five (5) ISPs that were inquired about:

- Xplornet (94% were aware);
- Bell (84%);
- Telus Smarthub/Aircards (82%);
- CCI Wireless (82%); and
- Harewaves (78%).

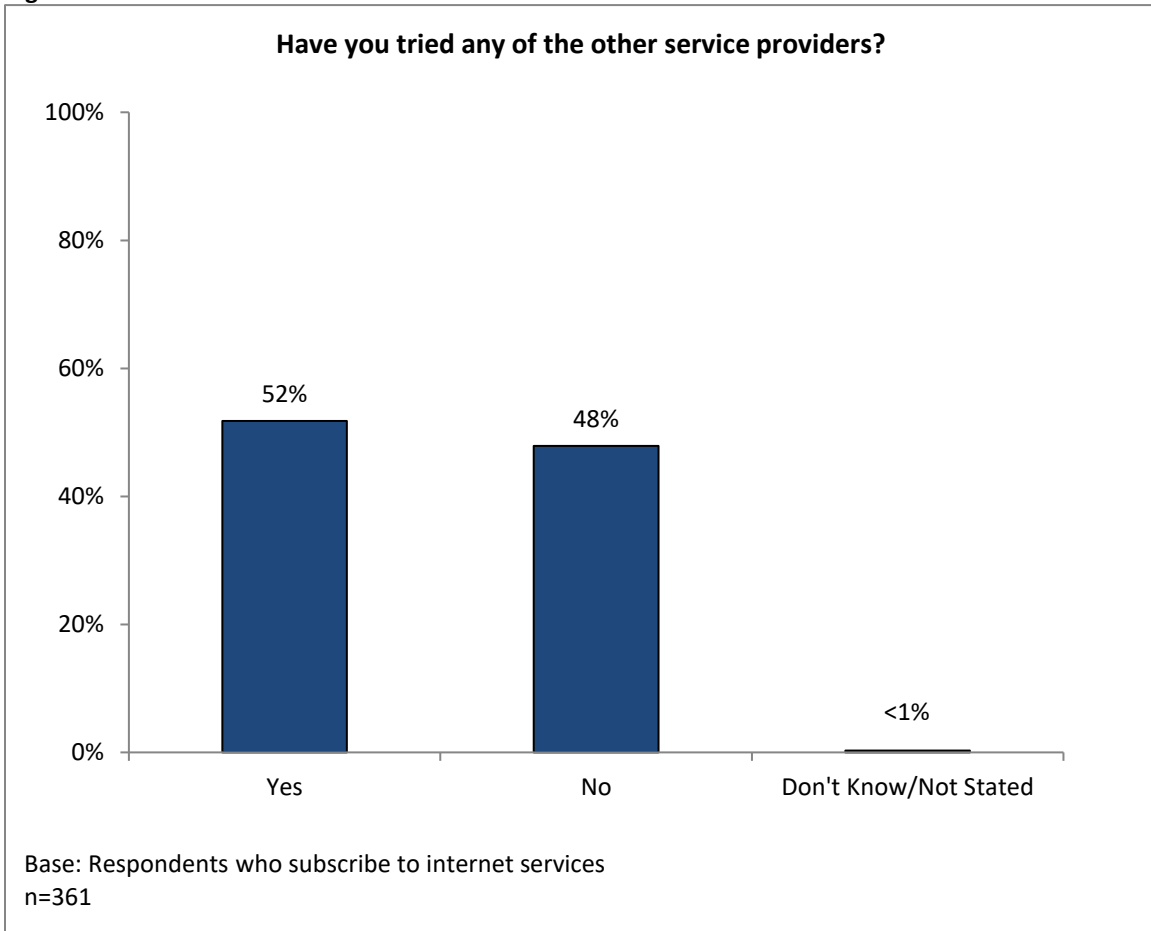
See Figure 32, below.

Figure 32



As shown in Figure 33, below, over half (52%) of internet subscribers (n=361) have tried another ISP.

Figure 33



Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to have tried another service provider included:

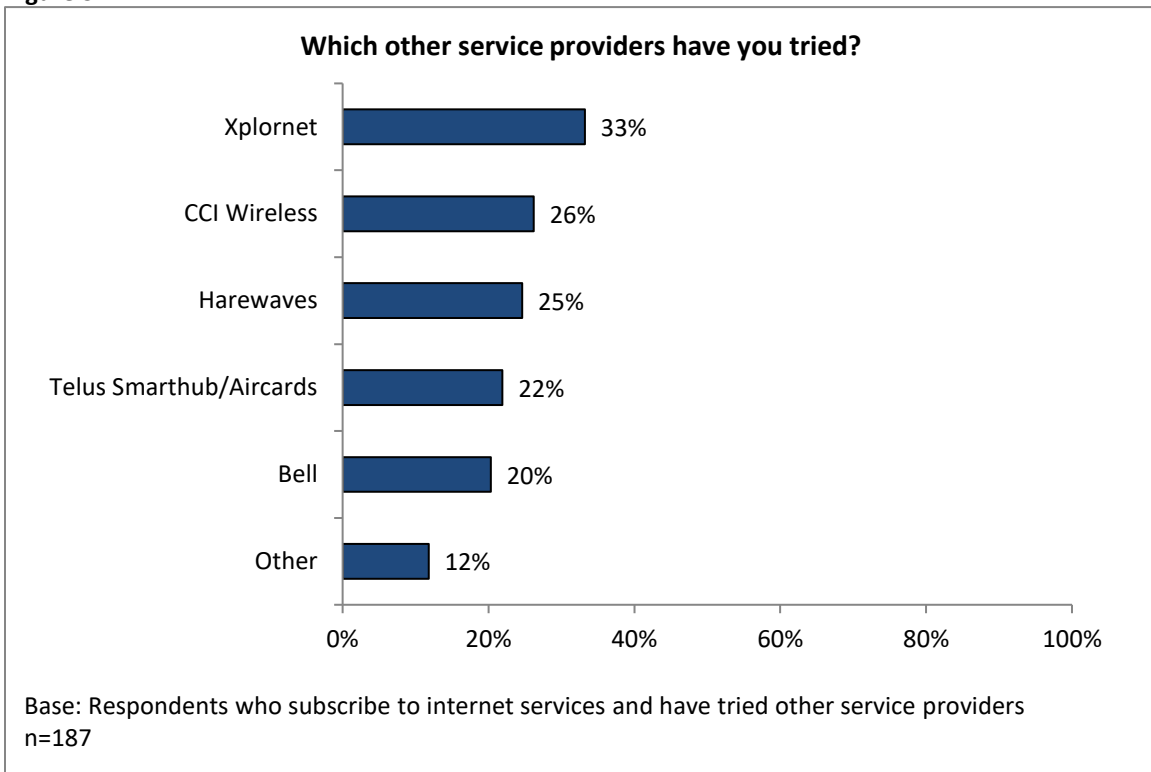
- Those who are likely (59%) to switch service providers to achieve faster internet speeds versus those who are not likely (44%);
- Those aged 35 to 54 (63%) versus those aged 55 and older (46%);
- Those with children in their household (72%) versus those without children (45%);
- Those who are employed (57%) versus those who are not employed (45%); and
- Those whose household income in 2016 was \$100,000 or more (64%) versus those whose household income was less than \$50,000 (44%).

Internet subscribers who have tried a different ISP (n=187) were asked to identify which ISP they have tried previously. At least one quarter of respondents have tried the following service providers:

- Xplornet (33%);
- CCI Wireless (26%); and
- Harewaves (25%).

See Figure 34, below.

Figure 34

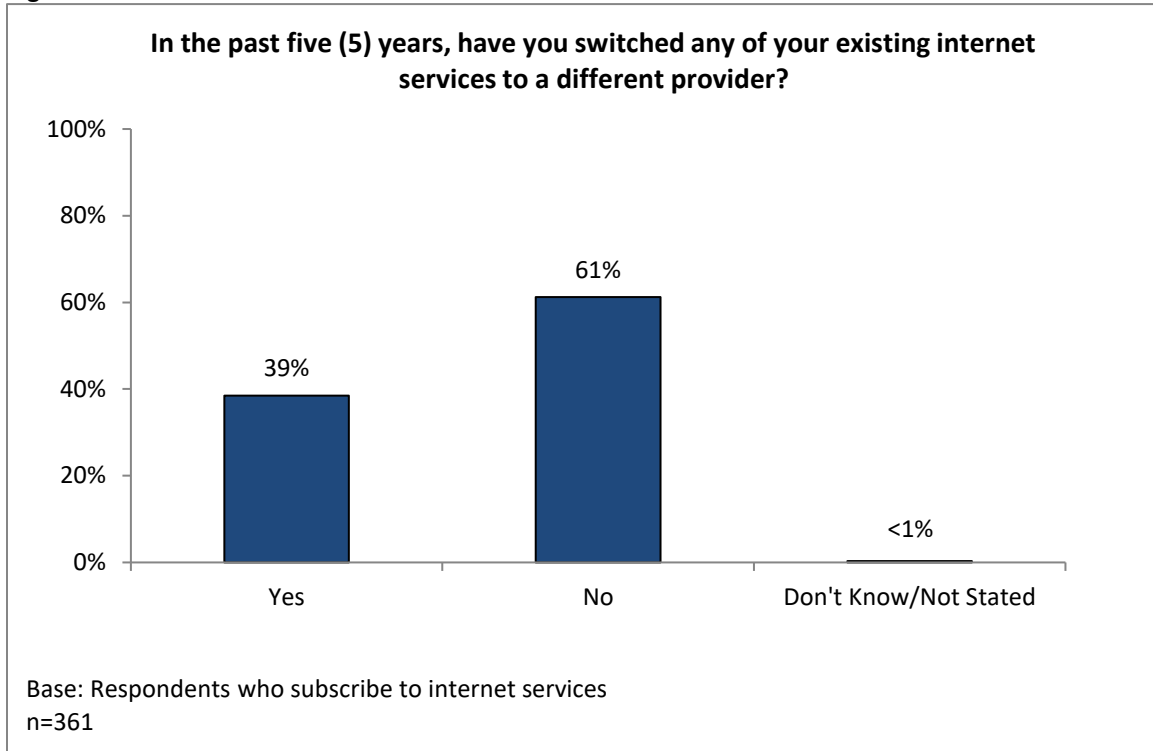


Other responses included:

- Power Enterprises (5%);
- Rogers (3%);
- Shaw (2%);
- Platinum Commuincations (1%); and
- Other (Single Mentions) – (2%).

As shown in Figure 35, below, when asked if they have switched any of their internet services to a different provider in the past five years, 39% of internet subscribers (n=361) have switched their internet services to a different provider.

Figure 35



Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to have switched their existing internet services to a different provider in the past five years included:

- Those aged 35 to 54 (49%) versus those aged 55 and older (32%);
- Those with children in their household (65%) versus those without children (31%); and
- Those whose household income in 2016 was \$50,000 or more (47% to 50%) versus those whose household income was less than \$50,000 (25%).

When asked to specify their reason for changing ISPs, respondents who have changed internet service providers in the past five years (n=139) most often (33%) changed due to slow and/or poor internet speeds, followed by internet services being too costly (17%), while 11% of respondents changed due to poor service. See Table 1, below.

Table 1

Why did you change internet service providers?	
Base: Respondents who subscribe to internet services and have changed internet providers in the past 5 years	Percent of Respondents (n=139)
Slow/poor internet speed	33
Too costly/expensive	17
Poor/bad service (unspecified)	11
Internet connectivity related issues/internet frequently down/unreliable	10
Poor/lack of unlimited data usage plans	7
I was offered a better deal (in general)	4
Service was out of range/not available in my area	5
I moved/relocated	4
Don't Know/Not Stated	19

4.6 Likelihood of Subscribing to Services

4.6.1 Optimum Price Point Analysis

Optimum price point (OPP) is based on the theory that at some point a price becomes so low that the customer considers the quality of the product or service suspect or that it becomes so expensive that they cannot afford it, regardless of the quality. Somewhere between these two differences lies the range of acceptable prices and the optimum price point. For the purpose of this study, the optimum price point has been calculated **based on the pricing per month for a higher speed internet service, where an equal number of respondents considered their likelihood of subscribing or changing to the higher speed internet service where an equal number of respondents considered either “likely” (i.e., likely to switch to or subscribe to a higher speed internet service) or “unlikely” (i.e., unlikely to switch to or subscribe to a higher speed internet service).**

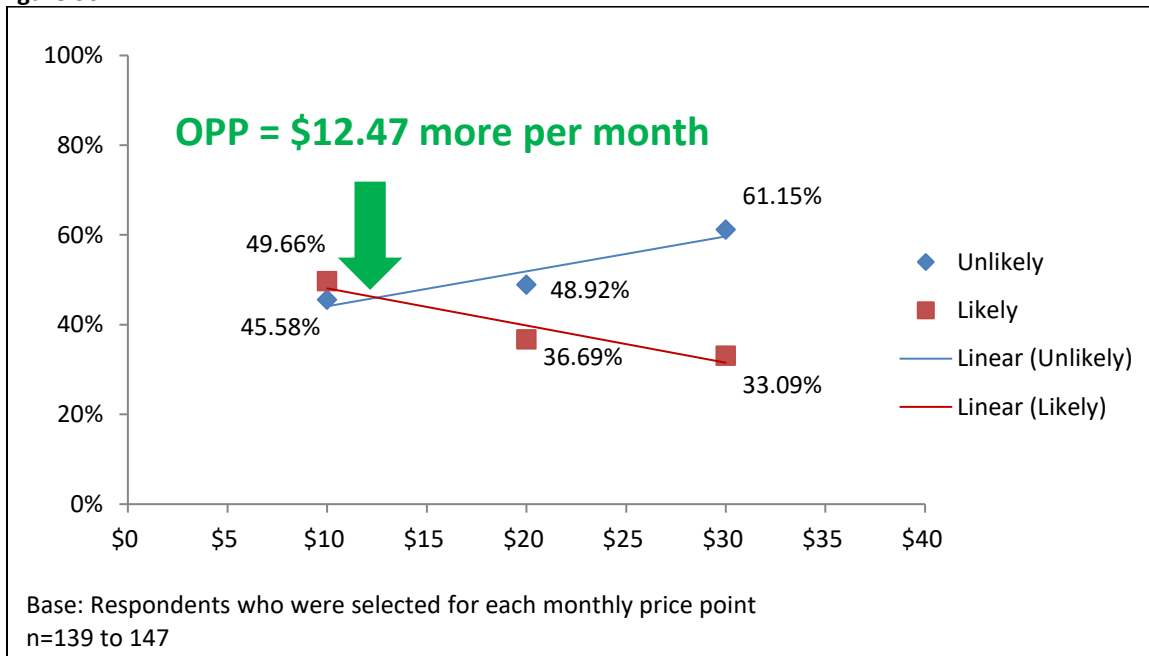
To define the optimum price (monthly cost) point for each of the monthly costs being assessed, respondents were asked to rate the likelihood a monthly cost increase would have on their household’s decision to switch to a higher speed internet service. Clearwater County identified three different potential monthly cost increases. Respondents were asked to indicate the degree to which they felt the monthly cost increase would impact their household’s decision, using a scale of 1 to 4, 1 being “very unlikely” and 4 being “very likely.” For the purpose of the graphical depiction of the data, responses of 1 to 2 (“unlikely”) and 3 to 4 (“likely”) were combined. The sample of respondents was randomly divided into three equal sub-samples ranging from n=139 to n=147 each. Respondents within each sub-sample were presented with only one possible price point being investigated. “Don’t Know/Not Stated” responses were excluded from the graphical depiction of the data.

To identify the optimum price points, linear trend lines were formulated from the lines connecting the “likely to subscribe” and the “unlikely to subscribe”. Where the trend lines cross indicates the optimum price points.

All respondents were presented with a \$10/month (n=147), \$20/month (n=139) or a \$30/month (n=139) increase in cost to achieve higher internet speeds.

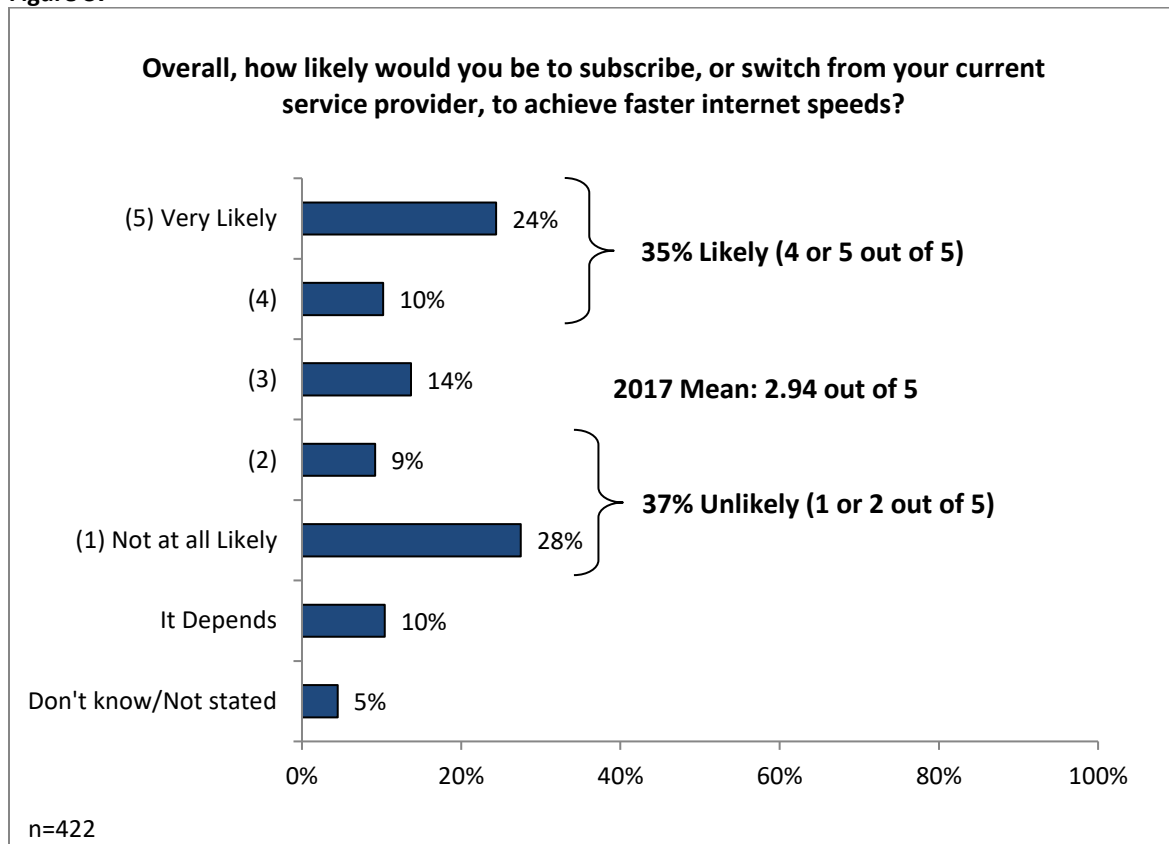
As illustrated in Figure 36, 50% were likely to switch for an additional cost of \$10/month, while 37% were likely to switch for an additional \$20/month, and 33% were likely to switch for an additional \$30/month. Based on an equal proportion of respondents, who were either “likely” or “unlikely” to subscribe to or switch from their current service provider to achieve higher internet speeds, the optimum price (monthly cost) point for higher internet speeds was determined to be approximately **\$12.47 more per month**.

Figure 36



Next, using a scale of 1 to 5 where 1 meant “not at all likely” and 5 meant “very likely”, respondents were then asked how likely they would be to subscribe to or switch from their current service provider to achieve faster internet speeds, overall. Thirty-five percent (35%) of respondents were likely (ratings of 4 or 5 out of 5) to subscribe to or switch to a service provider to achieve faster internet speeds. See Figure 37, below.

Figure 37



Respondents who reported that it depends (n=44) specified the following:

- Cost/price (57%);
- Reliability/consistency of service (11%);
- If service is available in my area (9%);
- How much faster internet speed would be (9%);
- Data usage plan/amount of data (9%);
- Level/quality of service provided (in general) – (7%);
- What packages/bundles are available (5%); and
- Terms/details of contract (2%).

Respondent subgroups who were significantly more likely to subscribe, or switch from their current service provider to achieve faster inter speeds included:

- Those who are not satisfied (63%) with their current internet service provider (ISP) versus those who are satisfied (18%);
- Those aged 35 to 54 (50%) versus those age 55 and older (28%);
- Those with children in their household (49%) versus those without children (31%);
- Those who are employed (44%) versus those who are not employed (23%); and
- Those whose household income in 2016 was \$100,000 or more (45%) versus those whose household income was less than \$50,000 (30%).

Respondents who were unlikely (ratings of 1 to 3 out of 5) to subscribe to internet services with faster internet speeds (n=213) most commonly indicated that they are satisfied with their current service provider (41%). See Table 2, below.

Table 2

Why wouldn't you be likely to subscribe to internet services with faster internet speeds	
Base: Respondents who were unlikely (1 to 3 out of 5) to subscribe to or switch from their current service provider to achieve faster internet speeds	Percent of Respondents* (n=213)
I am satisfied with my current service provider	41
I do not need/am not interested in this service (in general)	28
Too costly/expensive/not affordable	15
I am unable to receive internet services/connectivity in my area	2
Service reliability/consistency related concerns	2
I am contractually bound to stay with my current service provider	1
I do not want to be bound to a contract	1
I am moving/relocating	1
Don't know/Not stated	9

*Multiple responses

When asked if they thought there were any potential benefits to the County pursuing an enhanced broadband network, 47% of respondents reported that there would be benefits. When asked to specify these benefits, respondents who reported that there would be benefits (n=198) most often cited that access to faster and/or better internet, TV, or phone services (34%) would be beneficial. See Table 3, below.

Table 3

What do you think are the potential benefits of the County pursuing an enhanced broadband network?	
Base: Respondents who thought there are potential benefits of the County pursuing an enhanced broadband network	Percent of Respondents (n=198)
Access to faster/better/more reliable internet/TV/phone services	34
Access to internet/broadband services in/throughout the County (in general)	22
Will benefit/help local businesses/services/business owners	19
Is a needed/required/essential service (in general)	8
Affordable service fees/charges/rates	7
Is a good plan/idea (in general)	5
Is beneficial for County growth/development/attracting more residents	4
Is a good County revenue source	4
Will attract more businesses/commercial development	3
Educational/school related benefits	3
Will create more local job/employment opportunities	1
Crime rate will decrease	1

*Multiple response

Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to think there are potential benefits to the County pursuing an enhanced broadband network included:

- Those who are not satisfied (60%) with their current internet service provider (ISP) versus those who are satisfied (39%);
- Those who are likely (69%) to switch service providers to achieve faster internet speeds versus those who are not likely (36%);
- Those aged 35 to 54 (55%) versus those aged 55 and older (44%); and
- Those whose household income in 2016 was \$50,000 or more (56% to 59%) versus those whose household income was less than \$50,000 (39%).

When asked if there were any potential drawbacks and/or risks for the County in pursuing an enhanced broadband network, over half (54%) of respondents reported that there are drawbacks to the County pursuing an enhanced broadband network. When asked to specify the drawbacks, respondents who thought there would be potential drawbacks and/or risks (n=228) most often cited that cost and/or tax increases was a concern (68%). See Table 4, below.

Table 4

What do you think are the potential drawbacks and/or risks of the County pursuing an enhanced broadband network?	
Base: Respondents who thought there are potential drawbacks of the County pursuing an enhanced broadband network	Percent of Respondents (n=228)
Cost/tax increase related concerns	68
County should not get involved in managing this kind of project (in general)	10
Lack of demand/subscribers/not enough revenue generated/not meeting targets	7
Technology is frequently changing/advancing (in general)	4
Services provided may not be better/faster/more reliable	4
Service fees/charges too costly/expensive	3
Installation of network may be delayed/could take a long time	2
There are more important projects/priorities/issues for County to focus/spend funds on	2
Revenue generated will be wasted/misallocated/poorly spent by County	2
Lack of service provider competition/options/choices	1
Privacy/security/confidentiality related concerns	1
Service will be poorly managed/administered by County/lack of experienced staff	1
Environmental related concerns/risks	1

*Multiple response

Selected Sub-Segment Findings

Respondent subgroups **significantly more likely** to think there are potential drawbacks to the County pursuing an enhanced broadband network included:

- Those who reside in the northeast (61%) or southeast (55%) quadrant of Clearwater County versus those who reside in the southwest quadrant (40%); and
- Those whose highest level of education is post-secondary (63%) versus those whose highest level of education is high school (36%).

Next, respondents were given a variety of statements regarding a potential enhanced broadband service in the County. Using a scale of 1 to 5, where 1 meant “strongly disagree” and 5 meant “strongly agree”, respondents were asked to rate their agreement level with each of the statements. Over half of respondents agreed (ratings of 4 or 5 out of 5) with the following statements:

- Enhanced broadband infrastructure will make the County more attractive to potential businesses (61%);
- There is a need in the County for improved internet services (57%);
- Better mobility services will improve the quality of life in the County (53%); and
- Enhanced broadband infrastructure will make the County more attractive to potential residents (52%).

See Figure 38, below. Table 5, on the following page, offers a detailed breakdown of results.

Figure 38

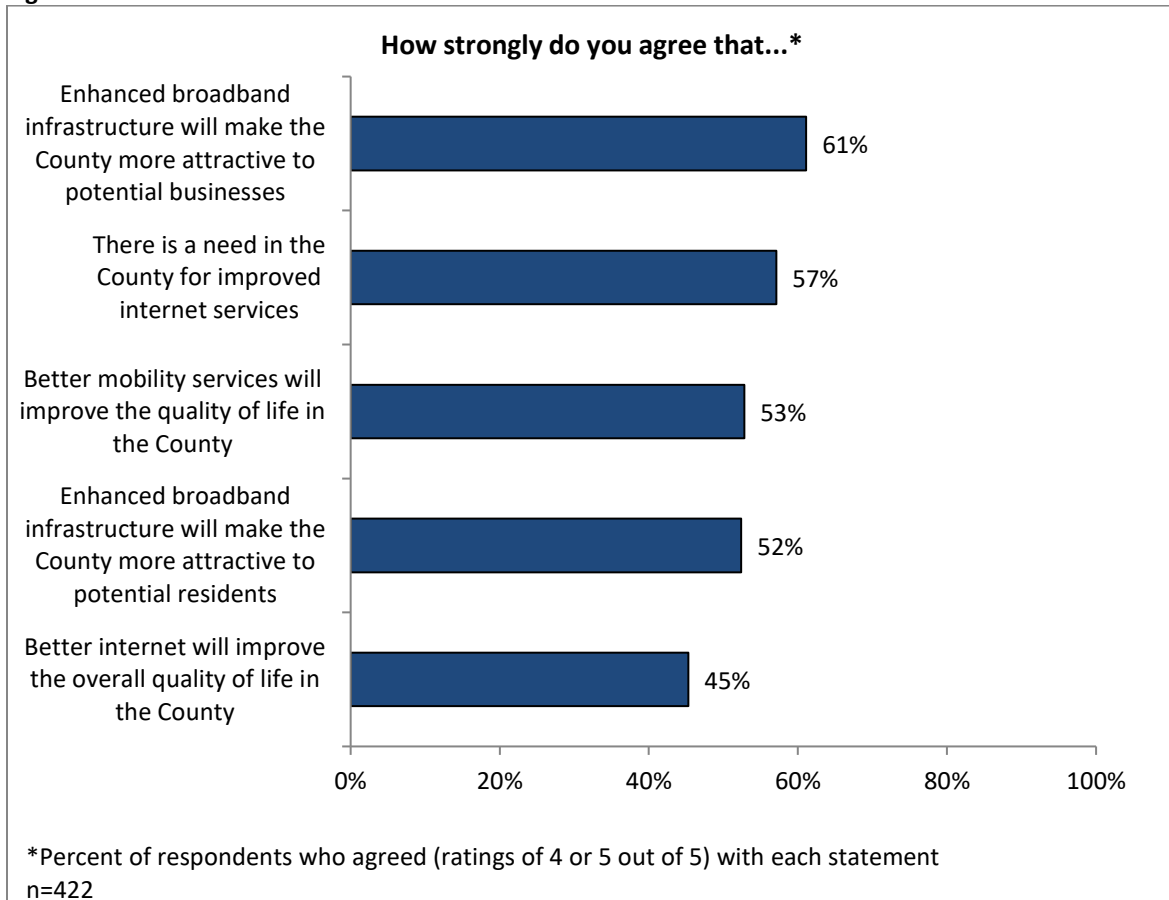


Table 5

How strongly do you agree with the following statements?								
	Percent of Respondents (n=422)							
	Strongly Disagree (1)	(2)	(3)	(4)	Strongly Agree (5)	Not Applicable	Don't Know/Not Stated	Mean (out of 5)
Enhanced broadband infrastructure will make the County more attractive to potential businesses	11	9	13	22	39	1	6	3.75
There is a need in the County for improved internet services	11	9	17	15	42	1	5	3.72
Better mobility services will improve the quality of life in the County	13	11	19	21	32	1	4	3.50
Enhanced broadband infrastructure will make the County more attractive to potential residents	15	9	17	21	31	1	6	3.49
Better internet will improve the overall quality of life in the County	18	13	20	17	28	<1	4	3.26

Selected Sub-Segment Findings

Respondent subgroups ***significantly more likely*** to have agreed with the statement ***“there is a need in the County for improved internet services”*** included:

- Those who reside in the southwest quadrant (64%) of Clearwater County versus those who reside in the northeast quadrant (50%);
- Those who are not satisfied (80%) with their current internet service provider (ISP) versus those who are satisfied (44%);
- Those who are likely (84%) to switch service providers to achieve faster internet speeds versus those who are not likely (40%);
- Those aged 35 to 54 (71%) versus those aged 55 and older (52%);
- Those with children in their household (72%) versus those without children (55%);
- Those who are employed (61%) versus those who are not employed (52%); and
- Those whose household income in 2016 was \$50,000 or more (64% to 68%) versus those whose household income was less than \$50,000 (50%).

Respondent subgroups **significantly more likely** to have agreed with the statement “**enhanced broadband infrastructure will make the County more attractive to potential residents**” included:

- Those who reside in the southwest quadrant (62%) of Clearwater County versus those who reside in the northeast quadrant (45%);
- Those who are not satisfied (67%) with their current internet service provider (ISP) versus those who are satisfied (41%); and
- Those who are likely (75%) to switch service providers to achieve faster internet speeds versus those who are not likely (41%).

Respondent subgroups **significantly more likely** to have agreed with the statement “**enhanced broadband infrastructure will make the County more attractive to potential businesses**” included:

- Those who reside in the southwest quadrant (69%) of Clearwater County versus those who reside in the northeast quadrant (56%);
- Those who are not satisfied (77%) with their current internet service provider (ISP) versus those who are satisfied (51%); and
- Those who are likely (80%) to switch service providers to achieve faster internet speeds versus those who are not likely (50%).

Respondent subgroups **significantly more likely** to have agreed with the statement “**better internet will improve the quality of life in the County**” included:

- Those who reside in the southwest quadrant (50%) of Clearwater County versus those who reside in the northeast quadrant (37%);
- Those who are not satisfied (65%) with their current internet service provider (ISP) versus those who are satisfied (30%); and
- Those who are likely (68%) to switch service providers to achieve faster internet speeds versus those who are not likely (33%).

Respondent subgroups **significantly more likely** to have agreed with the statement “**better mobility services will improve the quality of life in the County**” included:

- Those who reside in the southeast (58%) or southwest (64%) quadrant of Clearwater County versus those who reside in the northeast quadrant (41%);
- Those who are not satisfied (69%) with their current internet service provider (ISP) versus those who are satisfied (42%);
- Those who are likely (73%) to switch service providers to achieve faster internet speeds versus those who are not likely (41%);
- Those aged 35 to 54 (63%) versus those aged 55 and older (49%); and
- Those who are employed (58%) versus those who are not employed (48%).

Next, respondents were asked to rate their support with a variety of statements regarding the County pursuing an enhanced broadband infrastructure. Over half of respondents either somewhat or strongly supported the following:

- Providing tax incentives for private industry, to encourage further development of broadband infrastructure (55%);
- Investing money into internet or mobility infrastructure to support service enhancements (53%);
- Partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model) (53%); and
- Providing funding to private sector for infrastructure to enhance cellular/mobility services (51%).

See Figure 39, below. Table 6, on the following page, offers a detailed breakdown of results.

Figure 39

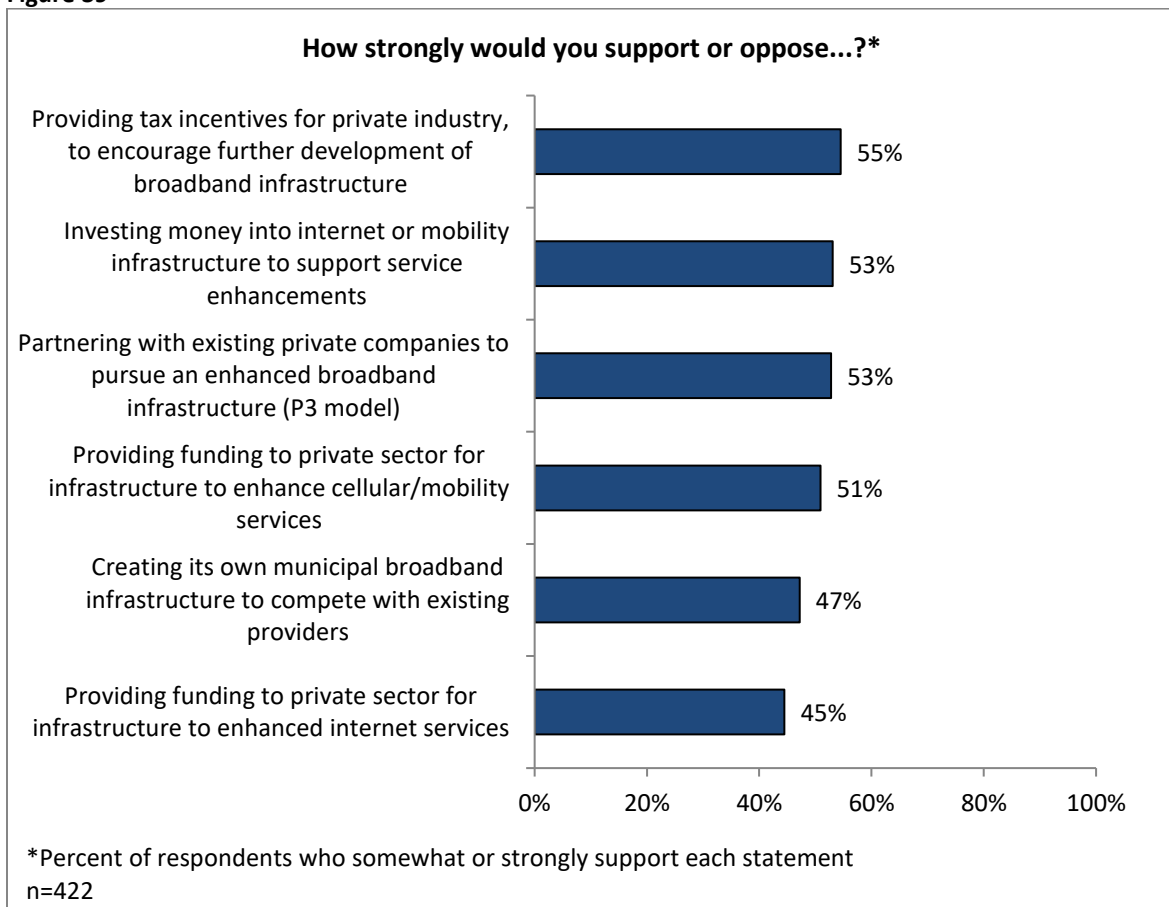


Table 6

How strongly do you support or oppose...?					
	Percent of Respondents (n=422)				
	Strongly Oppose	Somewhat Oppose	Somewhat support	Strongly Support	Don't Know/ Not Stated
Providing tax incentives for private industry, to encourage further development of broadband infrastructure	18	19	32	22	9
Partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model)	17	15	30	23	15
Creating its own municipal broadband infrastructure to compete with existing providers	31	14	28	20	8
Providing funding to private sector for infrastructure to enhanced internet services	27	21	28	17	7
Providing funding to private sector for infrastructure to enhance cellular/mobility services	24	19	28	24	7
Investing money into internet or mobility infrastructure to support service enhancements	24	15	29	24	8

Respondent subgroups **significantly more likely** to have supported the County **providing tax incentives for private industry, to encourage further development of broadband infrastructure** included:

- Those who reside in the southeast (60%) or southwest (61%) quadrant of Clearwater County versus those who reside in the northeast quadrant (47%);
- Those who are not satisfied (67%) with their current internet service provider (ISP) versus those who are satisfied (46%);
- Those who are likely (72%) to switch service providers to achieve faster internet speeds versus those who are not likely (45%); and
- Those whose household income in 2016 was \$100,000 or more (64%) versus those whose household income was less than \$50,000 (49%).

Respondent subgroups **significantly more likely** to have supported the County **partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model)** included:

- Those who reside in the southwest quadrant (61%) of Clearwater County versus those who reside in the northeast quadrant (47%);
- Those who are not satisfied (61%) with their current internet service provider (ISP) versus those who are satisfied (47%); and
- Those who are likely (68%) to switch service providers to achieve faster internet speeds versus those who are not likely (45%).

Respondent subgroups **significantly more likely** to have supported the County **creating its own municipal broadband infrastructure to compete with existing providers** included:

- Those who reside in the southeast (50%) or southwest (59%) quadrant of Clearwater County versus those who reside in the northeast quadrant (37%);
- Those who are not satisfied (61%) with their current internet service provider (ISP) versus those who are satisfied (36%); and
- Those who are likely (66%) to switch service providers to achieve faster internet speeds versus those who are not likely (39%).

Respondent subgroups **significantly more likely** to have supported the County **providing funding to private sector for infrastructure to enhance internet services** included:

- Those who are not satisfied (53%) with their current internet service provider (ISP) versus those who are satisfied (37%); and
- Those who are likely (59%) to switch service providers to achieve faster internet speeds versus those who are not likely (38%).

Respondent subgroups **significantly more likely** to have supported the County **providing funding to private sector for infrastructure to enhance cellular/mobility services** included:

- Those who are not satisfied (61%) with their current internet service provider (ISP) versus those who are satisfied (42%);
- Those who are likely (68%) to switch service providers to achieve faster internet speeds versus those who are not likely (40%); and
- Those aged 35 to 54 (60%) versus those aged 55 and older (47%).

Respondent subgroups **significantly more likely** to have supported the County **investing money into internet or mobility infrastructure to support service enhancements** included:

- Those who reside in the southwest quadrant (63%) of Clearwater County versus those who reside in the northeast quadrant (48%);
- Those who are not satisfied (67%) with their current internet service provider (ISP) versus those who are satisfied (45%);
- Those who are likely (79%) to switch service providers to achieve faster internet speeds versus those who are not likely (38%); and
- Those aged 35 to 54 (63%) versus those aged 55 and older (49%).

Those who **supported** the County investing in capital infrastructure for internet or mobility service enhancements (n=224) were asked to specify why they supported it. Most commonly, respondents supported it because they would have access to faster and/or better internet/mobility services (17%), followed by 16% who cited that they would have access to internet/mobility services throughout the County, and 15% who reported that it is an essential service. See Table 7, below.

Table 7

Why do you support the County investing in capital infrastructure for internet or mobility service enhancements?	
Base: Respondents who support the County investing in capital infrastructure for internet or mobility service enhancements	Percent of Respondents* (n=224)
Access to faster/better/more reliable internet/mobility services/speed	17
Access to internet/mobility services in/throughout the County (in general)	16
Is a needed/required/essential service (in general)	15
Will be good for County/future of County/County growth (in general)	6
Will benefit/help local businesses/services/business owners	6
Will attract more businesses/commercial development	5
Is a good idea (in general)	3
Lower cost/will save money/cost less	3
Is important to remain competitive in market (in general)	2
Is a good revenue source/good for local economy/money is put into County	2
Access to safer/more secure services	1
Will create more local job/employment opportunities	1
Don't Know/Not Stated	25

*Multiple responses

Similarly, those who **opposed** the County investing in capital infrastructure for internet or mobility service enhancements (n=166) were asked to specify why they opposed it. Most commonly, respondents reported that the County should not get involved in managing this kind of project (27%) or that there were cost and/or tax increase related concerns (27%). See Table 8, below.

Table 8

Why do you oppose the County investing in capital infrastructure for internet or mobility service enhancements?	
Base: Respondents who oppose the County investing in capital infrastructure for internet or mobility service enhancements	Percent of Respondents* (n=166)
County should not get involved in managing this kind of project (in general)	27
Cost/tax increase related concerns	27
There are existing service providers available to County residents	15
There are more important projects/priorities/issues for County to focus/spend cost/tax funds on	11
Should not be funded with tax dollars/should be optional/a user pay system	5
Technology is frequently changing/advancing (in general)	4
Lack of demand/subscribers/not enough revenue generated/not meeting targets	3
Cost of network infrastructure installation	4
Lack of service provider competition/options/choices	3
Lack of demand/subscribers/not enough revenue generated/not meeting targets	3
Service will be poorly managed/administered by County/lack of experienced staff	3
I do not need/am not interested in this service (in general)	2
Revenue generated will be wasted/misallocated/poorly spent by County	1
I need more information/do not know enough about this	1
Services provided may not be better/faster/more reliable	1
County population will grow too fast/rapidly	1
Installation of network may be delayed/could take a long time	1
Don't Know/Not Stated	7

***Multiple responses**

4.7 Final Comments

Finally, respondents were asked if they had any final comments, or anything else they would like to add regarding the survey. Sixty-seven percent (67%) did not provide additional comments, while 29% provided comments.

Those who provided final comments (n=124) mentioned that they are concerned about the cost of the project and/or tax increases (31%), followed by 22% who mentioned that it is a good idea and/or they support the County pursuing an enhanced broadband network (22%). See Table 9, below, for a detailed list of responses.

Table 9

Do you have any final comments or anything else you would like to add regarding the topics in this survey?	
Base: Respondents who provided final comments	Percent of Respondents* (n=124)
I am concerned about cost of project/tax increases	30
Is a good idea/I support the County pursuing enhanced broadband network (in general)	22
Need more information/increase public awareness of project details	12
County should not get involved in managing this kind of project (in general)	11
I am against/do not support the County pursuing enhanced broadband network (in general)	11
There are more important projects/priorities/issues for County to focus on	5
There are existing service providers available to County residents	4
Need access to faster/better/more reliable internet services/speeds	3
Need to ensure that project is properly managed/have experienced staff	3
Ensure that service fees/charges/rates are competitive/affordable	2
Service should be optional/user pay system	1

*Multiple responses

4.8 Respondent Profile

Tables 10 and 11, below and on the following page, demonstrate the demographic breakdown of the respondents surveyed for the 2017 Clearwater County Broadband Demand Survey.

Table 10

	Percent of Respondents (n=422)
Gender	
Male	36
Female	54
Not Stated/Prefer not to disclose	10
Quadrant	
Northeast	37
Northwest	6
Southeast	33
Southwest	25
Age	
18 to 34	6
35 to 54	28
55 and older	63
Highest level of education	
Less than high school	9
Graduated high school	24
Some college, technical or vocational school	14
Graduated college, technical or vocational school	26
Some university	6
Graduated university	18
Don't Know/Not Stated	3
Household Income	
Less than \$25,000	6
\$25,000 to less than \$50,000	19
\$50,000 to less than \$100,000	25
\$100,000 to less than \$150,000	15
\$150,000 to less than \$200,000	5
\$200,000 or more	6
Don't Know/Not Stated	25
Home Ownership	
Own	95
Rent	4
Don't Know/Not Stated	2

Table 11

	Percent of Respondents (n=422)
Employment Status	
Working full time, including self-employment	40
Working part-time, including self-employment	17
Retired	32
A homemaker	5
Not employed	4
Don't Know/Not Stated	2
Do you work in or out of any of the following? Base: Respondents who are employed	(n=241)
Clearwater County	78
Rocky Mountain House	40
Caroline	25
Red Deer	3
Sundre	2
Eckville	2
Leslieville	1
All over the province	1
Edmonton	1
Nordegg	1
Grande Prairie	1
Other (less than 1% of respondents)	4
Percent of Households with at Least One (1) Person in Each Age Group Base: Excluding "Don't Know/Not Stated" responses	(n=401)
Under 13 years old	18
Between 13 and 18 years old	12
Between 19 and 44 years old	30
Between 45 and 64 years old	52
65 years and older	15
35 to 44 years of age	22
45 to 54 years of age	24
55 to 64 years of age	27
65 years and older	42
Mean Household Size	2.54

APPENDIX A – SURVEY INSTRUMENT



Broadband Demand Survey (Resident)**Telephone Introduction [ALL TELEPHONE RECORDS]**

Hello, my name is [INSERT INTERVIEWER NAME]. I am calling from Banister Research, a professional market research firm. Banister Research has been contracted by Clearwater County to conduct research with residents and businesses in the County regarding the current landscape of broadband services in Clearwater County. The survey results will help Council make informed decisions on Clearwater County's role in support of enhancing internet in your area.

I would like to assure you that we are not selling or promoting anything and that all your responses will be kept completely anonymous and reported in aggregate.

A. For this study, I need to speak to the head of household who is at least 18 or older. Is that person available?

1. Yes, speaking **Continue**
2. Yes, I'll get him/her **Repeat introduction and continue**
3. Not now **Arrange callback and record first name of selected respondent**

B. RECORD GENDER – **WATCH QUOTAS:**

1. Male (n=190)
2. Female (n=190)

C. Do you live North or South of Highway 11?

1. North
2. South
- F5. Don't Know/Not Stated [**TERMINATE**]

D. Do you live east or west of Highway 22?

1. East
2. West
- F5. Don't Know/Not Stated [**TERMINATE**]

[Categorize: C1D1=Northeast, C1D2=Northwest, C2D1=Southeast, C2D2=Southwest]

E. Just to confirm, do you live in Clearwater County?

1. Yes → **CONTINUE**
2. No → **THANK AND TERMINATE**

F. This interview will take about 15 minutes, depending on your responses. Is this a convenient time for us to talk, or should we call you back?

1. Convenient time → **CONTINUE**
2. Not convenient time → **ARRANGE CALL-BACK OR THANK AND TERMINATE IF REFUSAL**

[**Interviewer Note:** Refer any respondent concerns about the interview to Christine Heggart, at cheggart@clearwatercounty.ca or (403) 845-4444, at Clearwater County.]

Section 1: Profile/Qualifiers

1) What is your rural address (blue sign)?

1. _____ [RECORD ADDRESS]

F5. Don't Know/Not Stated

Section 2: Types of Services Subscribed To

1) Do you subscribe to any of the following services at your current address?

1. Yes
2. No
3. Not Applicable/Don't make subscription decisions for this address
- F5. Don't Know/Not Stated

- a) Internet
- b) TV (cable or satellite)
- c) Home phone (landline) **via the Internet** (Voice over Internet Protocol, or VoIP) [**Interviewer Note:** Voice over Internet Protocol refers to phone service delivered through your internet connection instead of from your local phone company.]
- d) Traditional Home phone (hardline)
- e) **[IF 1C AND 1D=2/NO] Cell phone only, no landline**

Section 3: TV (Cable or Satellite) [ASK IF Q1B=1/YES]

Now, we are going to talk about your TV (cable or satellite) service.

2) Who is your service provider for **TV (cable or satellite)**? [**PRE-CODE – DO NOT READ LIST**]

1. Telus
2. Bell
3. CCI Wireless
4. Internet-based TV only [**IF Q2=4, SKIP TO NEXT SECTION**]
5. Other TV provider, please specify _____
- F5. Don't Know/Not Stated



- 3) Is your current service agreement for **TV (cable or satellite)**...?
1. No contract
 2. Annual (i.e., renew on a yearly basis)
 3. 2-year term
 4. 3-year term
 5. Other; specify: _____
 - F5. Don't Know/Not Stated
- 4) How much do you pay, **monthly**, for your current **TV (cable or satellite)** service, not including any additional infrastructure that would have been purchased for this service? [Please answer "0" if you don't know how much you pay for the service]
1. \$ _____
 - F5. Don't Know/Not Stated
- 5) Have you invested in additional infrastructure, such as cellular phone boosters, radio towers, satellite dishes, or other technology on your own property for your **TV (cable or satellite)** service?
1. Yes
 2. No
 - F5. Don't Know/Not Stated
- 6) **[SKIP IF Q5=2/NO]** Approximately how much have you invested in additional infrastructure for your TV service?
1. \$ _____ (round to nearest dollar)
 - F5. Don't Know/Not Stated
- 7) Overall, how satisfied are you with your current **TV (cable or satellite)** service provider? Use a scale of 1 to 5, where 1 means "very dissatisfied" and 5 means "very satisfied."
1. Very dissatisfied
 - 2.
 - 3.
 - 4.
 5. Very satisfied
 - F5. Don't Know/Not Stated



Section 4: Home Phone (Landline) Via the Internet (VoIP) [ASK IF Q1C=1/YES]

Now, we are going to talk about your home phone (landline) via the Internet (VoIP) service.

8) Who is your service provider for **Home phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)**?

1. Bell
2. Telus
3. Other VoIP Provider, please specify _____
- F5. Don't Know/Not Stated

9) Is your current service agreement for **home phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)**...?

1. No contract
2. Annual (i.e., renew on a yearly basis)
3. 2-year term
4. 3-year term
5. Other; specify: _____
- F5. Don't Know/Not Stated

10) How much do you pay, **monthly**, for your current **home phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)** service, not including any additional infrastructure that would have been purchased for this service? [Please answer "0" if you don't know how much you pay for the service]

1. \$ _____
- F5. Don't Know/Not Stated

11) Have you invested in additional infrastructure, such as cellular phone boosters, radio towers, satellite dishes, or other technology on your own property for your **home phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)** service?

1. Yes
2. No
3. Don't Know/Not Stated

12) **[SKIP IF Q11=2/NO]** Approximately how much have you invested in additional infrastructure for your home phone (landline) via the internet (Voice over Internet Protocol, or VoIP) service?

1. \$ _____
- F5. Don't Know/Not Stated

13) Overall, how satisfied are you with your current **home phone (landline) via the Internet (Voice over Internet Protocol, or VoIP)** service provider? Use a scale of 1 to 5, where 1 means “very dissatisfied” and 5 means “very satisfied.”

1. Very dissatisfied
- 2.
- 3.
- 4.
5. Very satisfied
- F5. Don't Know/Not Stated

Section 4: Traditional Home Phone (hardline) [ASK IF Q1D=1/YES]

Now, we are going to talk about your home phone (landline) not via the home phone (landline) not via the internet service.

14) Who is your service provider for **traditional Home phone (hardline)**? [PRE-CODE - DO NOT READ]

1. Bell
2. Telus
3. Other Traditional Home Phone (hardline) Provider, please specify _____
- F5. Don't Know/Not Stated

15) Is your current service agreement for **traditional Home phone (hardline)**...?

1. No contract
2. Annual (i.e., renew on a yearly basis)
3. 2-year term
4. 3-year term
5. Other; specify: _____
- F5. Don't Know/Not Stated

16) How much do you pay, **monthly**, for your current **traditional Home phone (hardline)** service, not including any additional infrastructure that would have been purchased for this service? [Please answer “0” if you don't know how much you pay for the service]

1. \$ _____
- F5. Don't Know/Not Stated

17) Have you invested in additional infrastructure, such as cellular phone boosters, radio towers, satellite dishes, or other technology on your own property for your **traditional Home phone (hardline)** service?

1. Yes
2. No
3. Don't Know/Not Stated

18) **[SKIP IF Q17=2/NO]** Approximately how much have you invested in additional infrastructure for your **traditional Home phone (hardline)** service?

1. \$ _____
- F5. Don't Know/Not Stated

19) Overall, how satisfied are you with your current **traditional home phone (hardline)** service provider? Use a scale of 1 to 5, where 1 means "very dissatisfied" and 5 means "very satisfied."

1. Very dissatisfied
- 2.
- 3.
- 4.
5. Very satisfied
- F5. Don't Know/Not Stated

Section 5: Internet [ASK IF Q1A=1/YES]

Now, we are going to talk about your Internet service.

Current Usage

20) **[ASK IF Q1A=1/YES]** Who is your current service provider for **Internet**? **[PRE-CODE – DO NOT READ]**

1. Telus Smarthub/Aircards
2. Bell
3. Xplornet
4. CCI Wireless
5. Harewaves
6. Other Internet Service Provider, please specify _____
- F5. Don't Know/Not Stated

21) Is your current service agreement for **Internet** ...?

1. No contract
2. Annual (i.e., renew on a yearly basis)
3. 2-year term
4. 3-year term
5. Other; specify: _____
- F5. Don't Know/Not Stated

22) How much do you pay, **monthly**, for your **internet** service, not including any additional infrastructure that would have been purchased for this service? [Please answer "0" if you don't know how much you pay for the service]

1. \$ _____
- F5. Don't Know/Not Stated



23) Have you invested in additional infrastructure, such as personal antennas, routers, boosters, etc. on your own property for your **internet** service?

1. Yes
2. No
3. Don't Know/Not Stated

24) **[SKIP IF Q23=2/NO]** Approximately how much have you invested in additional infrastructure for your internet service?

1. \$ _____
- F5. Don't Know/Not Stated

25) How is your home internet used? **[MULTIPLE RESPONSE]**

1. Streaming TV/Movies (e.g., Netflix, YouTube)
2. Online Shopping
3. Video Games
4. Working from home
5. General browsing (online banking, social media, e-mail)
6. Other; **Specify** _____

26) **[ASK IF Q25=1]** What streaming video service do you use/subscribe to? **[MULTIPLE RESEPNSE]**

1. Netflix
2. CraveTV
3. YouTube
4. Amazon Prime Video
5. Other; Specify
- F5. Don't Know/Not Stated

27) How many devices are connected to the internet for this internet account (including mobile phones)?

- a. _____ devices
- F5. Don't Know/Not Stated

28) Do you use a mobile device to access the internet through a **cellular network** when...?

1. Yes
2. No
- F5. Don't Know/Not Stated

- a) At home
- b) Traveling In the County

29) What internet speed level do you currently subscribe to at home?

1. Under 3 Mbps [MEGABITS PER SECOND]
2. 3 to 5 Mbps
3. 6 to 10 Mbps
4. 11 to 15 Mbps
5. Greater than 16 Mbps
- F5. Don't Know/Not Stated

30) How satisfied are you with your current internet **speeds**? Use a scale of 1 to 5, where 1 means "very dissatisfied" and 5 means "very satisfied."

1. Very dissatisfied
- 2.
- 3.
- 4.
5. Very satisfied
- F5. Don't Know/Not Stated

31) Overall, how satisfied are you with your current **Internet service provider**? Use a scale of 1 to 5, where 1 means "very dissatisfied" and 5 means "very satisfied."

1. Very dissatisfied
- 2.
- 3.
- 4.
5. Very satisfied
- F5. Don't Know/Not Stated

Internet Service Providers

32) Prior to today, were you aware of the following service providers? [list ISPs]

1. Yes
2. No
- F5. Don't Know/Not Stated

- a) Telus Smarthub/Aircards
- c) Bell
- d) Xplornet
- e) CCI Wireless
- f) Harewaves

33) Have you tried any of the other service providers? [list ISPs, excluding current ISP]

1. Yes
2. No
- F5. Don't Know/Not Stated



34) [IF Q35=1/YES] Which other service providers have you tried? [MULTIPLE RESPONSE]

1. Telus Smarthub/Aircards
2. Bell
3. Xplornet
4. CCI Wireless
5. Harewaves
- F5. Don't Know/Not Stated

35) [IFQ1A=1/YES SUBSCRIBES TO INTERNET] In the past five (5) years, have you switched any of your existing internet services to a different provider?

1. Yes
2. No

36) [IF Q37=1/YES] Why did you change internet service providers?

1. _____
- F5. Don't Know/Not Stated

Section 6: Likelihood to Use

37) How likely would you be willing to subscribe to, or switch from your current service provider to achieve higher internet speeds if the cost was an additional [INSERT RANDOMIZED AMOUNT FROM A-C]?

1. Very unlikely
2. Somewhat unlikely
3. Somewhat likely
4. Very likely
- F5. Don't Know/Not Stated

TEST RANDOMIZED AMOUNT WITH RESPONDENTS [OPTIMUM PRICE POINT MODEL – N=126 AT EACH PRICE POINT]

- a) \$10/month
- b) \$20/month
- c) \$30/month

38) Overall, how likely would you be to subscribe, or switch from your current service provider, to achieve faster internet speeds? Use a scale of 1 to 5, where 1 means “not at all likely” and 5 means “very likely”.

1. Not at all likely
2. ...
3. ...
4. ...
5. Very likely
6. It depends; specify: _____



F5. Don't Know/Not Stated

39) [ASK IF 1-3 IN Q38] Why wouldn't you be likely to subscribe to internet services with faster internet services?

1. _____
- F5. Don't Know/Not Stated

Section 7: Overall Support for Capital Investment in Broadband Development (Internet/Mobility)

Next, I would like to talk to you about your overall level of support for the County's pursuit of an enhanced broadband network.

40) What do you think are the potential benefits of the County pursuing an enhanced broadband network?

1. If any; _____
 2. None/No Benefits
- F5. Don't Know/Not Stated

41) What do you think are the potential drawbacks and/or risks of the County pursuing an enhanced broadband network?

1. If any; _____
 2. None/No Benefits
- F5. Don't Know/Not Stated

42) How strongly do you agree with the following statements? Use a scale of 1 to 5, where 1 means "strongly disagree" and 5 means "strongly agree."

1. Strongly disagree
 - 2.
 - 3.
 - 4.
 5. Strongly agree
 6. Not Applicable
- F5. Don't Know/Not Stated
- a) There is a need in the County for improved internet services
 - b) Enhanced broadband infrastructure will make the County more attractive to potential residents
 - c) Enhanced broadband infrastructure will make the County more attractive to potential businesses
 - d) Better internet will improve the overall quality of life in the County
 - e) Better mobility services will improve the quality of life in the County

43) Please think about how strongly you support or oppose each of the following. How strongly would you support or oppose the County ... [RANDOMLY ROTATE A-E; ASK F LAST]

1. Strongly oppose
2. Somewhat oppose
3. Somewhat support
4. Strongly support
- F5. Don't Know/Not Stated

- a) Providing tax incentives for private industry, to encourage further development of broadband infrastructure
- b) Partnering with existing private companies to pursue an enhanced broadband infrastructure (P3 model)
- c) Creating its own municipal broadband infrastructure to compete with existing providers
- d) Providing funding to private sector for infrastructure to enhance internet services
- e) Providing funding to private sector for infrastructure to enhance cellular/mobility services
- f) Investing money into internet or mobility infrastructure to support service enhancements

44) [ASK IF Q43F=3-4/Support] Why do you support the County investing in capital infrastructure for internet or mobility service enhancements?

1. _____
- F5. Don't Know/Not Stated

45) [ASK IF Q43F=1-2/Oppose] Why do you oppose the County investing in capital infrastructure for internet or mobility service enhancements?

1. _____
- F5. Don't Know/Not Stated

Section 8: Final Comments

46) Do you have any final comments or other advice or concerns for the County with regards to pursuing an enhanced broadband network?

1. _____
2. None/no additional comments
- F5. Don't Know/Not Stated



Section 9: Demographics

Now we have a few demographic questions to conclude....

In order for us to better understand the different views and needs of citizens, the next few questions allow us to analyze the data into sub-groups. Nothing will be recorded to link your answers with you or your household.

D1. In what year were you born?

_____ **RECORD YEAR**
F5 (Don't know/refused)

D2. Including yourself, how many people in each of the following age groups live in your household?
How many are (**Read list. Record actual number**)

1. Under 13 years old
2. Between 13 and 17 years old
3. Between 18 and 44 years old
4. Between 45 and 64 years old
5. 65 years of age or older
- F5. Don't know/refused

D3. What is the highest level of education you have achieved to date? (**Read list if necessary**)

1. Less than high school
2. Graduated high school
3. Some college, technical or vocational school
4. Graduated college, technical or vocational school
5. Some university
6. Graduated university
- F5. Don't Know/Not Stated

D4. And, what is your current employment status? (**Read list**)

1. Working full time, including self-employment
2. Working part time, including self-employment
3. Homemaker
4. Student
5. Not employed
6. Retired
- F5 Don't Know/Not Stated

D5. [IF CODES 1 OR 2 IN Q.D4] Do you work in or out of any of the following? **(Multiple responses)**

1. Clearwater County
2. Rocky Mountain House
3. Caroline
4. Other; **Specify**

D6. Do you own or rent your home in Clearwater County?

1. Own
2. Rent
3. Don't Know/Not Stated

D7. Into which of the following categories would you place your total household income in 2016 was before taxes for last year that is for 2016? **(Read list if necessary)**

1. Less than \$25,000
2. \$25,000 to less than \$50,000
3. \$50,000 to less than \$100,000
4. \$100,000 to less than \$150,000
5. \$150,000 to less than \$200,000
6. \$200,000 or more
- F5. Refused

That concludes the survey. We thank you very much for your participation in our research. Please note that Banister Research has also been contracted to conduct a citizen satisfaction survey for Clearwater County, and may be contacting you again in the coming weeks.



AGENDA ITEM

PROJECT: Broadband Policy Framework		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: Municipal	WRITTEN BY: Rodney Boyko	REVIEWED BY: Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input checked="" type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: n/a	PRIORITY AREA:	STRATEGIES:
ATTACHMENT(S): A&P Brainstorming Sample Questions		
RECOMMENDATION: That Council schedule A&P Committee Meetings to determine a Policy Framework to achieve Council's goal of developing a Community-Controlled Internet Service.		

BACKGROUND:

Following a Strategic Planning Session on November 1, 2017, Council prepared a statement outlining their direction in relation to Internet service within the County. The following is an excerpt from that statement:

"...strive to develop a community-controlled Internet service that is equivalent to services offered in Calgary and Edmonton, and the best service in rural Alberta.

This Internet service is intended to support all of our traditional industries; agriculture, oil and gas, forestry, and tourism. And further enable home-based business and other service-type endeavors and general entrepreneurship."

Clearwater County has a very limited policy framework surrounding internet. Other than the above public statement, Council has followed Strategy 3.3.1 in Council's Strategic plan for 2015-2018 as follows:

Objective 3.3 Ensure our established and new communities are well-connected and supported.

- | # | <u>Strategies</u> |
|-------|--|
| 3.3.1 | Broader high speed Internet availability throughout most of Clearwater County. <ul style="list-style-type: none"> • Council will continue to research opportunities to further advocate and support high speed infrastructure development in Clearwater County. |
| 3.3.2 | Continue to support the work of the Agricultural Services Board (ASB) in the provision of agricultural and landcare extension services. |

Supporting Plans
<ul style="list-style-type: none"> • Clearwater “Final Mile” study (2015)
<ul style="list-style-type: none"> • Ag Services and Landcare annual report
<ul style="list-style-type: none"> • Clearwater County Code

Service Delivery Activities
<ul style="list-style-type: none"> • Development of Internet Reserve
<ul style="list-style-type: none"> • ASB workshops
<ul style="list-style-type: none"> • Ag News
<ul style="list-style-type: none"> • FCSS
<ul style="list-style-type: none"> • Priority Area Weed Control (PAWC) support
<ul style="list-style-type: none"> • Caroline Community HUB

Council additionally setup a reserve in 2005. The balance at the beginning of 2017 was \$3.9 million, an additional transfer is budgeted for 2017 of \$2 million.

While there have been many third-party studies, this is not a business unit normally found in rural municipalities, therefore there is very little policy framework to follow in the province. Most of the third-party studies have the following style of statement in their next steps:

“This document provides a starting place for communities, sub-regions, and regions across Northern Alberta looking to enhance the availability and quality of broadband services in their areas. A range of options, from staying with the status quo, to negotiating with private enterprise, to establishing a fibre utility are presented and discussed. For the latter options, illustrative financials are presented.

While regional and municipal options do involve more responsibilities and risks than simply transferring control to private enterprise, they come with significant advantages. As well, to manage the level of their involvement,

close to turn-key options do exist and can be easily incorporated into regional, sub-regional, and community's deployment programs – once the community has decided upon the business and governance structure, operational arrangements, and financing. ¹

Additionally, the Supernet Secretariat, Stephen Bull, was in contact with Administration to follow up on the conversations that Council had with the Minister at the AAMDC conference. Stephen informed Administration of the actions of the Federal and Provincial government in the development of their policy framework. Stephen will be coming to Council on January 9, 2018 to discuss their framework and their public engagement process.

Administration recommends that the A&P Committee schedule a series of meetings to determine Council's policy framework. Administration recommends these be advertised and open to the public as these meetings will further form the basis of the needed public engagement when forming policy frameworks such as this. The framework itself needs to consider items such as those addressed by in the third-party reports such as:

- Governance
- Operations
- Financing

Administration believes that some more fundamental questions need to be answered such as:

- What is Council's risk tolerance?
- What level of public involvement is appropriate?
- What is the acceptable payback period for an investment of this magnitude?

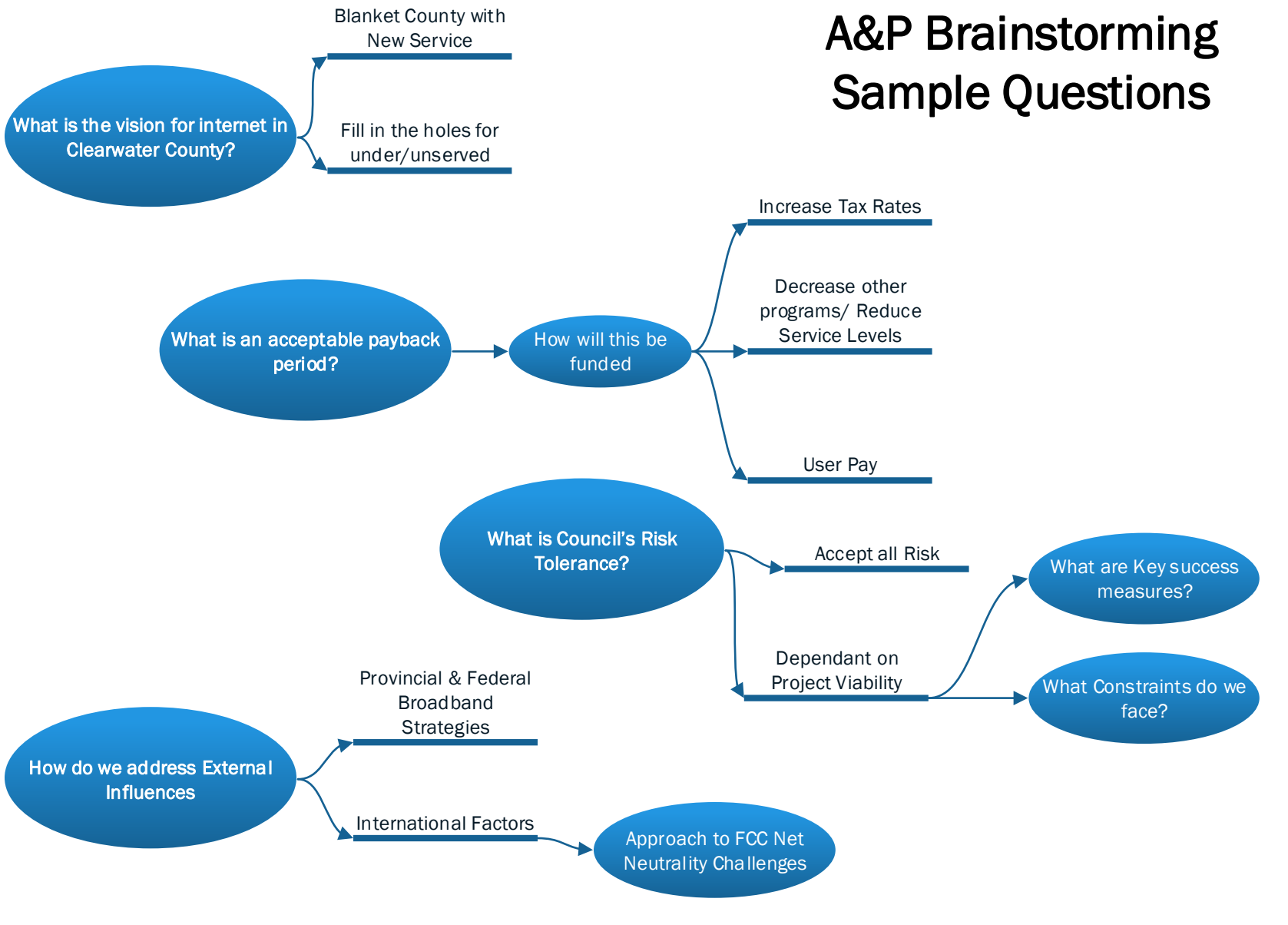
Attached is a sample of some of the brainstorming questions that should be addressed in the development of the policy. The questions attached are not an exhaustive list, but a launching pad for further discussion.

Administration also recommends that studies such as the Broadband Survey conducted by Banister Research, the Empirical Assessment of Financial Performance of Municipal Fiber in the United States² by Penn Law be reviewed along with any appropriate engineering, marketing and other studies and plans be prepared as appropriate.

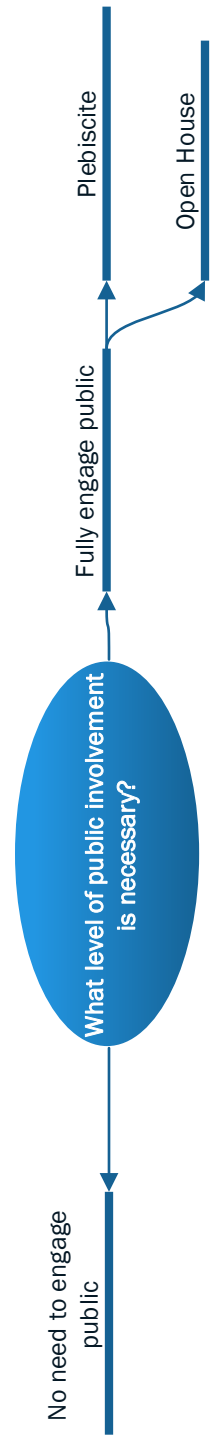
¹ <http://www.nadc.ca/media/17453/nadc-final-report-press-ready.pdf>

² <https://www.law.upenn.edu/live/files/6611-report-municipal-fiber-in-the-united-states-an>

A&P Brainstorming Sample Questions



G1





AGENDA ITEM

PROJECT: Support of Community Groups and Events		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: CCPS	WRITTEN BY: Jerry Pratt	REVIEWED BY: Ted Hickey and Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
STRATEGIC PLAN THEME: 3. Community Well-Being	PRIORITY AREA: Objective 3.1 Sustain the recreation, cultural and quality of life needs of the community.	STRATEGIES: 3.1.6 Continue to rely on volunteers, profit and not-for-profit organizations for the provision of recreation, culture or leisure programs not organized or offered by the local Recreation Boards.
RECOMMENDATION: That Council provide Administration with direction.		

BACKGROUND:

At the September 12, 2017 Council meeting, Council discussed the trend of increasing requests by non-profit groups for operational funding and for events. Council stated that non-profits provide services and activities to residents that improve our quality of life and make the area more attractive to those who are looking to move to Central Alberta. Council briefly discussed that as demands on volunteers grow, and the population of the region ages and shrinks, what should be the County's role in supporting non-profit groups in their activities and events.

Council requested that Administration look at the various forms of community support that the County provides to non-profit organizations, and to compile the existing bylaws and policies concerning support for these groups.

Existing Bylaws and Policies that impact support for community groups and events include:

Bylaw 111 – Caroline Recreation Board and recreation Area

Bylaw 568 – David Thompson Recreation Board and Recreation Area

Policy – Event Funding Policy

Policy – Charitable Donations and Solicitations

Policy – Capital Grant Funding for Community Halls

Each of these has been included.

The two Recreation Board Bylaws have been included as the existing practice is for the County to grant funding to these organizations each year, and they then give the funding out to other community groups for operational purposes in addition to maintaining or building recreation facilities.

Existing policies reflect a desire by Council to encourage local community groups to hold events while keeping the County as a funder of last resort. However, the regulatory and cost demands on community groups have grown and resources have been shrinking over the past 10 years, making it difficult for groups to even maintain long running activities and events. Examples include: Community halls are looking for funding for capital and maintenance as volunteers are less able to do these activities; cemeteries are looking for funding as their roads and fences age beyond simple maintenance costs, and the Confluence Heritage Society is not able to manage the grant writing and management processes solely through its volunteer base.

In addition to traditional local groups looking for resources, Council has emphasized a need to grow tourism activities and investment in Clearwater County. An important part of becoming a tourism destination is holding regular events that are of a high enough quality to attract people from Edmonton, Calgary and even further away. These types of events often require a large investment in planning, marketing, volunteers, and sponsorship. Administration does not feel that current policies reflect this new focus on tourism development and the need to hold attraction level events.

Administration is looking for direction concerning if Council feels that there should be funding Policies developed for the funding of culture, tourism, and cemeteries.

Recommendation:

Administration is looking for direction concerning the following:

1. A Policy should be developed for supporting Culture activities and events.
2. A policy should be developed for sponsorship of tourism level activities and events.
3. A Policy should be developed for funding of cemeteries.
4. Should the Recreation Boards' policies be reviewed to be consistent with other policies that do not support funding operating costs for local community groups?



AGENDA ITEM

PROJECT: Elected Official Course in Economic Development		
PRESENTATION DATE : November 28, 2017		
DEPARTMENT: Community Services / CPS	WRITTEN BY: Jerry Pratt	REVIEWED BY: T. Hickey / Rick Emmons, Acting CAO
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
STRATEGIC PLAN THEME: 1. Managing our Growth	PRIORITY AREA: Objective 1.3 Generate an innovative local economy that stimulates opportunities for investment, business and training	STRATEGIES: 1.3.3 Advance the findings of the Reeves Economic Summit by partnering with local Chambers of Commerce, businesses or other stakeholders to initiate or support marketing programs that will generate economic activity.
ATTACHMENT(S): EDA Elected Official Course description		
RECOMMENDATION: Council approves Councillors attending an Economic Developers Alberta Course to be hosted by Clearwater County and that upon approval of Councillors attendance Administration will invite other Municipal Councils to participate once a date is confirmed.		

BACKGROUND:

Economic Developers Alberta (EDA) is Alberta's leading economic development network. For over 40 years, they have been committed to advancing the economic development profession by providing resources, professional development and networking opportunities. As a non-profit organization, they are governed by a volunteer board of directors that represent the interests of our membership, which includes: rural and urban municipalities; regions; tourism groups; financial institutions; Crown Corporations; businesses; Regional Economic Development Authorities; and Community Futures Development Corporations.

With a new Council in place, that recognizes the importance of economic development and growth in the region to move forward; Administration feels this opportunity appropriately compliments with Council's priority(s). The Town of Rocky Mountain House and Clearwater County are proposing a joint elected officials course for economic development and will invite other municipalities to participate as well in early 2018.

Please see attached information on the course content and outline which will be instructed by a trainer that the Economic Developers of Alberta will provide for the day session.

Recommendation:

Council approves Councillors attending an Economic Developers Alberta Course hosted by Clearwater County and that upon approval of Councillors attendance Administration will invite other Municipal Councils to participate once a date is confirmed.



[HOME](#) > [PROFESSIONAL DEVELOPMENT](#) > [Community Economic Development Training Program \(CEDTP\)](#)

> [Elected Officials Course](#)

Elected Officials Course

Economic Development is a complex and competitive field and elected officials have a critical role to play in the economic, political and social well being of the their communities. Economic Developers Alberta is giving elected officials a unique opportunity by offering **the Elected Officials Course**.

What is it?

The Elected Officials Course gives this unique group of community leaders specialized information on the strategies, tools and resources needed to help their communities thrive. It delivers information on issues such as:

- The role and function of community economic development
- Issues and best practice examples in areas like: business investment, tourism development, industrial development, and leveraging public and private partnerships.
- How to manage the process: bringing the whole community to the table.
- How to create effective outcomes for your community.

Download the brochure [here](#).

If you host the course, the cost is \$300/person based on ten registrants. Every additional participant is \$275. This includes an experienced Trainer for a day, a manual for each participant and personalized certificates upon completion.

The Host is responsible for arranging the venue and refreshments/lunch and for covering Trainer travel costs, which are minimal as we try to book the closest Trainer to your location. As an option, the Host can set their own price per participant in order to cover the costs of food and travel.

What participants had to say.....



I gained an understanding of how elected officials and economic development interact...I now know how to support economic developers in their role and how economic developers and the business community interact.

-Dale Plante, Councillor Sylvan Lake

To hear what Dale Plante had to say about this course visit our [youtube channel](#).

An enthusiastic thumbs up from elected officials at a course in Strathcona County.



To book your session email admin@edaalberta.ca.

Your Economic Development Network in Alberta

Toll Free Phone: 1.866.671.8182

Economic development is an **essential, complex, competitive field**.

It encompasses **processes, policies and projects** that community leaders need to know about to **improve the economic, political and social well-being** of their residents.

It also requires strong leadership and community engagement.

Elected officials have an important role to play.

EDA's Economic Development for Elected Officials Course

We provide you with **strategies, tools, resources and experiences** to help your community **survive, thrive and grow**.



1 The Role and Function of Community Economic Development

- What is Community Economic Development (CED)? How does it work?
- Who practices CED and how does it affect elected officials?
- How should you budget and monitor the economic development function?
- What is the relationship between municipal planning and economic development?

2 Issues and Best Practices

- Business investment, retention, expansion and attraction
- Tourism development and planning
- Industrial development and planning
- Understanding the role of public/private partnerships
- Opportunities for technology-led development

3 How to Manage the Process

- Working with your economic development staff
- Bringing the whole community to the table
- Developing and running effective community boards/committees
- Getting the right information at the right time, and getting a second opinion
- Obtaining funding for projects, plans and infrastructure
- Liability concerns and issues

4 How to create effective outcomes for your community

- Ethical considerations in economic development decision-making. When economic interests compete with social good.
- Measuring community value of the work done by your economic development staff





AGENDA ITEM

PROJECT: Funding Request from Rocky Mountain House & District Chamber of Commerce		
PRESENTATION DATE: November 28, 2017		
DEPARTMENT: CCPS	WRITTEN BY: Ted Hickey	REVIEWED BY: R. Emmons, Acting CAO
BUDGET IMPLICATION: <input type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input checked="" type="checkbox"/> Reallocation		
LEGISLATIVE DIRECTION: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) Municipal Government Act of Alberta, 2017 <input type="checkbox"/> County Bylaw or Policy (cite) Bylaw: _____ Policy: _____		
STRATEGIC PLAN THEME: Managing Our Growth	PRIORITY AREA: 1.3 Generate an innovative local economy that stimulates opportunities for investment, business and training.	STRATEGIES: 1.3.5 Monitor current and projected growth of businesses and population, and, to respond to the various trends, impacts and demands affecting land development or the economy within Clearwater County.
RECOMMENDATION: That Council approves a grant for \$ 30,000 to the Rocky Mountain House Chamber of Commerce and request the Administration to complete the necessary documentation.		

BACKGROUND:

The Rocky Mountain House & District Chamber of Commerce (Chamber) is requesting \$30,000 in the form of a combination loan, grant or in prepaid work from the County. A similar request has been made to the Town of Rocky Mountain House Council. The Chamber has reported a significant deficit that may jeopardize the existence of the Chamber’s presence in 2018.

The Chamber has and continues to act as an economic development agent for the region and actively networks with various levels of: governments, chambers of commerce, the broader business community and locally.

Three (3) methods have been identified that Council can provide funding if this is the decision from Council.

1. Council can approve a loan through the creation of a bylaw authorizing the lend of money as required by the Municipal Government Act. The earliest that the bylaw could

be completed is January 16, 2018. This would then allow the transfer of funding being requested.

MGA excerpts are:

Loan bylaws

265 (1) *A municipality may only lend money to a non-profit organization, one of its controlled corporations or the designated seller within the meaning of section 30(1) of the Gas Distribution Act, SA 1994 cG-1.5 as it read on June 30, 1998, if the loan is authorized by bylaw.*

(2) *The bylaw authorizing the loan must set out*

(a) *the amount of money to be loaned and, in general terms, the purpose for which the money that is loaned is to be used;*

(b) *the minimum rate of interest, the term and the terms of repayment of the loan;*

(c) *the source or sources of the money to be loaned.*

(3) *The bylaw that authorizes the loan must be advertised.*

606 (1) *The requirements of this section apply when this or another enactment requires a bylaw, resolution, meeting, public hearing or something else to be advertised by a municipality, unless this or another enactment specifies otherwise.*

(2) *Notice of the bylaw, resolution, meeting, public hearing or another thing must be*

(a) *published at least once a week for 2 consecutive weeks in at least one newspaper or other publication circulating in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held, or*

(b) *mailed or delivered to every residence in the area to which the proposed bylaw, resolution or other thing relates, or in which the meeting or hearing is to be held.*

(3) *A notice of a proposed bylaw must be advertised under subsection (2) before second reading.*

(4) *A notice of a proposed resolution must be advertised under subsection (2) before it is voted on by council.*

(5) *A notice of a meeting, public hearing or other thing must be advertised under subsection (2) at least 5 days before the meeting, public hearing or thing occurs.*

(6) *A notice must contain*

(a) *a statement of the general purpose of the proposed bylaw, resolution, meeting, public hearing or another thing,*

(b) *the address where a copy of the proposed bylaw, resolution or another thing, and any document relating to it or to the meeting or public hearing may be inspected,*

(c) *in the case of a bylaw or resolution, an outline of the procedure to be followed by anyone wishing to file a petition in respect of it, and*

(d) *in the case of a meeting or public hearing, the date, time and place where it will be held.*

(7) *A certificate of a designated officer certifying that something has been advertised in accordance with this section is proof, in the absence of evidence to the contrary, of the matters set out in the certificate.*

2. Council can approve a grant that is authorized within the Municipal Government Act. The earliest that funds could be transferred and received is within approximately 2 weeks.
3. Council can approve a pre-payment for services to be provided by the Chamber to Clearwater County. The County and Town of Rocky Mountain House both currently have an agreement with the Chamber to provide VIC services. This agreement expires at the end of 2017 after an already agreed upon 1-year extension to the original agreement.

An example of pre-paid services could include the annual funding for the Visitor Information Centre located in Rocky Mountain House. Administration will continue to explore beneficial opportunities to work with the Town of Rocky Mountain House and the Chamber to identify if and what additional value-added services can be provided to Clearwater County beyond the pre-paid historical services performed as a part of renewal of the VIC Services Agreement.

For Consideration of Council:

1. That Council approve a 2-year loan for \$ 30,000 to the Chamber and proceed with creation of a Bylaw as required within the MGA.
2. That Council approve a grant for \$ 30,000 to the Chamber and request the Administration to complete the necessary documentation.
3. That Council approve pre-payment for a portion of the contracted services to be performed in the amount of 30,000 to the Chamber within a renewed Visitor Information Centre Services Agreement or others as identified by the Administration. The costs of contracted services will be reflected within the Economic Development 2018 – 2020 budget for Council's review and decision.
4. That Council respectfully declines to provide the Chamber with any funding from Clearwater County.

Recommendation:

1. That Council approve a grant for \$ 30,000 to the Rocky Mountain House & District Chamber of Commerce and request the Administration to complete the necessary documentation.

Clearwater County Councilor and Board Member Remuneration Statement For the Year of2017.....

Name of Councilor / Board Member **.Jim.Duncan.....**

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$159.00	Next 4 Hours \$126.00	Next 4 Hours \$126.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.54 / km
Oct 4	Rec Board	X					40
Oct 5	Headwaters Alliance	X	X				275
Oct 10	Regular Council				X		40
Oct 11	FCSS	X					40
Oct 12	Bighorn Backcountry	X					40
Oct 13	CAAMDC Central Zone	X	X	X			40
Oct 19	Clearwater Trails Initiative	X					40
Oct 23	Canada 150	X					40
Oct 24	Council Organizational				X		40
Oct 26	Council Orientation	X	X				40
Oct 31	Council Orientation	X	X				40

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Remuneration Calculation

<u>9</u>	Meetings @ \$159.00=	<u>1431.00</u>	<u>675</u>	Kms @ \$0.54=	<u>364.50</u>
<u>5</u>	Meetings @ \$126.00=	<u>630.00</u>		Lunch @ \$16.00=	
<u>2</u>	Meetings @ \$288.00=	<u>576.00</u>			
	Supervision=	<u>550.00</u>			
	TOTAL=	<u>3187.00</u>		TOTAL=	<u>364.50</u>

Signature {Councilor / Board Member}

Jim Duncan

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...2017.....

Name of Councilor / Board Member JOHN VANDERMEER

Payment Periods

January

February

May

June

March

April

July

August

September

October

November

December

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

Date	Type of Meeting Attended	First 4 Hours \$159.00	Next 4 Hours \$126.00	Next 4 Hours \$126.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.54 / km
6	CAEP	✓	✓				360
7	REGIONAL FIRE	✓					80
	WEST CENTRAL		✓				70
12	COUNCIL				✓		80
15	SPOG	✓					80
19	N. SASK RVR PARK	✓					80
25	CAEP- MTN. VIEW	✓					200
26	COUNCIL				✓		80

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1030

Remuneration Calculation

<u>5</u>	Meetings @ \$159.00=	<u>795.</u>	<u>1030</u>	Kms @ \$0.54=	<u>556.20</u>
<u>2</u>	Meetings @ \$126.00=	<u>252</u>		Lunch @ \$16.00=	
<u>2</u>	Meetings @ \$288.00=	<u>576</u>			
	Supervision=	<u>550</u>			
	TOTAL=	<u>2173.</u>		TOTAL=	<u>556.20</u>

Signature {Councilor / Board Member}

John Vandermeer

Clearwater County

Councilor and Board Member Remuneration Statement

For the Year of ...2017.....

Name of Councilor / Board Member

JOHN VANDERMEER

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$159.00	Next 4 Hours \$126.00	Next 4 Hours \$126.00	Regular Council Meeting \$288.00	Lunch \$16.00	Mileage @ \$0.54 / km
1	TOURISM, BUS. FORUM	✓	✓				80
2	WCS	✓					70
14	COUNCIL				✓		80
8	CBF	✓					80
9	CAPP	✓					80
10	CHAMBER AWARDS	✓					80
11	CRIME PREVENTION	✓					80
15	CAEP	✓					160
19	AAAMDC						
20	AAAMDC	✓	✓	✓			230
21	AAAMDC	✓	✓				230
22	EDA/AAAMDC	✓	✓	✓			280
23	EDA	✓	✓	✓			
24	EDA	✓	✓	✓			250
28	COUNCIL				✓		80

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1750

Remuneration Calculation

12	Meetings @ \$159.00=	1908.		1750	Kms @ \$0.54=	945
10	Meetings @ \$126.00=	1260			Lunch @ \$16.00=	
2	Meetings @ \$288.00=	576				
	Supervision=	550				
	TOTAL=	4168			TOTAL=	945

Signature {Councilor / Board Member}

John Vandermeer

