

**CLEARWATER COUNTY COUNCIL AGENDA**  
**February 26, 2019**  
**9:00 am**  
Council Chambers  
4340 – 47 Avenue, Rocky Mountain House, AB

**A. CALL TO ORDER**

**B. AGENDA ADOPTION**

**C. CONFIRMATION OF MINUTES**

1. February 12, 2019 Public Hearing Minutes – Bylaw 1055/18 Land Use Amendment
2. February 12, 2019 Public Hearing Minutes – Bylaw 1056/18 Land Use Amendment
3. February 12, 2019 Regular Meeting of Council Minutes

**D. PLANNING & DEVELOPMENT**

1. Bylaw 1059/19 Land Use Amendment Consideration of First Readings
2. DRAFT Economic Development Strategy

**E. AGRICULTURE & COMMUNITY SERVICES**

1. Town of Rocky Mountain House 2019 Recreation Capital Projects

**F. CORPORATE SERVICES**

1. Draft Bylaw #1058/19 – Borrowing Bylaw

**G. MUNICIPAL**

1. Councillors' Conference Attendance Policy Review

**H. INFORMATION**

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

**I. CLOSED SESSION\***

1. Personnel; *FOIP s.17 – Disclosure Harmful to Personal Privacy*

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






**J. 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.



## REQUEST FOR DECISION

<b>SUBJECT:</b> 1st Reading of Bylaw 1059/19 for Application No. 02/19 to amend the Land Use Bylaw		
<b>PRESENTATION DATE:</b> February 26, 2019		
<b>DEPARTMENT:</b> Planning & Development	<b>WRITTEN BY:</b> Charmin Pashulka, Development Officer Jose Reyes, Senior Planner	<b>REVIEWED BY:</b> Keith McCrae, Director, Planning Rick Emmons, Chief Administrative Officer
<b>BUDGET CONSIDERATIONS:</b> <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy (cite) Clearwater County Land Use Bylaw No. 714/01 and Municipal Development Plan (2010)		
<b>COMMUNITY BUILDING PILLAR (check all that apply):</b>		
<input type="checkbox"/>  Economic Prosperity <input type="checkbox"/>  Governance Leadership <input type="checkbox"/>  Fiscal Responsibilities <input checked="" type="checkbox"/>  Environmental Stewardship <input type="checkbox"/>  Community Social Growth		
<b>ATTACHMENT(S):</b> Application to Amend Land Use Bylaw, Bylaw 1059/19 with Schedule "A", Highway Development District "HD" and Aerial Photos.		

### STAFF RECOMMENDATION:

That Council considers granting 1<sup>st</sup> reading of Bylaw 1059/19 and proceeding to a public hearing.

### BACKGROUND:

Gerald Ernst on behalf of Strategic Evolution Consulting Inc. currently holds title to NW 09-36-07-W5M, encompassing ±145.90 acres of land. The subject land is located to the south of Highway 591, approximately 12 km west of the Village of Caroline. The proposal is to redesignate ±5.0 acres from the Agriculture District "A" to the Highway Development District "HD". The portion of land to be rezoned is located along the north central portion directly adjacent to the Highway. At this time the applicant does not wish to subdivide the rezoned portion of property from the remainder of the quarter section.

On August 15, 2018 Development Permit 97/18 was refused by the Municipal Planning Commission for the Operation of a Recreation Vehicle Storage Business as a Farm Subsidiary Business. The Municipal Planning Commission felt that the proposed business

was too intensive and not incidental or subordinate to the primary agricultural use as a farm subsidiary business in the Agriculture District “A”.

Should this application for a Land Use Amendment be successful the applicant would then progress with a new Development Permit application for the operation of a secure recreational vehicle storage business (150 stalls) also offering sewage and potable water utilities to campers driving by in addition to using the storage facility. There is an existing manufactured home on the property in which the manager for the business would reside in.

The property is accessed direct from provincial Highway 591 via an existing approach along the north property boundary. The Clearwater River flows through the lower portion of the quarter section and Alford Creek goes through the upper northeast corner.

Surrounding land use districts within the area are agricultural, residential, and recreational. Clearsprings Campground is located directly to the northeast and West Country and Hidden acres multi-lot subdivisions are located northwest and west of the subject property.

Therefore, this application is to rezone ±5.0 acres of the subject land to Highway Development District “HD” as shown on Schedule “A” of the Bylaw.

**PLANNING DIRECTION:  
Clearwater County’s Land Use Bylaw**

*Section 13.4(12) Highway Development District “HD”*

The general purpose of this district is to regulate development adjacent to public roads.

*Section 13.4(12) Discretionary Uses B*

- 9. Storage, display, and sales lot for pre-fabricated buildings and recreation vehicles
- 10. Residence for security purposes if ancillary to an approved use

**Clearwater County’s Municipal Development Plan**

Section 8 states:

Clearwater County is endowed with a wealth of natural resources. Agriculture and the resource based industries, such as oil, gas and forestry serve as the backbone of the County’s economy. In addition, the County boasts a variety of natural features due to its proximity to the Rocky Mountains, providing numerous opportunities for its growing tourism industry. Despite the variety and abundance of natural resources available in the County, participants in the process to prepare the Municipal Development Plan (2010) indicated the need to diversify the local economic base as a means to reduce the reliance on resource based industry and sustain the overall economic well-being of the County.

Sections 8.1.2 and 8.1.4 state:

Economic Development goals are:

- 8.1.2 Promote locally appropriate economic development activities that enhance and diversify the local economy.

#### 8.1.4 Promote the County as a tourist destination.

Section 8.2.1 states:

Clearwater County encourages the retention and expansion of existing business and industry, and the attraction of new business and industry as a means to diversify the County's economic base.

Section 8.2.9 states:

Through the Land Use Bylaw Clearwater County shall provide for a variety of commercial and industrial land uses within the County, including a variety of locations for these uses.

*Section 12.2.4 states:*

Clearwater County will consider, where applicable, the following when evaluating an application to redesignate, subdivide or develop land:

- (a) impact on adjoining and nearby land uses;
- (b) impact on natural capital, including agricultural land;
- (c) impact on the environment;
- (d) scale and density;
- (e) site suitability and capacity;
- (f) road requirements and traffic impacts, including access and egress considerations, including Subdivision and Development Regulations related to land in the vicinity of a highway;
- (g) utility requirements and impacts;
- (h) open space needs;
- (i) availability of protective and emergency services;
- (j) FireSmart provisions;
- (k) impacts on school and health care systems;
- (l) measures to mitigate effects;
- (m) County responsibilities that may result from the development or subdivision; and
- (n) any other matters the County considers relevant.

#### **RECOMMENDATION:**

That Council consider granting first reading to Bylaw 1059/19 and proceed to a public hearing.



# CLEARWATER COUNTY

## Application for Amendment to the Land Use Bylaw

Application No. 02/19

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

APPLICANT: GERALD ERNST

ADDRESS & PHONE: [REDACTED]

REGISTERED OWNER: STRATEGIC EVOLUTION CONSULTING INC.

ADDRESS & PHONE: [REDACTED]

**AMENDMENT REQUESTED:**

- CHANGE OF LAND USE DISTRICT FROM: "A" TO: "HD"  
 LEGAL DESCRIPTION OF PROPERTY: NW 1/4 Sec. 09 Twp. 036 Rge. 07 W5M  
 OR: LOT: \_\_\_\_\_ BLOCK \_\_\_\_\_ REGISTERED PLAN NO.: \_\_\_\_\_  
 OR: CERTIFICATE OF TITLE NO.: 172 157 004 (Site Plan is attached)  
 SIZE OF AREA TO BE REDESIGNATED: 5 ACRES (Hectares / Acres)

- REVISION TO THE WORDING OF THE LAND USE BYLAW AS FOLLOWS:  
I AM NOT FAMILIAR WITH WORDING REVISIONS NECESSARY FOR APPROVAL OF THIS APPLICATION

- REASONS IN SUPPORT OF APPLICATION FOR AMENDMENT:  
PLEASE REFER TO ATTACHED DOCUMENT

DATE: JANUARY 31, 20 19 APPLICANT'S SIGNATURE [Signature]

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

APPLICATION FEE OF 1175.00 DATE PAID: FEB 1/19 RECEIPT NO. 143420

\_\_\_\_\_  
SIGNATURE OF DEVELOPMENT OFFICER  
IF APPLICATION COMPLETE  
IMPORTANT NOTES ON REVERSE SIDE

## **Application for Rezoning for RV Storage Lot on the NW1/4-09-036-07 W5**

- Please accept this application for rezoning the above noted property. I am making this application for rezoning a small portion of this property (5 acres), for an RV Storage Lot, as my initial application for a development permit under the existing land use designation was denied.
- As indicated in my original application, it is my belief that this area is in need of an up to date facility such as this, to accommodate the needs of campers and campground owners. There are at least six campgrounds in the immediate area that will benefit from the sewage and potable water utilities planned for this facility. The facility will have a dual, high capacity, 100% contained system for sewage handling. The design will meet and exceed the newly initiated environmental standards and specifications, as published by the Alberta Safety Codes Authority.
- Everyone in the area, including the Town of Caroline will benefit from the services this facility will provide, as it is my understanding that some of the dumping facilities in the area no longer meet Provincial Standards.
- It is also my understanding, that for various reasons, fuel prices being near the top of the list, that RV's are being parked in remote, unsecured locations. This practice promotes theft and vandalism, as well as illegal dumping of sewage. If a secure storage option is provided in the vicinity, complete with sewage dumping infrastructure, I'm confident it will reduce some of the crime, and illegal dumping that is occurring due to remote area parking.
- As opposed to a sketch, I have included the map of the property that was generated by the planning commission for my initial permit application. The north side of the property borders the south side of highway 591, approximately 9kms west of the Clearwater store. The lot will provide approximately 150 parking stalls. The size of the lot will be approximately 300' x 600'. The shape may be modified slightly, to ensure that no trees need to be removed to retain the natural esthetics of the property. The small amount of top soil that exists will be pushed back, exposing the existing base of sand and pit-run gravel. The parking lot will be shaped and prepared to ensure rain water and snow melt is directed toward the SE, middle portion of the property. The removed topsoil will be utilized for various enhancements of the property.
- The existing oversized approach originally provided access to the old Ricinus post office. I would estimate the approach would be approximately 3 to 4 times the width of a standard highway approach. It is well constructed and will allow easy access and egress of RV's using the storage facility. I have been in contact with Alberta Transportation, and have been advised that they don't foresee any need for lane widening on that portion of the highway. Alberta Transportation will issue signage permits as soon as the rezoning process is complete.
- The RV storage lot will adhere to any and all offsets as required by Alberta Transportation for construction beside highway 591. There is a tight, healthy, natural tree row between highway 591 and the proposed RV lot, which is conducive to maintaining the natural beauty of the area. The RV storage lot will be fully enclosed with chain-link security fencing. The lot will have lighting and security cameras. To provide maximum security, the lot will be manned and monitored 24/7.

**BYLAW NO. 1059/19**

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

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

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

WHEREAS, the general purpose of the Highway Development District "HD" is to regulate development adjacent to public roads.

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

***That ±5.0 acres of NW 09-36-07 W5M as outlined in red on the attached Schedule "A" be redesignated from the Agriculture District "A" to the Highway Development District "HD".***

READ A FIRST TIME this \_\_\_\_ day of \_\_\_\_\_ A.D., 2019.

\_\_\_\_\_  
REEVE

\_\_\_\_\_  
MUNICIPAL MANAGER

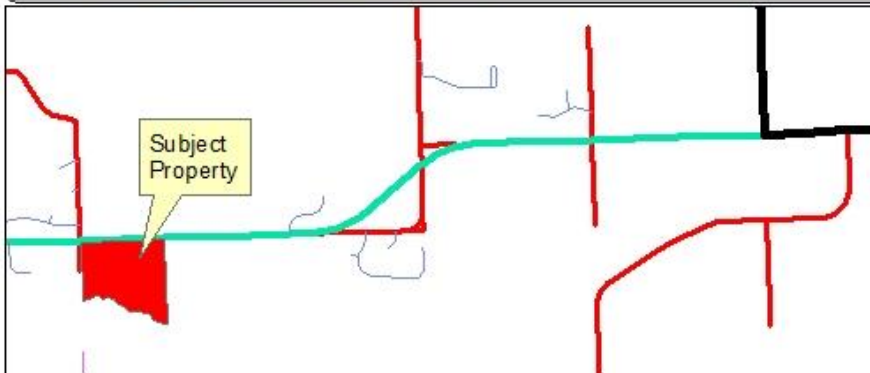
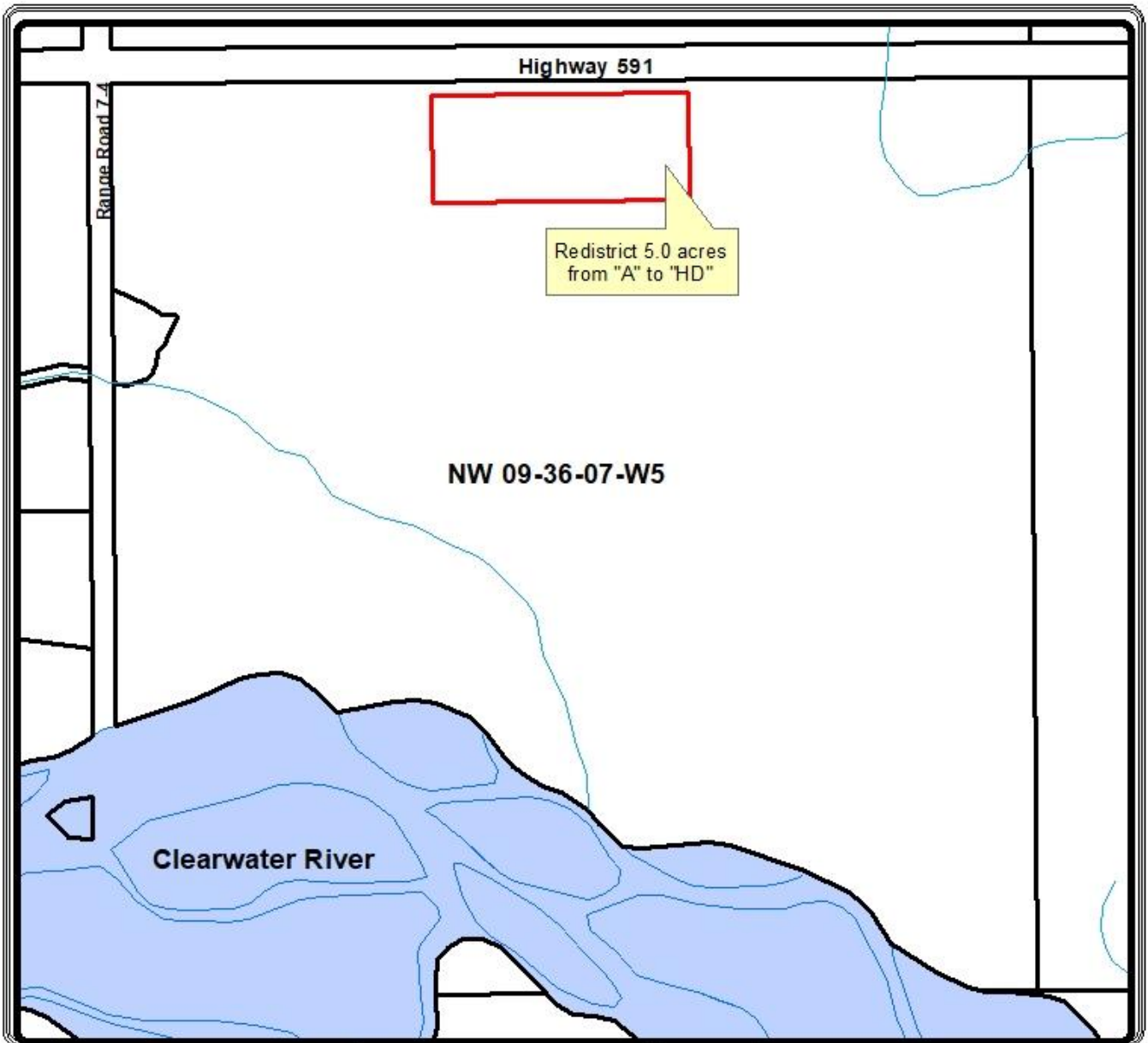
PUBLIC HEARING held this \_\_\_\_ day of \_\_\_\_\_ A.D., 2019.

READ A SECOND TIME this \_\_\_\_ day of \_\_\_\_\_ A.D., 2019.

READ A THIRD AND FINAL TIME this \_\_\_\_ day of \_\_\_\_\_ A.D., 2019.

\_\_\_\_\_  
REEVE

\_\_\_\_\_  
MUNICIPAL MANAGER



**Bylaw 1059/19  
Schedule "A"**



Application No. 02/19 to Amend the Land Use Bylaw  
Redistrict 5.0 acres from Agriculture District "A" to  
Highway Development District "HD"  
NW 09-36-07-W5  
Gerald Ernst on behalf of Strategic Evolution Consulting Inc.





**13.4 (12) HIGHWAY DEVELOPMENT DISTRICT "HD"**

THE GENERAL PURPOSE OF THIS DISTRICT IS TO REGULATE DEVELOPMENT ADJACENT TO PUBLIC ROADS.

**A. PERMITTED USES**

1. Farming

**B. DISCRETIONARY USES**

1. Ancillary buildings and uses
2. Commercial holiday trailer/recreation vehicle park or campground to serve the short stay needs of motorists rather than as destination sites for tourists
3. Government weigh scales
4. Highway maintenance building and equipment storage
5. Recreation facilities which, in the opinion of the Development Officer, provide appropriate services to motorists
6. Roadside rest stops and information kiosk
7. Service station, cafe, drive-in restaurant, motel and other commercial uses which, in the opinion of the Development Officer, provide appropriate services to motorists
8. Signs, where approved by Alberta Transportation or the Manager of Public Works, as the case may be
9. Storage, display and sales lot for pre-fabricated buildings and recreation vehicles
10. Residence for security purposes if ancillary to an approved use
11. Greenhouse with a floor area of less than 100 square metres (1,100 sq. ft.) or such larger area subject to the discretion of the Development Officer
12. Cannabis retail sales

**C. MINIMUM LOT AREA**

As approved by the Development Officer.

**D. MINIMUM DEPTH OF FRONT YARDS**

1. As required and/or approved pursuant to Section 10.3 and Figures 1 to 7 of the Supplementary Regulations.
2. As required by the Development Officer or Alberta Transportation, as the case may be, when adjacent to a service road which is adjacent to a public road.

**E. MINIMUM WIDTH OF SIDE YARD**

3 metres (10 feet) except for a corner parcel where the minimum side yard adjacent to a public road shall be determined as though it were a front yard.

F. MINIMUM DEPTH OF REAR YARD

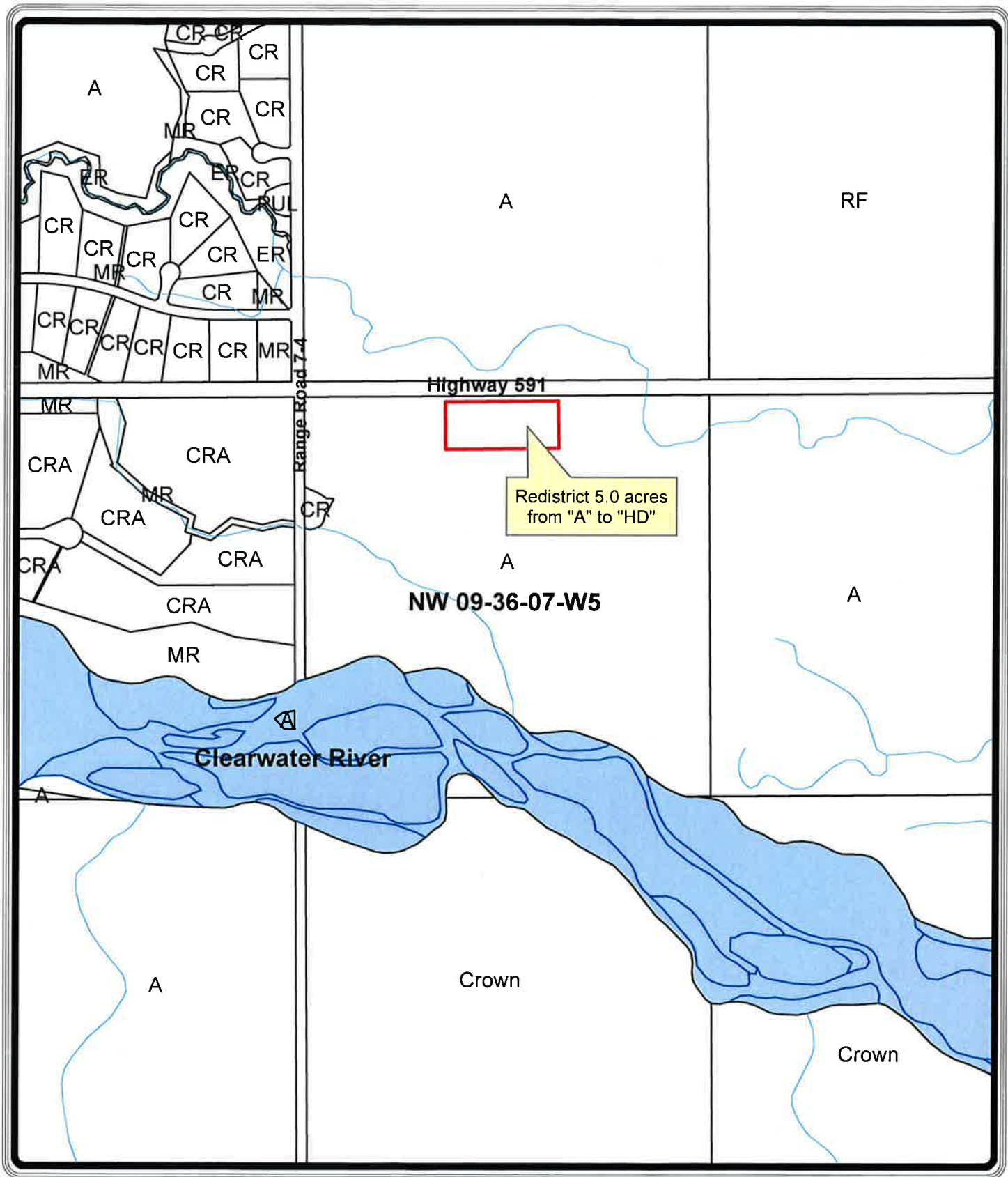
As required by the Development Officer.

G. DESIGN, CHARACTER AND APPEARANCE OF BUILDINGS

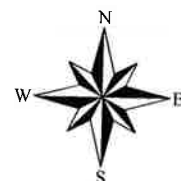
New construction only, with the exterior completed using acceptable finishing materials approved by and to the satisfaction of the Development Officer.

H. LANDSCAPING

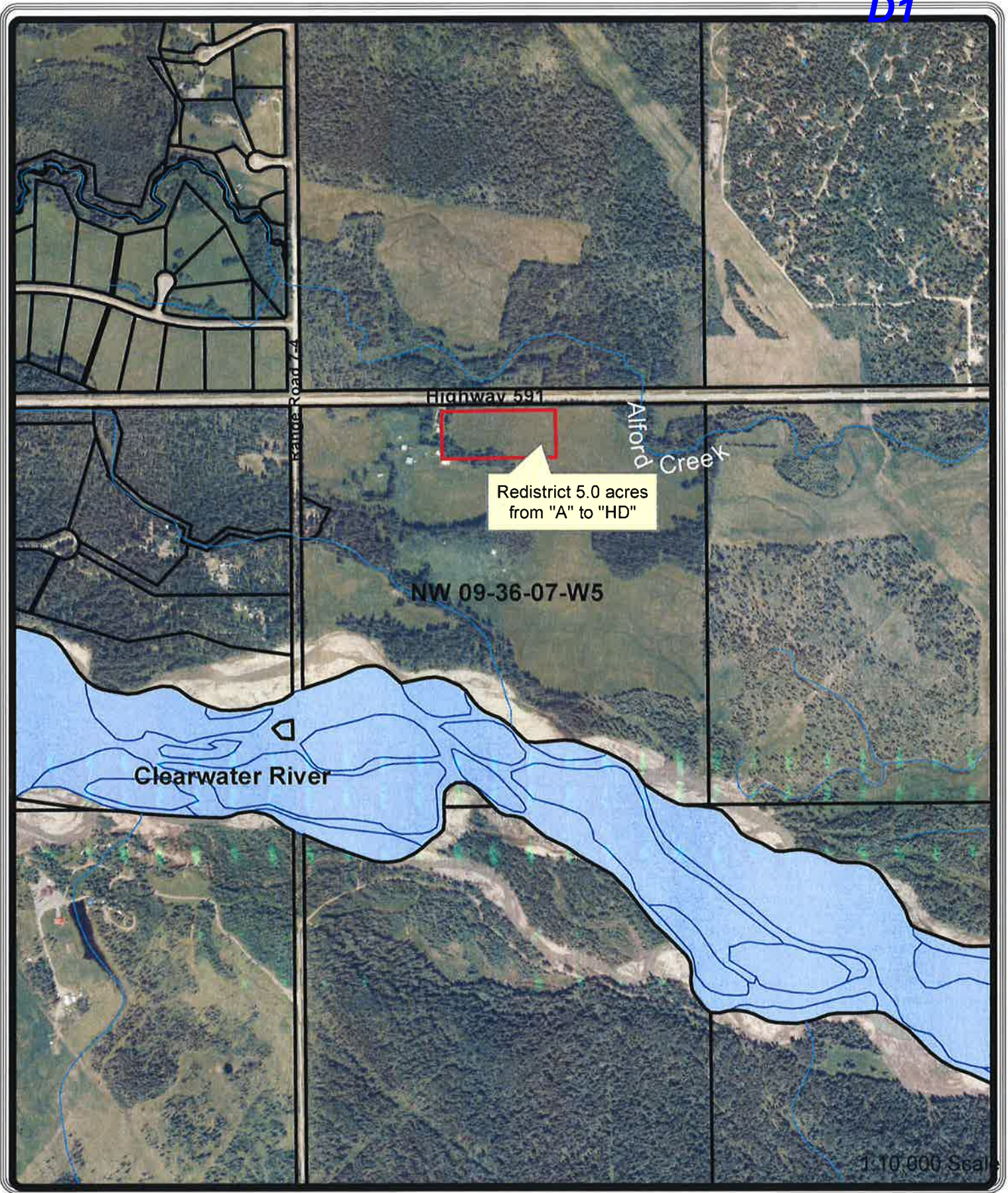
1. Fencing or screening with vegetation, earth berm or some other form of vision and sound barrier may be required.
2. Approval to develop may be made subject to the Development Officer accepting a landscaping plan.



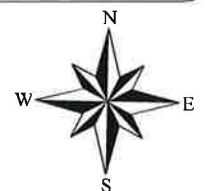
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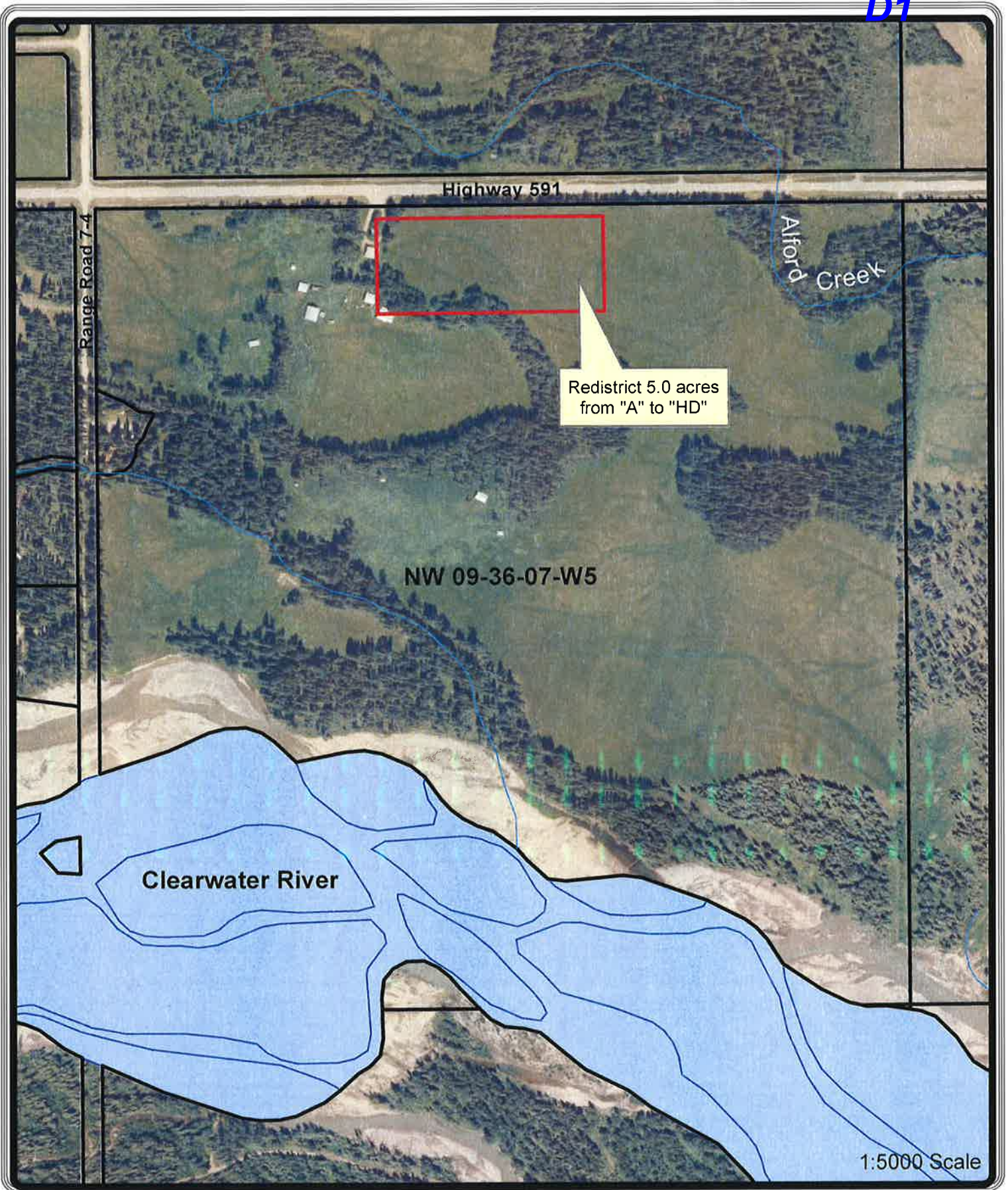
Gerald Ernst on behalf of Strategic Evolution Consulting Inc.



Application No. 02/19 to Amend the Land Use Bylaw  
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Gerald Ernst on behalf of Strategic Evolution Consulting Inc.








Application No. 02/19 to Amend the Land Use Bylaw  
Redistrict 5.0 acres from Agriculture District "A" to  
Highway Development District "HD"  
NW 09-36-07-W5



Gerald Ernst on behalf of Strategic Evolution Consulting Inc.



## REQUEST FOR DECISION

<b>SUBJECT:</b> Draft Economic Development Strategy		
<b>PRESENTATION DATE:</b> February 26, 2019		
<b>DEPARTMENT:</b> Planning & Development	<b>WRITTEN BY:</b> Jerry Pratt, Economic Development Officer	<b>REVIEWED BY:</b> Keith McCrae, Director, Planning and Development and Rick Emmons, CAO
<b>BUDGET CONSIDERATIONS:</b> <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
<b>COMMUNITY BUILDING PILLAR (check all that apply):</b>		
<input checked="" type="checkbox"/>  Economic Prosperity <input checked="" type="checkbox"/>  Governance Leadership <input type="checkbox"/>  Fiscal Responsibilities <input type="checkbox"/>  Environmental Stewardship <input checked="" type="checkbox"/>  Community Social Growth		
<b>ATTACHMENT(S):</b> Draft Economic Development Strategy		

### STAFF RECOMMENDATION:

**That Council approves the Draft Economic Development Strategy and directs Administration to seek the public's input through community engagement, amend the strategy as needed, and return it to Council for approval.**

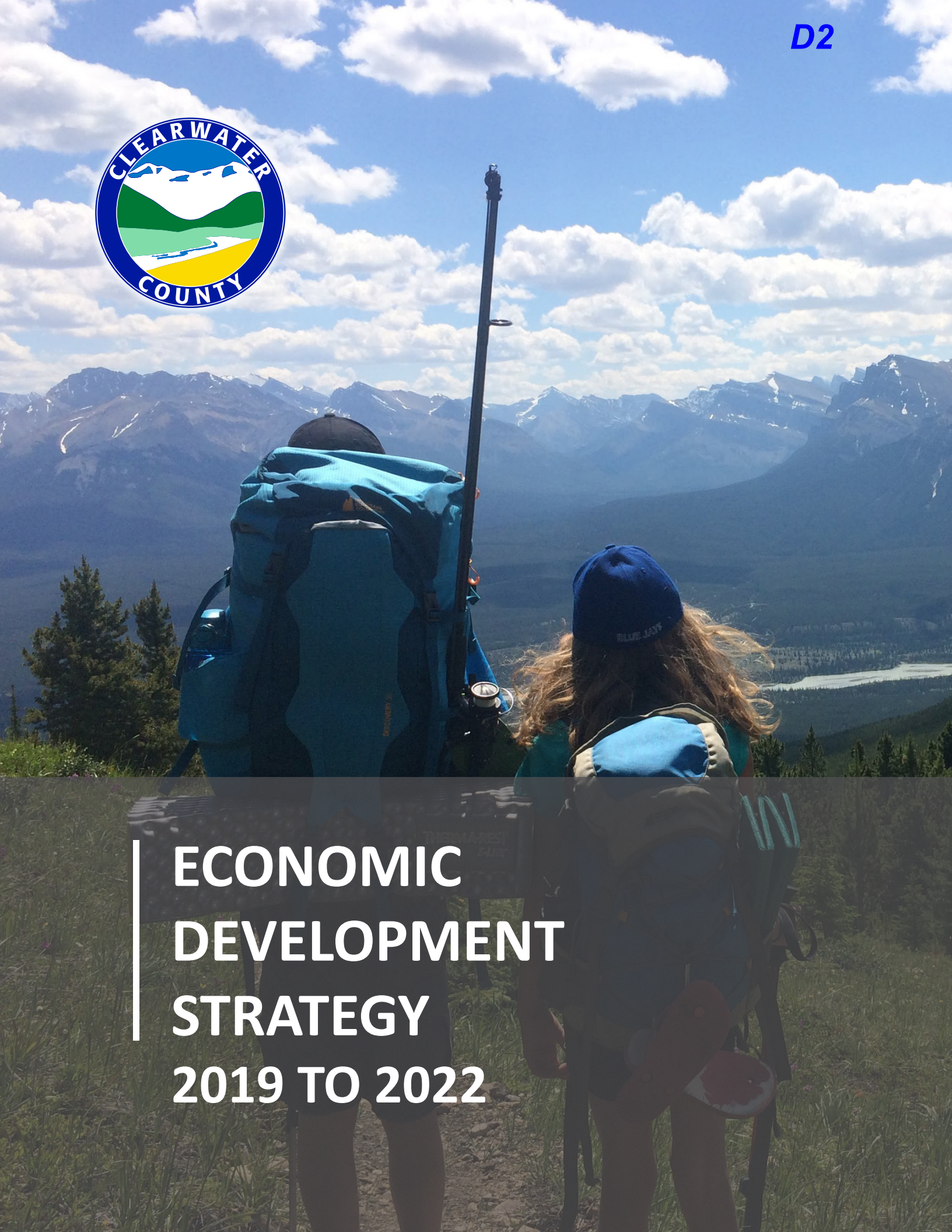
### BACKGROUND:

Clearwater County has a Draft version of the Economic Development Strategy. The County consulted the public in the formation of the strategy through an open house, surveys, and interviews. An Economic Development Working Group consisting of local business owners and managers has also provided feedback on the community input. An Investment Readiness Assessment was performed to help identify actions and investments that could help attract businesses to the area.

The Economic Development Officer proposes consulting the public on the Draft Economic Development Strategy through an open house and online survey in March and April, per the *Public Participation Policy*. Once public input has been collected, and the Strategy updated where needed, the Economic Development Strategy would return to Council for final approval.



**ECONOMIC  
DEVELOPMENT  
STRATEGY  
2019 TO 2022**





# Content

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# The Role of the Economic Development Strategy

Economic Development is about improving a community's wealth and quality of life. Improvements are achieved through the process of developing, diversifying, and maintaining suitable economic, social, and political environments. These three environments are intertwined, meaning if they are to grow and change, they must do so together.

A common tool utilized by municipal government is an Economic Development Strategy that is adopted by Council to provide a roadmap towards long-term sustainable growth for current and new businesses. This type of strategy provides Clearwater County with guidance regarding the development and regulation of infrastructure, zoning, business regulations and support, community development and social support.

## Clearwater County's Vision

Community, Prosperity and Natural Beauty - Connected.

## Clearwater County's Mission

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

# Background

In 2018 Clearwater County sought public input on the creation of an economic development strategy. The sources of public input were gathered through:

- An open house for business owners and managers,
- A survey for business owners and managers,
- A survey for County residents,
- And discussions with local real estate agencies and a residential and commercial property appraiser that works in Central Alberta.

Clearwater County also partnered with the Central Alberta Economic Partnership and McSweeney and Associates to perform an Investment Readiness Assessment, reviewing the ease with which a business could establish itself and grow within the County.

Recommendations have been incorporated into the Strategy with Priorities and Actions.

Results of the input sessions and the Investment Readiness Assessment have been included in the Appendix.



# Strategic Areas of Focus

Based on business and community input, Council and Administration have identified four Strategic Areas of Focus to enable economic growth:

## **Prepare for Business Growth**

Grow and attract business investment

## **Prepare for People Growth**

Attract and/or develop a skilled workforce to enable business investment and growth

## **Promote Opportunities**

Identify and promote opportunities for business investment

## **Foster a Culture of Growth**

Position and engage the community regarding the benefits of economic development

Each Strategic Area of Focus has its own priorities to be acted upon over the next 5 years. As economic conditions are not static but rather dynamic, changes in priorities may be identified and added. Some Actions will support more than one Strategy and Priority.

# Prepare for Business Growth

The goal is to expand and attract business in the County, meeting the current needs of the community while investing and diversifying for sustainable growth tomorrow.

**Priority – Make it easy for businesses to start, expand, or establish operations**

## Actions

- Zone and Service Land
  - o Identified: A lack of land ready for purchase and construction is an obstacle to investors.
  - o Plan: Prepare zoned and serviced land by working with Clearwater County’s Planning & Development Department and business developers to identify the most suitable geographical areas.
- Broadband Development
  - o Identified: A lack of broadband access and capacity is an impediment to growth, and potentially a deterrent to existing businesses and residents staying in the County.
  - o Plan: Work with local and national service providers to invest in more broadband infrastructure to increase access and capacity.
- Tourism Development
  - o Identified: The tourism industry is recognized as adding value with potential to increase investment and jobs.
  - o Plan: Execute the Regional Tourism Strategy action plan to grow the economy.
- Economic Development Website
  - o Identified: A lack of consolidated information with details about the local economy, labour force, land and housing prices that can come from a comprehensive community profile.
  - o Plan: Create an economic development website to assist investors with preparing business plans based on the community’s demographic statistics and assets.
- Skilled Labour Force
  - o Identified: Skilled workers contribute to the creation and maintenance of a diverse business industry.
  - o Plan: Survey local businesses and use provincial and federal information sources to look at the skills needed to grow and attract businesses.



**DAVID  
THOMPSON  
COUNTRY**  
CHALLENGE YOUR  
INNER EXPLORER

## Prepare for Business Growth - Continued

### Priority – Examine the economic atmosphere

#### Actions

- Create a comprehensive community profile
  - Identified: Businesses make decisions on where to invest based on information about opportunity and risk management. A lack of information is an obstacle to attracting business investment.
  - Plan: Develop and publish a comprehensive community profile that gathers and provides the information investors are looking for.
  
- Perform a labour force analysis
  - Identified: Businesses invest in places where there is easy access to resources, with the local workforce being one of the most important resources. A lack of information about the breadth and depth of available skill sets is an obstacle to investors.
  - Plan: Perform and publish a labour force analysis that will help identify the industries that would benefit by investing in Clearwater County.
  
- Perform an economic base analysis
  - Identified: Clearwater County's economy has grown and evolved over the past 30 years, with businesses and industries growing and shrinking. Accurate information about what and how much industries employ and contribute to the economy will assist Council, Administration and investors in making better decisions.
  - Plan: Perform and publish an economic base analysis to assist organizations with their decision-making processes.
  
- Collect business information (type and number of businesses operating in Clearwater County)
  - Identified: A lack of information about the number and type of businesses in Clearwater County is an obstacle to Council's and Administration's ability to work with existing businesses.
  - Plan: Develop a way to know more about the businesses operating in Clearwater County to assist the County's policy and bylaw development processes and the promotion of those businesses.



# Prepare for People Growth

The goal is to make Clearwater County attractive for residents and future employees, with the skills needed to grow business, to live and stay here.

**Priority – Make the area easy and desirable for people to move to or build in.**

## Actions

- Inventory available land for residential construction
  - Identified: A lack of readily identifiable land for residential construction is an obstacle to people moving to and building in Clearwater County.
  - Plan: Perform an inventory of land that is zoned and ready for residential construction.
  
- Review and compare residential zoning and land use bylaws with surrounding municipalities
  - Identified: A lack of information about zoning and land use bylaws of surrounding municipalities is an obstacle to promoting the advantages of Clearwater County as a good place to build a home.
  - Plan: Review zoning and construction bylaws in surrounding counties, especially those with growing populations.
  
- Compare cost of living with surrounding municipalities
  - Identified: Cost of housing and food are major influencers when people choose a place to live. A lack of information regarding the cost of living in Clearwater County compared to surrounding municipalities is an obstacle to promoting the County's advantages.
  - Plan: Compare the cost of living in Clearwater County and surrounding municipalities to identify Clearwater County's advantages.
  
- Perform a SWOT analysis concerning the County's attractiveness as a place to live
  - Identified: Not knowing what people perceive as the advantages and disadvantages of living in Clearwater County is an obstacle to promoting it as a great place to live and invest.
  - Plan: Engage the community in performing a SWOT analysis, looking at how to attract and retain people in Clearwater County.



## Prepare for People Growth - Continued

**Priority – Develop and attract people with skills that will enable businesses to grow**

### Actions

- Analyze current skill sets of population
  - o Identified: Businesses invest in places where there is easy access to resources, with the local workforce being one of the most important resources. A lack of information about the breadth and depth of skill sets is an obstacle to investors.
  - o Plan: Perform and publish a labour force analysis that will help identify the industries that would benefit by investing in Clearwater County
- Educate upcoming generations on opportunities and skills needed by local industries, both short term and long term
  - o Identified: Industry regulations and standards have been changing, and the skills industries are looking for in employees are not the same as there were in the past. Upcoming generations need to know the opportunities and skills sets that industries will be looking for in the future so that they can train and are able to choose to live in Clearwater County.
  - o Plan: Work with businesses and schools to identify and share skills and experience needed by local business.
- Review available education options for skills development
  - o Identified: A lack of information about available education resources is an obstacle to people staying in the community for training and schooling.
  - o Plan: Work with local and provincial organizations to identify education resources available to Clearwater County residents.
- Perform a SWOT analysis concerning the County's attractiveness as a place to live
  - o Identified: A lack of information about what people perceive as the advantages and disadvantages of living in Clearwater County is an obstacle in promoting it as a great place to live and invest.
  - o Plan: Engage the community in performing a SWOT analysis, looking at how to attract and retain people in Clearwater County.



# Promote Opportunities

The goal is to work with businesses and residents to showcase why Clearwater County is a great area to live, work, and invest in.

***Priority – Demonstrate there is a business case for filling existing and potential business and consumer needs***

## *Actions*

- Analyze business and consumer need shortfalls
  - o Identified: A lack of information about the commercial amenities and support that businesses and residents need is an obstacle to attracting or expanding businesses to provide those services.
  - o Plan: Survey businesses and residents on the services they need. Engage business to identify the services that could provide value to investors.
- Promote local business centric solutions to identified needs
  - o Identified: A lack of information about supply chain service providers is an obstacle to promoting the services of current local businesses.
  - o Develop a way to know more about the businesses operating in Clearwater County to the promote the usage of those businesses.





# Foster a Culture of Growth

The goal is to have a community that supports and invests in itself.

## *Priority – Position and engage the community regarding the benefits of growth*

### *Actions*

- Identify what people are looking for in a sustainable community
  - Identified: Not knowing what people perceive as the advantages and disadvantages of living in Clearwater County is an obstacle to working with local businesses and residents in promoting it as a great place to live and invest.
  - Plan: Engage the community in performing a SWOT analysis, looking at what they think the advantages and disadvantages are for the County's future.
  
- Provide recommendations on ways a community can grow
  - Identified: A lack of information about the different ways a community can grow its population, its businesses, and its services is an obstacle to making Clearwater County more attractive to businesses and residents.
  - Plan: Research thriving communities, their strategies and actions, and engage the local community to discuss the actions that would benefit and be embraced by residents of Clearwater County.
  
- Involve the community to promote and grow opportunities
  - Identified: A lack of information and resources that enables residents to promote the businesses and lifestyle in Clearwater County is an obstacle to business and population growth.
  - Plan: Develop material that can be used by the County, businesses and residents to boost the area's reputation as a place to live, invest and do business.



# Appendix

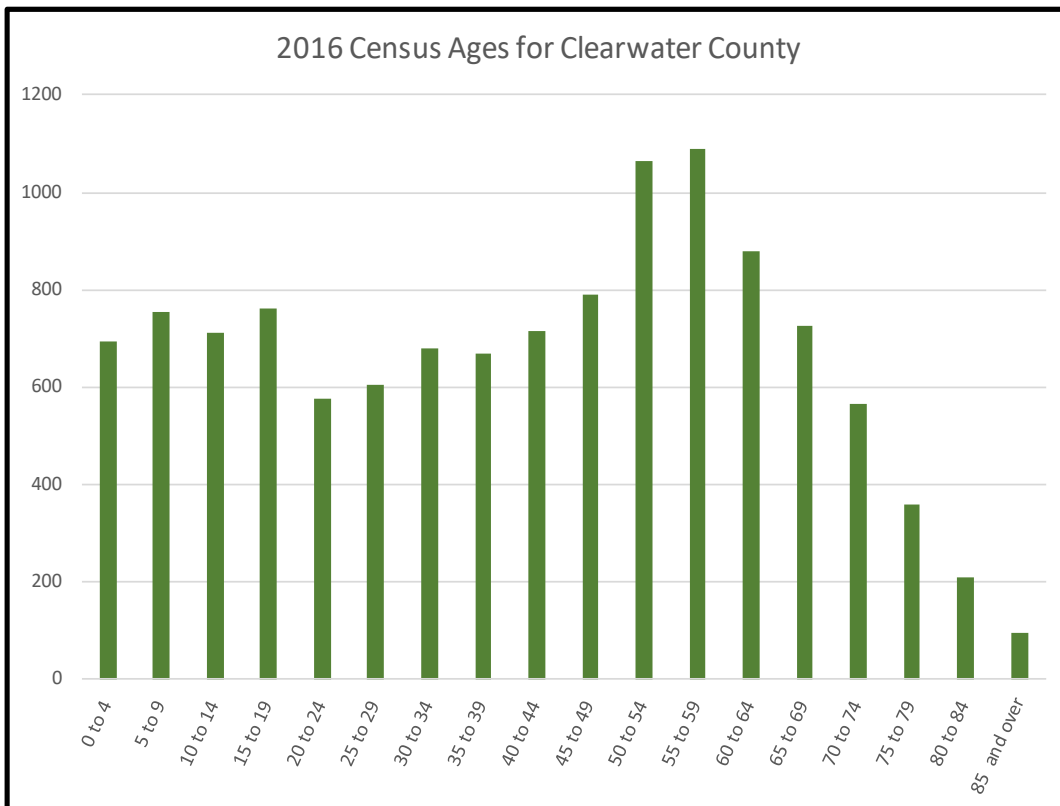
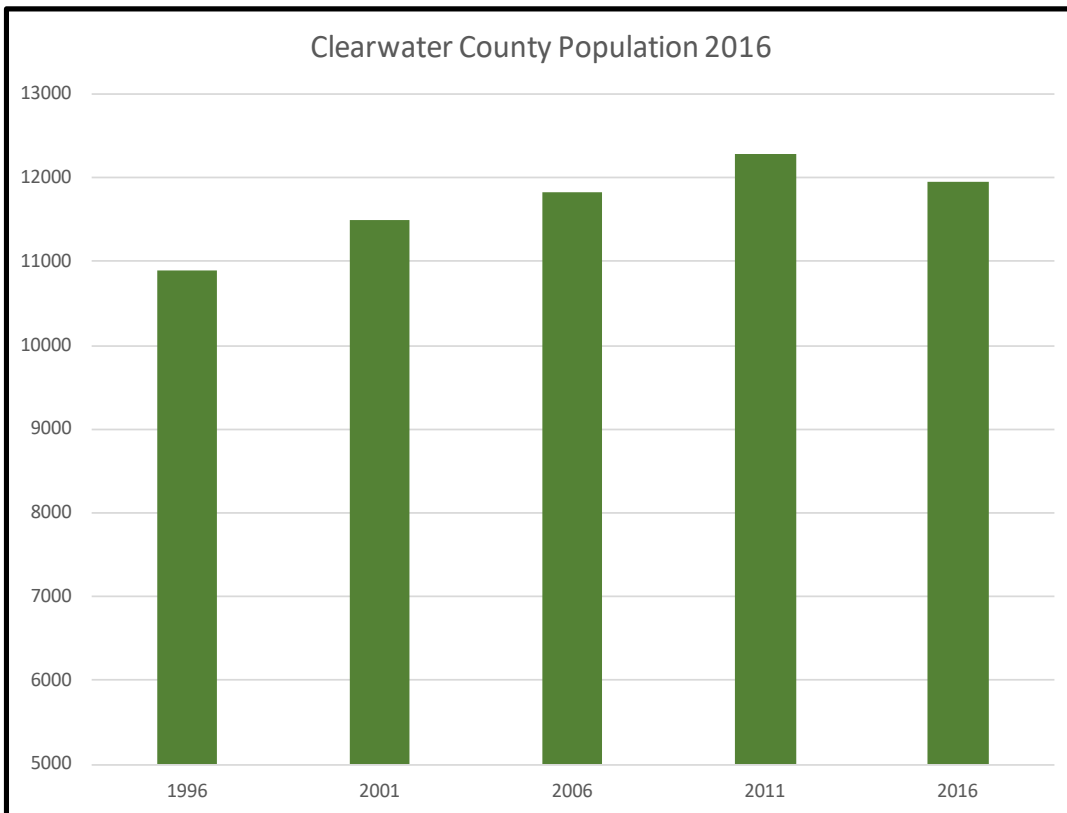
The Appendix contains information and reports referred to in the Economic Development Strategy.

- Demographic Information . . . . . 13**
- Summary of Open House with Business Owners. . . . . 16**
- Summary of Online Survey for Business Owners / . . . . . 18**  
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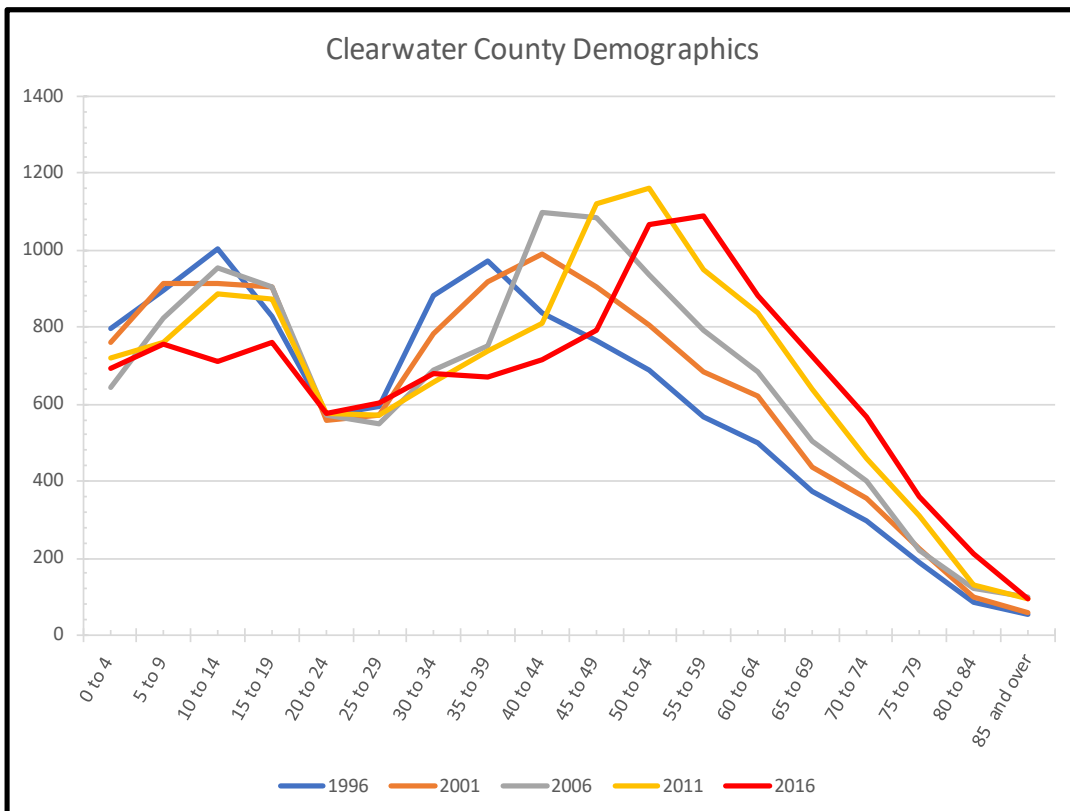
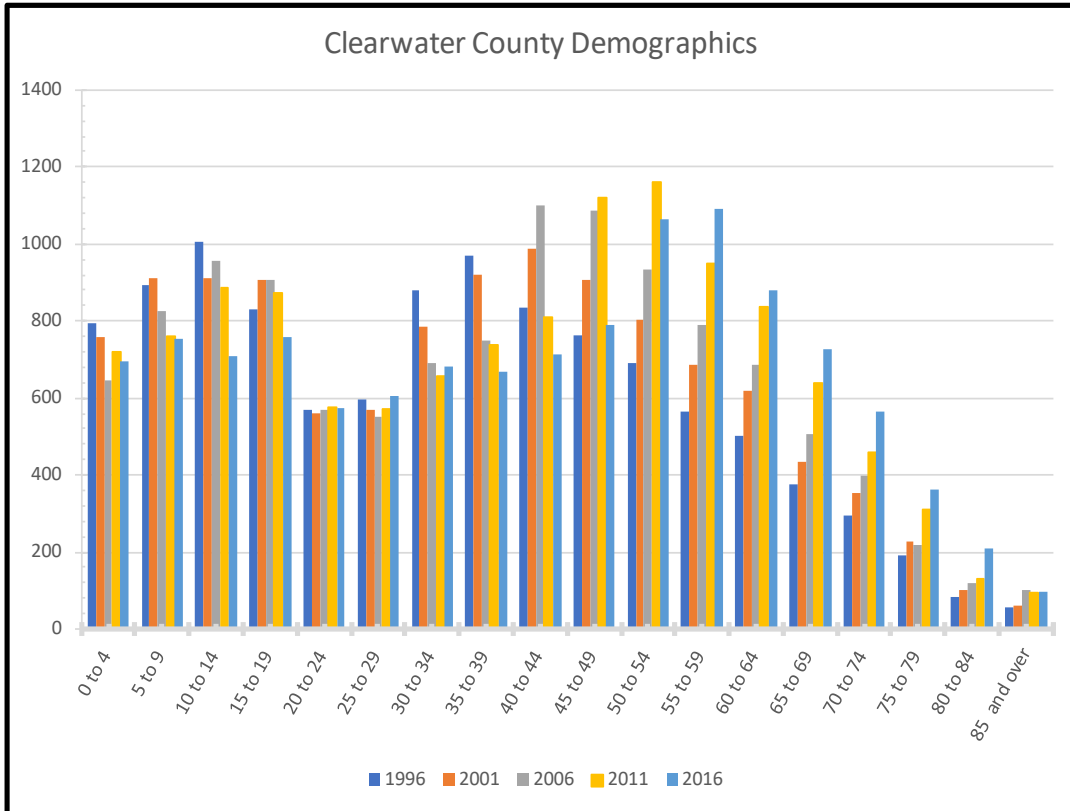


# Demographic Information

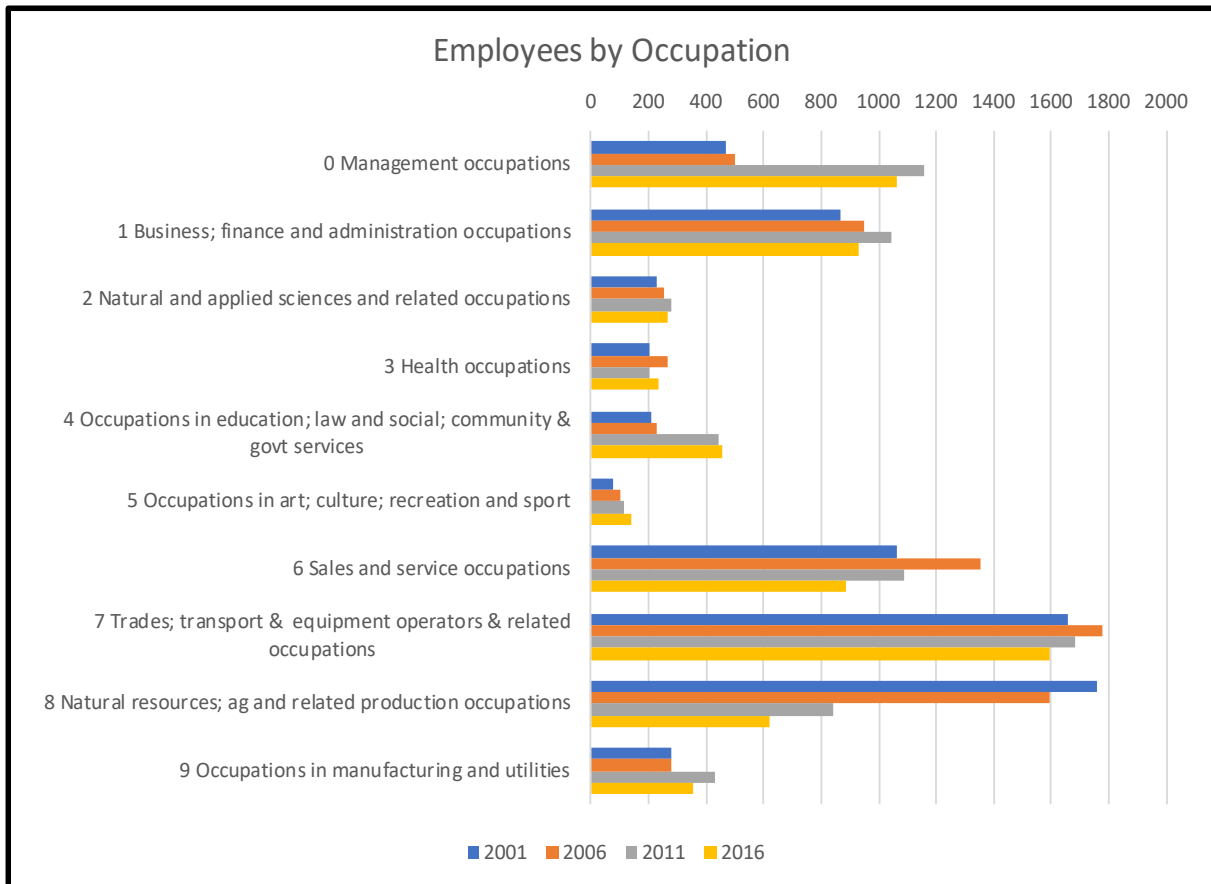
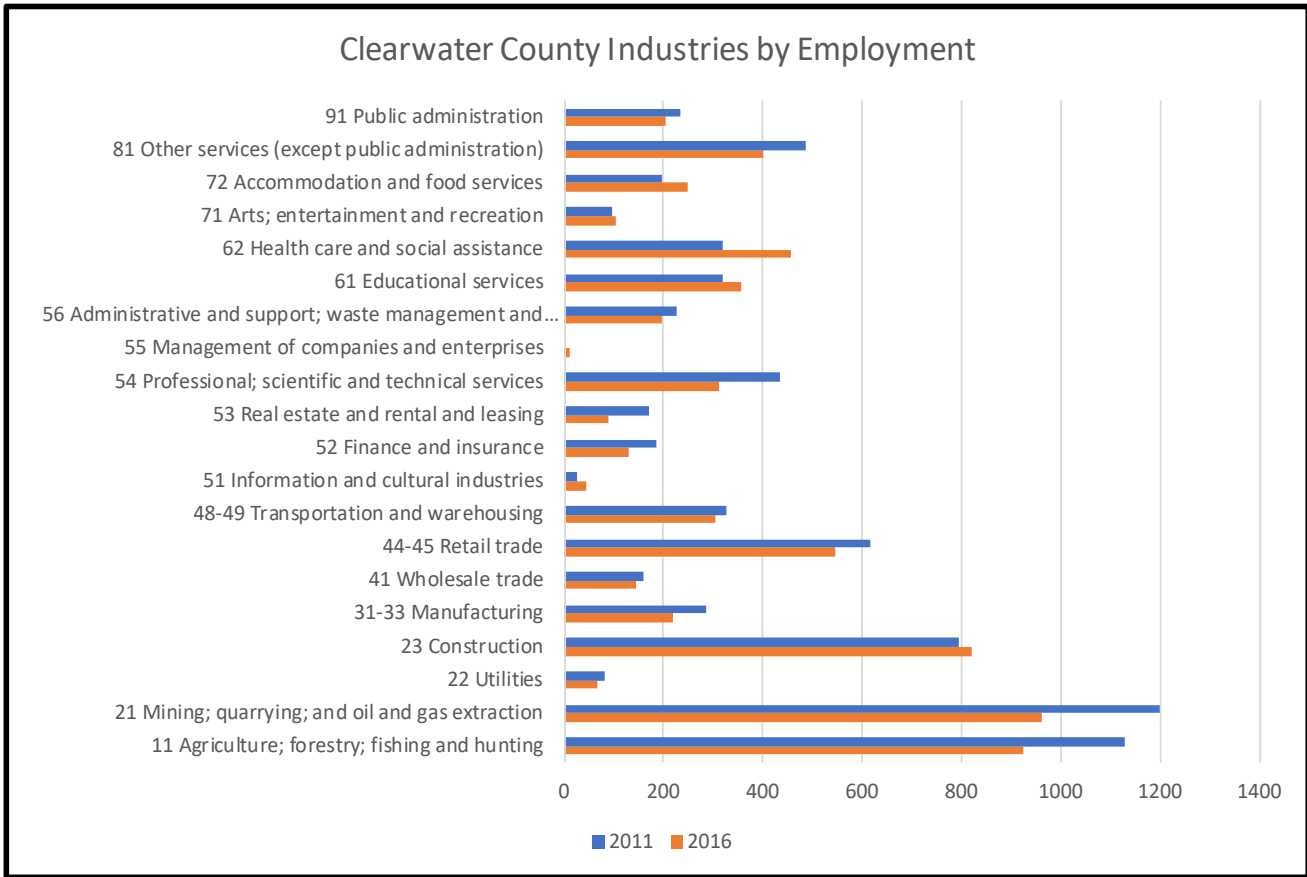
The following information is from Statistics Canada.



# Demographic Information - Continued



# Demographic Information - Continued



# Summary of Open House with Business Owners

There were 28 people in attendance, representing a variety of sole proprietorships to large corporations based in Clearwater County. Statistical information about the County's population and demographics was presented to the group, and then the attendees split into 4 groups and were asked to discuss 4 questions about Economic Development in Clearwater County. The following is a summary of the feedback the groups provided:

## **1. What do you see as the largest barriers to business growth in Clearwater County?**

- a. There is a general philosophy amongst residents in Clearwater County to not embrace development, change or innovation. A NIMBY philosophy is very prevalent and vocal, which makes it difficult for current businesses to grow, or even operate, and creates a poor reputation for investors/businesses considering coming here.
  - i. Many residents seem to want to be an agriculture community, even though practically all the job and business growth over the past 4 decades has not been Ag related.
  - ii. There are also people who retire from larger centers to the area who do not want to see anything change. When they decided to come here they liked what was here at that time.
  - iii. Several examples of protests against new developments were given, such as; Shell building their plant near Caroline, the construction of the Strachan Gas Plant, Weyerhaeuser trying to build a plant but ended up going to Drayton Valley, Meadow Ponds Estates residential subdivision, construction of the Dicorp storage facility, and currently the Repsol water diversion.
  - iv. Also mentioned was the lack of retail development in the region over the past 10 years because of an anti-development or anti-change sentiment, especially compared to neighboring municipalities.
- b. Lack of reliable high-speed internet is a barrier to the growth of existing businesses and to new ones coming to the area.
- c. Development policies/rules seem to be anti-development, the zoning process takes a long time and feels unclear. Why are so many of these rules in place? Are they current and relevant?
- d. Lack of commercial/industrial zoned and services land for purchase. If there is no shovel ready land available businesses seek out places that are ready for construction.
- e. Lack of employees in the area with the needed skills, experience and education. And if they move here, it is often difficult to keep them here because of housing costs and a perceived lack of social and retail amenities.

## **2. What are the strengths and opportunities for business growth in Clearwater County?**

- a. The distance to most of Alberta's population makes Clearwater County a consideration for manufacturing/servicing to Edmonton, Calgary and Red Deer.
- b. The potential for tourism attraction and growth is just beginning – with both the natural setting and the history of the area.
- c. The location allows for a generous lifestyle with a short distance to the West Country and quick access to the larger cities.
- d. There are 4 major industries in Clearwater County that usually help keep the economy going even in down times.

## Summary of Open House with Business Owners - Continued

- e. There is a lot of land room to develop if that is the goal. Eastern Clearwater County is not constrained by bordering cities or undevelopable areas.
- f. The airport has potential for more tourism and shipping traffic.

### **3. What are the top things that Clearwater County could do to help improve the business environment for growth and attraction?**

- a. Encourage/Develop highspeed internet access throughout the County.
- b. Have zoned and developed land ready for purchase.
- c. Review the zoning and permitting process. Make it faster and more understandable. A lawyer or engineer should not be needed right from the start of a permitting discussion.
- d. Work with the Town to have land ready.
- e. If getting into tourism, then invest in tourism assets – multiuse trails, RV sani dumps...
- f. Promote the area with our advantages.
- g. Council should have goals and plans, communicate them, and get regular community feedback on the goals and plans.

### **4. What can local business owners and residents do to make the area more attractive for business growth and investment?**

- a. Businesses should speak out more about the need for growth and what it takes for them to grow. Talk with employees and the community.
- b. Business owners should work together more, through the Chambers of Commerce or Ignite Rocky & Clearwater County group.



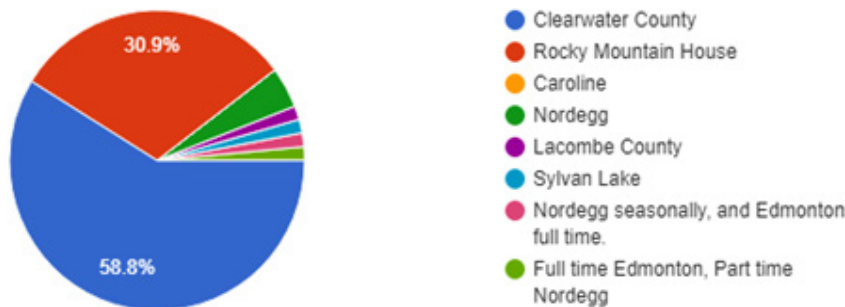
# Summary of Online Survey for Business Owners / Managers

An Economic Development Survey for business owners or managers was published online for about 3 weeks at the end of May. It was promoted on the County website and social media pages. There were 68 survey submissions. The following is a summary of the responses.

## 1. Where do you live?

59% listed themselves as from Clearwater County  
 31% from Rocky Mountain House  
 3 from Nordegg,  
 2 seasonally from Nordegg, a  
 1 each from Sylvan Lake and Lacombe County.  
 No submissions listed themselves as from Caroline.

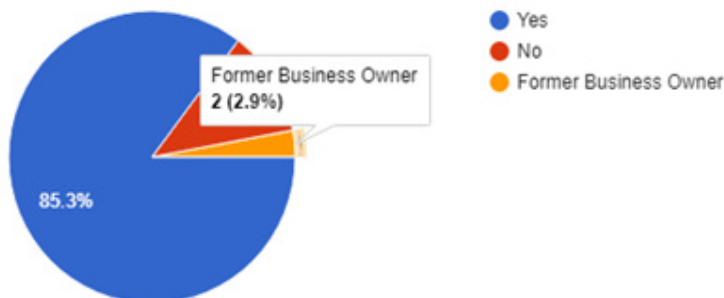
68 responses



## 2. Are you a business owner or manager?

85% said yes  
 12% said no  
 3% said they are former business owners

68 responses



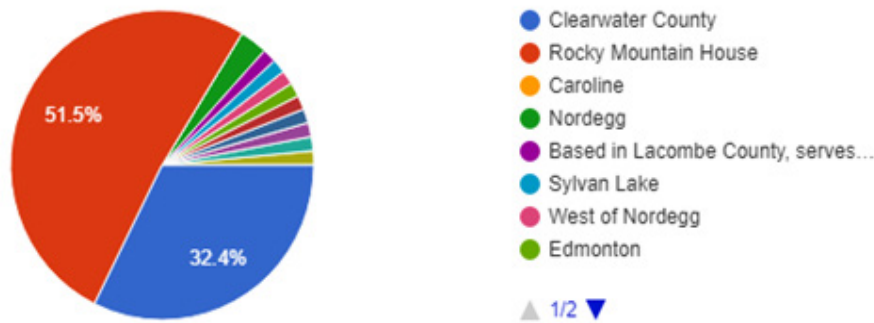


## Summary of Online Survey for Business Owners / Managers - Continued

### 3. Where is your business located?

- 32% said Clearwater County
- 52% said Rocky Mountain House
- 5% said Nordegg
- 2% said both County and Rocky Mountain House
- 6% said Not Applicable
- 2% for each of Lacombe County, Sylvan Lake and Edmonton

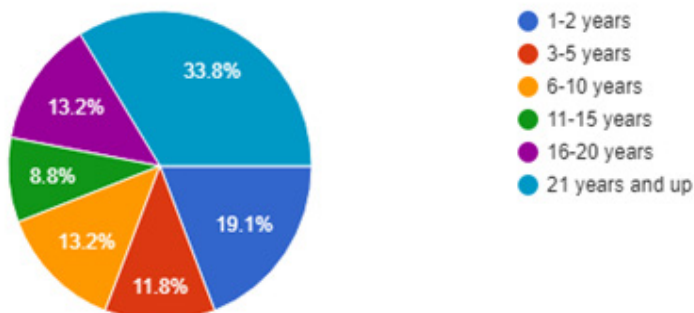
68 responses



### 4. How many years has your business been in operation?

- 1 – 2 year 19%
- 3 – 5 years 12%
- 6 – 10 years 13%
- 11 – 15 years 9%
- 16 – 20 years 13%
- 21 years & up 34%

68 responses



## Summary of Online Survey for Business Owners / Managers - Continued

### 5. What Industry is your business involved in?

The question provided multiple answers for people to answer, with an option for Mainly Involved In and Somewhat Involved In, trying to give businesses a way to show they are often involved in numerous industries. Many respondents filled out most of the categories, making the results not specific enough to be helpful.

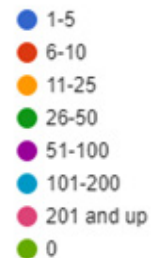
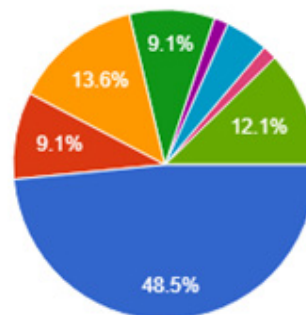
The 2 most common Main Industries were Accommodations and food services and Retail Trade. The 2 most common listed as Somewhat Involved In were Agriculture, fishing and hunting and Construction.

### 6. What is the average number of staff employed by your business?

#### a. Year round positions

0	12%
1 – 5	49%
6 – 10	9%
11 – 25	14%
26 – 50	9%
51 – 100	1%
101 – 200	3%
201 & up	1%

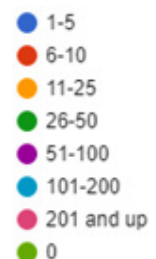
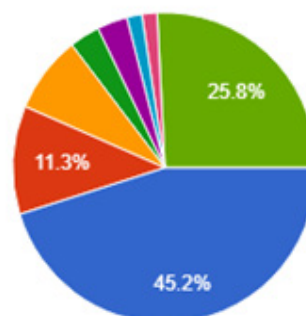
66 responses



#### b. Seasonal positions

0	26%
1 – 5	45%
6 – 10	11%
11 – 25	8%
26 – 50	3%
51 – 100	3%
101 – 200	1%
201 & up	1%

62 responses



## Summary of Online Survey for Business Owners / Managers - Continued

### **7. When it comes to business growth and attraction, what do you view as Clearwater County's greatest challenge?**

- a. Lack of high speed internet
  - i. Companies are using the internet to communicate, receive and transmit plans, and lack of broadband is making it difficult
  - ii. Tourism companies do almost all promotion, booking and customer communication online. Lack of service, especially in the busy summer, is hard on the business.
- b. Reputation of being closed for business
  - i. Some residents vocally oppose growth or change which gives the appearance of the County not being open for business.
  - ii. Bylaws giving the appearance of not wanting businesses to expand or attract new ones.
- c. Difficult to attract or retain employees in the area
  - i. Lack of affordable housing to purchase or rent for families
  - ii. Lack of land ready to build for residential houses
  - iii. Lack of shopping that is available in surrounding communities
  - iv. Lack of recreational facilities and activities for families
- d. Lack of land ready for construction
  - i. Where would a business go to expand or build
  - ii. Where would residential development happen that is affordable

### **8. When it comes to business growth and attraction, what do you view as Clearwater County's greatest strength?**

- a. Beautiful West Country
- b. Short distance to much of Alberta's population
- c. Lots of room if it can be developed inexpensively

### **9. What do you view as your business' greatest challenge?**

- a. The ups and downs of our natural resource industries (oil & gas, lumber, agriculture)
- b. Difficult to attract qualified employees and keep them here
  - i. The skills needed are not readily available locally
  - ii. Qualified employees often don't stay here long because of high housing costs or lack of housing and a lack of shopping and recreation facilities
- c. Lack of reliable high speed internet connections
- d. Competition with Red Deer stores and online stores
  - i. Lack of anchor store to help keep people shopping local
- e. Declining population decreases demand for services
- f. Cost of land or buildings – lease and rent rates are high

## Summary of Online Survey for Business Owners / Managers - Continued

### 10. What do you view as your business' greatest opportunity?

- Location with access to Edmonton and Calgary only 2 hours away
- Tourism opportunities are plentiful
- Broadband will allow more A.I. systems allowing businesses to compete on more bids
- If business can attract and retain people with technical skills they can become more efficient

### 11. What industry or business do you think would be a good fit for Clearwater County, but is not here yet? Why?

- Walmart would help keep more dollars here and make the area more attractive for young families
- There are many tourism opportunities if there is land to operate on
  - Promote and develop more trails for OHV and Equine use
- Have more seniors retirement living/care homes
- Tech sector needs to grow if that is the future of jobs
- Specialty manufacturing should be able to work here with cities 2 hours away and a railway close by



### 12. What can Clearwater County do to make it easier

#### *for local businesses to grow and possibly attract new businesses and industries to the area?*

- Lower taxes for everyone, tax incentives for new businesses
- Streamline the permitting process because it takes a long time
- Improve internet connectivity
- Shovel ready land for industrial and residential development at a cost that is an attractive advantage
  - Land with services is more attractive than land without
- Make the community more attractive to help get employees to move and stay here
  - Lack of places to rent and lack of affordable housing
  - Lack of shopping
  - Lack of recreation facilities, more summer ones and year round
- Market the area to attract business
- Talk with residents about why we need business growth and more young employees moving here

## Summary of Online Survey for Business Owners / Managers - Continued

### **13. What action should Clearwater County focus on most to create a more favorable environment for businesses growth and attraction?**

- a. Lower taxes and have tax incentives for new businesses
- b. Reduce red tape and time for new developments and buildings
- c. Have land ready for building, serviced and with broadband
  - i. Build business corridors so business is not spread out everywhere
- d. Work on getting young families to come and stay, the quality of life side
  - i. Housing
  - ii. Recreation, activities and events for young families
  - iii. Shopping
- e. Make goals for where the county is trying to be in 20 years
  - i. Ask residents and businesses what they want the County to be like in 20 years

### **14. Please share any other comments about economic development in Clearwater County?**

- a. Talk more about why business and population growth are important
- b. More recreation facilities and events are good for tourists and residents
- c. Work with the Town more to develop land, invite businesses and host events
- d. Market the positives to residents and to attract business
- e. Bring in Walmart

### **15. What can local business owners/managers do to help create a better pro-business growth atmosphere in Clearwater County?**

- a. Serve our customers better
- b. Promote ourselves, each other and the region better
- c. Work together with our local chambers and positive community groups more
- d. Don't try to block other businesses



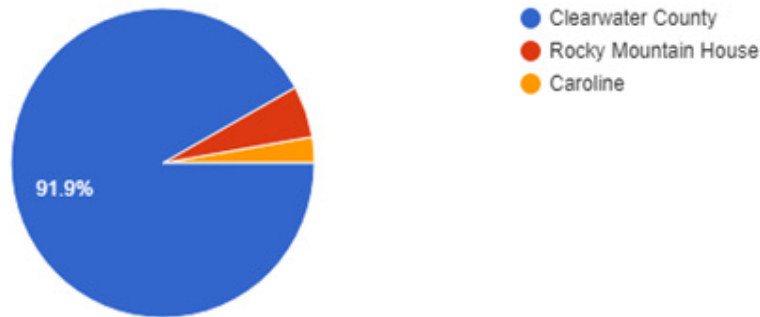
# Summary of Online Survey for County Residents

An Economic Development Survey for County Residents was published online for 2 weeks at the end of June. It was promoted on the County website and social media pages. There were 37 survey submissions. The following is a summary of the responses.

## 1. *Where do you live?*

- 92% listed themselves as from Clearwater County
- 5% from Rocky Mountain House
- 3% from Caroline

37 responses



## 2. *When it comes to business growth and attraction, what do you view as Clearwater County's greatest challenge?*

- a. Not enough choices for clothing and food shopping
- b. The area has a reputation of not being open for business or accepting change
  - i. Zoning and permitting
  - ii. People are often vocal opponents to companies or development coming in
- c. Lack of affordable housing
- d. Lack of recreation facilities

## 3. *When it comes to business growth and attraction, what do you view as Clearwater County's greatest strength?*

- a. Location
  - i. Close distance to mountains, rivers and lakes
  - ii. Close distance to the big cities
- b. Tourism opportunities
- c. The amount of space here, if it can be developed
- d. Being flexible for zoning (Cannabis facility zoning was mentioned specifically)

## Summary of Online Survey for County Residents - Continued

4. ***What can Clearwater County do to make it easier for local businesses to grow and possibly attract new businesses and industries to the area?***
- Attract more shopping options (Walmart and Costco were mentioned)
  - Lower taxes
  - High speed internet
  - Affordable land to develop, both residential and industrial
  - Promote the area to attract business development
  - Streamline development/zoning processes
5. ***What action should Clearwater County focus on most to create a more favorable environment for businesses growth and attraction?***
- Attract larger shopping stores (Walmart, Costco, Superstore) to keep money here and be more attractive to young families
  - Work on being more attractive to young families (employees) with better shopping, recreation facilities, and affordable housing
  - Broadband for business and residents
  - Lower taxes
  - Promote the area by attending trade shows and contacting businesses to invite them here
6. ***Please share any other comments about economic development in Clearwater County?***
- Bring in big box stores
  - A large truck stop would work
  - Are bylaws too restrictive to allow growth?
7. ***What can local residents do to help create a better pro-business growth atmosphere in Clearwater County?***
- Promote successes more
  - Bring in big box stores
  - Shop local
  - Discuss why the community needs growth



# Summary of Discussions with Realtors and Land Appraiser

The Economic Development Officer met with four local Real Estate Agencies and a property appraiser to discuss what potential buyers or developers of commercial and industrial land look for when inquiring about property in Clearwater County compared to development in surrounding municipalities. The following is a summary of the Realtors' and the Appraiser's input.

- Sales have been very slow over the past 4 years.
- Businesses can buy and build anywhere, but they want at least one of the following in the nearby area of their development. Businesses tend to develop where:
  - o Their customers are located, and/or
  - o Their employees with the needed skills are located, and/or
  - o They can access needed resources (natural resources, transportation, land...)
- A lack of available land and buildings was an obstacle to growth during the 2002 – 2007 oil boom and prevented development in the 2009 – 2014 boom. This shortage was for residential, commercial and industrial land. This trend is present to this day, where the lack of choice is detrimental to potential developers and local businesses looking to expand.
- Lack of serviced land is unattractive to developers and businesses coming from urban areas.
- While unserviced lots are less expensive, along the Highway 2 corridor there are almost no industrial lots that are unserviced. Demand seems to be for serviced land.
- Lack of low cost housing or rental properties is a deterrent to businesses developers. There are too few places for their employees to live locally. Business likes to be close to where qualified employees live because it reduces costs for attraction and retention.
- Lack of supply drives up prices, making us uncompetitive with surrounding communities.
- There is a lack of housing for aging population (55+ group).
- Lack of high speed internet is an obstacle for both industrial and residential purchasers.
- There is a growing need for small businesses to rent suitable properties as they move off their farm/acreage and try to grow. Highway frontage for access and visibility is important to this group.
- The area has a poor reputation with developers. This reputation has been for over 20 years.
  - o Difficulties with zoning or planning permits in the region
  - o Residents actively campaigning against development and business growth
- Working with County Administration has generally been a good experience.
- If almost no development is happening, does this indicate that a development plan is not doing what it is supposed to do? (discussion raised regarding Nordegg specifically)
- Developed and zoned land is not a guarantee to attract business, but having no developed land is almost a guarantee to not attract business. Surrounding communities have land ready for business to buy and build.
- Solutions will require the cooperation of the Town and the County as one will not grow without the other.



# Summary of the Investment Readiness Assessment

In 2018 Clearwater County, with support from a CARES Grant through CAEP and the Ministry of Economic Development and Trade, performed an Investment Readiness Assessment with the assistance of McSweeney & Associates.

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

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

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

The County needs a comprehensive community profile to better communicate its advantages and assets to potential investors. A community profile can help the County understand what industries to target that will have the greatest opportunity for success. It can also help identify who the County's main competitors are and what advantages or disadvantages other municipalities have. A lack of land that is zoned, serviced and shovel ready is a significant barrier to businesses coming here, or even for local businesses to expand. Business owners typically want to purchase land and start building immediately, not go through a re-zoning process and the installation of utilities and services. There are many communities that are development ready where a business can purchase land and start building in just a few months, and those will be first on the list of choices.

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

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

## Summary of Investment Readiness Assessment - Continued

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

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

These steps proposed at the workshop are:

1. Collect current data concerning population, demographics and business.
2. Develop a complete community profile.
3. Find out the number and type of businesses that are in the County. (licensing or registrations)
4. Create a business database for client and emergency management use.
5. Consider one Economic Development website for the region, name it so it supports growth.
6. Reach out to businesses more. Get stakeholders like the Chambers and the Ignite group together for input.
7. Plan for shovel-ready parcels for both industrial and residential use.
8. Develop consistent positive messaging from Council to ratepayers that economic development is good for the community.
9. Perform an economic base analysis.
10. Review the Investment Attraction Matrix and identify key sectors to focus on.
11. Look at ways to do more strategic planning for economic development together with the neighbors, including first Nations.
12. Review processes and assets to remove barriers for existing businesses.
13. Start regular focus groups/forums for businesses.
14. Review local supply chains and how they could be enhanced.
15. When reviewing Municipal Development Plans consider how business friendly they are.

## **Prepare for Business Growth**

Grow and attract business investment

## **Prepare for People Growth**

Attract and/or develop a skilled workforce to enable business investment and growth

## **Promote Opportunities**

Identify and promote opportunities for business investment

## **Foster a Culture of Growth**

Position and engage the community regarding the benefits of economic development










If you have any comments about this document or would like to learn more about the Economic Development Strategy please contact Clearwater County at 403-845-4444 or e-mail the Economic Development Officer at [ecdev@clearwatercounty.ca](mailto:ecdev@clearwatercounty.ca)



## REQUEST FOR DECISION

<b>SUBJECT: Town of Rocky Mountain House 2019 Recreation Capital Projects</b>		
<b>PRESENTATION DATE: February 26, 2019</b>		
<b>DEPARTMENT: Agriculture and Community Services</b>	<b>WRITTEN BY: Matt Martinson, Director Ag and Community Services</b>	<b>REVIEWED BY: Murray Hagan, Director, Corporate Services and Rick Emmons, CAO</b>
<b>BUDGET CONSIDERATIONS:</b> <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite)		
<b>COMMUNITY BUILDING PILLAR (check all that apply):</b>		
<input checked="" type="checkbox"/>  Economic Prosperity <input type="checkbox"/>  Governance Leadership <input checked="" type="checkbox"/>  Fiscal Responsibilities <input type="checkbox"/>  Environmental Stewardship <input checked="" type="checkbox"/>  Community Social Growth		
<b>ATTACHMENT(S): 1) Aquatic Center Boiler Replacement information 2) Splash Pad/Activity Park information</b>		

### STAFF RECOMMENDATION:

- 1) That Council approves funding for one of the two Aquatic Center boiler replacement options presented by the Town of Rocky Mountain House.
- 2) That Council considers providing additional funding for the construction of a splash pad / activity park
- 3) That Council passes a resolution to adjust Clearwater County's 2019 Operating Budget by increasing Recreation expenses and decreasing Transfers to Reserves.

### BACKGROUND:

At Council's February 12 Regular Meeting, delegates from the Town of Rocky Mountain House presented information on the Town's 2019 Recreation Capital Plan.

The presentation included estimated costs for the following projects:

1. Aquatic Centre Boiler Replacement
  - Option 1 - High Efficiency Boiler with power and facility renovations \$550,000; or,
  - Option 2 - Combined Heat and Power (CHP) Unit with power and facility renovations \$785,000.
2. Splash Pad/Activity Park estimated cost \$1,095,000

The Town asks Clearwater County to provide \$375,000 to fund the CHP Unit and \$300,000 for the Splash Pad/Activity Park.

The North Saskatchewan River Park and field lighting projects will not move forward until the success of the CFEP grant applications are determined.



**Proposed 2019 Recreation Capital Project - Boiler Replacement at the Aquatic Centre (CHP unit)**

	There are two options; one is the replace the existing 17 year old boiler with another high efficiency boiler or two consider a CHP unit that will also assist in offsetting electrical for the Aquatic Centre.			The Aquatic Centre's secondary boiler (age not known) is no longer functional. If the main boiler fails we would need to close the Aquatic Centre until repairs are done.
<b>Revenue</b>				
Town	\$ 375,000		2019 budget	
County	\$ 375,000		In reserve at this point	
Grant eligible	\$ 35,000			Application made by ATCO on our behalf to energy efficacy grant program.
<b>Total Revenue</b>	<b>\$ 785,000</b>			
<b>Expenses</b>				
Combined Heat and Power unit and installation		\$ 635,000		
Power		\$ 50,000		
Facility renovations to mechanical room		\$ 100,000		Includes removal of old boiler.
<b>Total Expenses</b>		<b>\$ 785,000</b>		

Boiler cost is estimated at \$400,000 plus the power and facility renovation. Estimated full cost is \$550,000








**Proposed 2019 Recreation Capital Project - Splash Pad/Activity Park**

<u>Splash Pad/Activity Park</u>	Includes splash pad, washroom and change facility for field users, all utilities to site, 3 phase power for lighting of football field, design, Geotech and consultant fees.		Once power for lights is in, football field lighting and install is a separate capital proposal.	
<b>Revenue</b>				
Spray Park committee			CFEP grant, contributions from Town and County (\$50k each) and the rest raised locally.	
	\$ 320,000			
Town	\$ 300,000		Confirmed	
County	\$ 300,000		In reserve at this point.	
Coop/Credit union Sponsorship	\$ 150,000		To be used as contingency and will be accessed, \$15k per year over 10 years.	According to Town policy funds raised for a project can only be spent in that area.
Rocky Football	\$ 25,000		Confirmed to be paid over 10 years.	
	\$ 1,095,000			
<b>Expenses</b>				
Splash Pad		\$ 375,000	Could be reduced to stay within budget.	Other Grants were applied for to enhance the pad
Consultant, geotech and design fees		\$ 27,000		
Power		\$ 36,000	Estimated and this may be low as the 3 phase power for the football lighting could be higher.	
Utilities		\$ 144,300	Water and sewer, includes \$18,800 contingency in quote.	
Pump house, washrooms, change room and storage		\$ 500,000	If change room for user groups is not funded this will be reduced to approximately \$250,000 as the second level will not be built.	
Contingency		\$ 12,700		
		\$ 1,095,000		
Not included is the expanding of the parking lot on this side of the Lou Soppit Centre				





## REQUEST FOR DECISION

<b>SUBJECT:</b> Draft Bylaw 1058/19 – Borrowing Bylaw		
<b>PRESENTATION DATE:</b> February 26, 2019		
<b>DEPARTMENT:</b> Corporate Services	<b>WRITTEN BY:</b> Murray Hagan, Director	<b>REVIEWED BY:</b> Rick Emmons, CAO
<b>BUDGET CONSIDERATIONS:</b> <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <input type="checkbox"/> County Bylaw or Policy (cite) MGA S251 through S256		
<b>COMMUNITY BUILDING PILLAR (check all that apply):</b>		
<input type="checkbox"/>  Economic Prosperity	<input type="checkbox"/>  Governance Leadership	<input checked="" type="checkbox"/>  Fiscal Responsibilities
<input type="checkbox"/>  Environmental Stewardship	<input type="checkbox"/>  Community Social Growth	
<b>ATTACHMENT(S):</b> Draft Bylaw 1058/19		

**STAFF RECOMMENDATION:**  
That Council considers providing three readings of Borrowing Bylaw 1058/19.

### BACKGROUND:

In order to enable effective cash management and prudent investment practices, the County has passed a borrowing bylaw annually. This allows County administration to hold corporate credit cards to streamline procurement of low dollar value items and to establish an operating line of credit that can be accessed during the year to accommodate any temporary cash deficiencies.

Such deficiencies could occur due to the timing of significant expenditures preceding the collection of annual taxes. For example, considerable payment activity could occur in the spring or summer months while the collection of the majority of tax revenue does not occur until mid-September. The resulting outflow of cash may exceed what is currently available through bank accounts and investments. Depending on relevant interest rates, it may be advantageous to the County to borrow on a short-term basis rather than redeem investments.

Administration suggests the maximum amount available for borrowing be \$5,000,000 which is consistent with prior years. This amount will be allocated as follows:

Corporate credit cards	\$ 100,000
Line of credit	<u>4,900,000</u>
Total	<u>\$5,000,000</u>

Based on the 2017 audited financial statements, the County's borrowing limit is \$77,471,486. The outstanding balance of the Westview Lodge loan at December 31, 2017 was \$2,926,515. This is the only debt currently carried by the County.

Corporate credit card balances are paid monthly to avoid interest charges. Interest on the line of credit would be at the ATB prime rate less 0.25% per annum. The ATB prime rate is currently 3.95%.

**BYLAW NO. 1058/19  
CLEARWATER COUNTY**

BEING A BYLAW OF CLEARWATER COUNTY IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF ALLOWING THE BORROWING OF SUMS COUNCIL CONSIDERS NECESSARY TO MEET THE ONGOING OPERATING EXPENDITURES AND OBLIGATIONS OF THE MUNICIPALITY IN A FISCALLY PRUDENT MANNER.

**PURSUANT** to the authority conferred upon it by the Municipal Government Act, Chapter M-26.1, R.S.A., 2000 and amendments thereto;

**AND WHEREAS** the Council of Clearwater County (hereinafter called the "Municipality") in the Province of Alberta, deems it necessary to borrow for a term less than three years, an amount not greater than \$5,000,000.00 to meet the ongoing operating expenditures and obligations of the Municipality and to provide for prudent fiscal management of its investments;

NOW THEREFORE THE COUNCIL HEREBY ENACTS AS FOLLOWS;

1. The Municipality may borrow from Alberta Treasury Branches ("ATB") or another authorized financial institution up to the principal sum of \$5,000,000.00 repayable upon demand at a rate of interest per annum not to exceed 6%.
2. The signing officers of the Municipality, as designated through Council resolution, are hereby authorized for and on behalf of the Municipality:
  - a) to apply to ATB Financial or another authorized financial institution for the aforesaid loan to the Municipality and to arrange with the financial institution the amount, terms and conditions of the loan and security or securities to be given to the financial institution;
  - b) as security for any money borrowed from the financial institution
    - (i) to execute promissory notes and other negotiable instruments or evidences of debt for such loans and renewals of all such promissory notes and other negotiable instruments or evidences of debts;
    - (ii) to give or furnish to the financial institution all such securities and promises as the financial institution may require to secure repayment of such loans and interest therein; and
    - (iii) to execute all security agreements, debentures, charges, pledges, conveyances, assignments and transfers to and in favor of the financial institution of all or any property, real or personal, moveable or immovable, now or hereafter owned by the Municipality or in which the Municipality may have any interest, and any other documents or contracts necessary to give or furnish to the financial institution the security or securities required by it.
3. The Municipality shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
4. The amount to be borrowed and the term of the loan will not exceed any restrictions set forth in the Municipal Government Act.

5. In the event that the Municipal Government Act permits extension of the term of the loan and in the event the Council of the Municipality decides to extend the loan and the financial institution is prepared to extend the loan, any renewal or extension, bill, debenture, promissory note, or other obligation executed by the renewal or officers designated in paragraph 2 hereof and delivered to the financial institution will be valid and conclusive proof as against the Municipality of the decision of Council to extend the loan in accordance with the terms of such renewal or extension, to enquire into the authority of such officers to execute and deliver any such renewal, extension document or security.
6. Bylaw No. 1051/18 is hereby repealed.
7. This Bylaw comes into force and effect when it receives third reading and is duly signed.

READ A FIRST TIME this 26th day of February, 2019.

READ A SECOND TIME this 26th day of February, 2019.

READ A THIRD AND FINAL TIME this 26th day of February, 2019.

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**REEVE**

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**CHIEF ADMINISTRATIVE OFFICER**



## REQUEST FOR DECISION

<b>SUBJECT: Councillors' Conference Attendance Policy Review</b>		
<b>PRESENTATION DATE: February 26, 2019</b>		
<b>DEPARTMENT:</b> Municipal	<b>WRITTEN BY:</b> Christine Heggart, Manager Intergovernmental & Legislative Services	<b>REVIEWED BY:</b> Rick Emmons, CAO
<b>BUDGET CONSIDERATIONS:</b> <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation		
<b>LEGISLATIVE DIRECTION:</b> <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy (cite)		
<b>COMMUNITY BUILDING PILLAR (check all that apply):</b>		
<input type="checkbox"/>  Economic Prosperity <input checked="" type="checkbox"/>  Governance Leadership <input type="checkbox"/>  Fiscal Responsibilities		
<input type="checkbox"/>  Environmental Stewardship <input type="checkbox"/>  Community Social Growth		
<b>ATTACHMENT(S): Seminars, Conferences and Training for Councillors Policy Councillor, Board &amp; Committee Remuneration Policy</b>		

**STAFF RECOMMENDATION:**  
That Council provides direction in terms of policy revisions required for the *Seminars, Conferences and Training for Councillors Policy* and/or the *Councillor, Board & Committee Remuneration Policy*.

### BACKGROUND:

At their February 12, 2019 Council Meeting, Council discussed whether a policy amendment was required related to Councillor attendance at the Federation of Canadian Municipalities (FCM) conference each year. Since that meeting, members of Council have indicated the desire to review related policy(ies) to clarify how conference attendees are determined and to also consider whether all Councillors should be authorized to attend, if available.

Currently, Clearwater County has two different policies related to Councillors' FCM attendance, the *Seminars, Conferences and Training for Councillors Policy* (adopted 2002) and the *Councillor, Board & Committee Remuneration Policy* (adopted 2019) which are attached for Council's information.

The policies themselves do conflict in terms of the direction for FCM conference attendance by Councillors, as follows:

Seminars, Conferences and Training for Councillors Policy

*Federation of Canadian Municipalities – one councillor when the conference is in eastern Canada or in a Territory, and two when it is in western Canada (i.e. any location west of the Manitoba/Ontario border);*

Councillor, Board & Committee Remuneration Policy

*The Reeve and two Councillors are approved to attend the annual conference of the Federation of Canadian Municipalities (FCM). The intention is to provide all Councillors with the opportunity to attend one conference during their term of office. All Councillors will be permitted to attend when the conference is held in Alberta.*

In compiling this Request for Decision, Administration also scanned adjacent rural and urban municipalities and determined that there is a wide spectrum of policy related to FCM attendance. Below is a listing of other municipal FCM policy related to Councillor attendance at FCM:

<b>Town of Rocky Mountain House</b>	Mayor & Two Councillors (out of province); All Councillors (in Alberta)
<b>Red Deer County</b>	All Councillors; within budget allocation
<b>Mountain View County</b>	Reeve & three Councillors (out of province); All Councillors (Western Canada)
<b>Ponoka County</b>	Mayor & Two Councillors
<b>Lacombe County</b>	Three Councillors
<b>County of Wetaskiwin</b>	Maximum of Two Councillors
<b>Brazeau County</b>	All Councillors; practice by Council motion Reeve & Two Councillors attend
<b>Town of Rimbey</b>	Mayor & Two Councillors (out of province); All Councillors (in Alberta)
<b>Lac La Biche County</b>	All Councillors
<b>City of Leduc</b>	Mayor & Two Councillors (out of province); All Councillors (in Alberta)
<b>Town of Devon</b>	Maximum of Three Councillors; once per term
<b>Town of Tofield</b>	All Councillors (in AB, Mayor, CAO); One Councillor (out of province)

Some municipal policies reflect establishment of an annual budget amount for Councillor professional development, such as Red Deer County's with the following policy statement:

*Provided each member of Council is within his/her budgeted allotment, attendance at the following conferences can be processed by administration: AAMDC, CPAA, AUMA and FCM.*

Similar to Clearwater County, many other municipalities' policies simply specify conferences Council members may wish to attend.

Does Council wish Administration conduct any additional policy research related to Councillor Conference attendance, bringing back draft policy revisions for consideration?

At minimum, Administration recommends that Council direct policy amendments to update the *Seminars, Conferences and Training for Councillors Policy* to be consistent with the *Councillor, Board & Committee Remuneration Policy*.

# Clearwater County

## Seminars, Conferences and Training for Councilors

**EFFECTIVE DATE:** January 2002

**SECTION:** Administration

### **POLICY STATEMENT:**

To keep abreast of current developments and practices as they relate to the governance of this municipality, Councilors may attend approved seminars, conferences and training opportunities (hereinafter referred to as “approved functions”) in accordance with this Policy. In determining which functions will be approved and who will attend, Council will take into consideration the following:

- The overall benefit of the function to the municipality;
- All costs related to each councilor’s attendance;
- The role that a councilor is filling on council or on committees and the relevant need for that councilor to attend a particular function;
- The need to distribute opportunities to attend functions reasonably to each councilor;
- The number of councilors attending approved functions should be kept to a minimum and it will be expected that attending councilors will report to council on significant aspects of the function.

Councilors that are approved to attend an approved function will be eligible to claim expenses and honorariums in accordance with County policy.

### **PROCEDURE:**

1. For guidance purposes only, the following will be considered approved functions by Council and councilors may attend as indicated:
  - Alberta Association of Municipal Districts and Counties Spring and Fall Conventions – All councilors;
  - Central Alberta Association of Municipal Districts and Counties Spring and Fall Zone meetings – All councilors;
  - Federation of Canadian Municipalities – one councilor when the conference is in eastern Canada or in a Territory, and two when it is in western Canada (i.e. any location west of the Manitoba/Ontario border);
  - Alberta Planning Conference – two councilors that must be either on the Municipal Planning Commission or on the Subdivision/Development Appeal Board;
  - Alberta Library Conference – one councilor that must be a member or alternate member on a library board;
  - Provincial Recreation Conference – one councilor that must be a member or alternate member on a recreation board;



- Agricultural Service Board Regional and Provincial conferences – board members and councilors on the Agricultural Service Board;
  - Elected Officials Symposium – two councilors each year with preference given to new councilors;
  - Training courses offered by Municipal Affairs or other Provincial Departments for councilors and board members – councilors and board members that have a direct need for the training program (e.g. Assessment Review Board Training provided by Municipal Affairs).
2. All other functions will be approved by Council on an individual basis considering those factors mentioned above in the Policy Statement.
  3. Where it is not obvious in this policy which councilors may attend an approved function, Council will determine who will attend.
  4. Council is not obligated, by virtue of adopting this policy, to send a Council to any function (including an approved function), if in the opinion of Council the function offers no benefit to the municipality or if costs are excessive.
  5. When less than the complete council attends an approved function, those that did attend shall at the next regular council meeting, provide a report to council.
  6. Council will encourage municipal Associations to provide relevant learning opportunities at conventions regularly attended by councilors (e.g. Fall and Spring Alberta Association of Municipal Districts and Counties Conventions).



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

POLICY

<b>EFFECTIVE DATE:</b>	January 1, 2019
<b>SECTION:</b>	Administration
<b>POLICY STATEMENT:</b>	<p>To provide a fair and equitable means of reimbursing Council and Citizens-at-Large for their time while attending meetings, conferences, training seminars and other municipal business and community events.</p> <p>In determining remuneration amounts, Council may consider any of the following:</p> <ul style="list-style-type: none"> <li>a. Discussion and decisions made by Council;</li> <li>b. Informal survey data;</li> <li>c. Formal survey data provided by an independent consultant;</li> <li>d. Recommendations of a Council Compensation Committee as per Appendix 'A'.</li> </ul>
<b>DEFINITIONS:</b>	<p>'Meeting'</p> <p>Within the context of this policy, the term meeting shall include: Council meetings, Special Council meetings, Committee meetings as well as when requested by the C.A.O. or a Department Head, meetings between Councillors and County staff.</p>
<b>COUNCIL RATES</b>	<ul style="list-style-type: none"> <li>1. Council remuneration for time spent while traveling to or from meetings, and while in attendance at a meeting, will be based on the following rates and time sections: <ul style="list-style-type: none"> <li>a. \$172.00 – First four hours</li> <li>b. \$136.00 – Second four hours</li> <li>c. \$136.00 – Third four hours</li> <li>d. \$308.00 – Maximum payable for any regular Council meeting [Two (2) time sections].</li> <li>e. \$444.00 – Maximum payable for any single day [Three (3) time sections].</li> </ul> </li> </ul> <p>For clarity, any meeting or number of meetings that include more than one portion of the above time sections [i.e. meetings in excess of four hours] a Councillor is entitled to a combined remuneration for each time section involved. Councillors are expected to exercise discretion when applying for remuneration for meetings that include</p>



## CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

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

2. In addition to meeting and travel fees, each Councillor, other than the Reeve, will be paid \$1,105.00 per month to compensate for time spent on such matters as meeting preparation, telephone calls and individual meetings with electors.
3. Council remuneration associated with convention attendance will be for time spent while traveling to or from a convention location and while in attendance during the formal convention sessions based on the following rates and time sections:
  - a. \$172.00 – First four hours
  - b. \$136.00 – Second four hours
  - c. \$136.00 – Third four hours
  - d. \$444.00 – Maximum payable for any single day [Three (3) time sections].

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

For example, a Councillors drives to a seminar in Edmonton from Rocky Mountain House, leaving the night before the seminar begins as the seminar starts at 8:00am the next morning. The seminar ends at 4:00pm the following day. At conclusion of the seminar the Councillor would be entitled to \$172.00 associated with the night before the seminar. The Councillor would also be entitled to another \$172.00 relating to the first four hours of attendance at the seminar; another \$136.00 associated with the second four hours of the seminar; and \$136.00 for the third four hours associated with return travel time to Rocky Mountain House.

4. Councillors are authorized to attend special meetings associated with a Council appointed committee without Council approval. However, to the greatest extent possible, Councillors should receive prior approval of Council for attendance at any other special meeting a Councillor may wish to attend [eg. A community group meeting]. However,



## CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

<p><b>COMMUNITY EVENT ATTENDANCE</b></p>	<p>Council recognizes that situations may preclude a Councillor from Advising Council of a meeting prior to attendance. In such cases the Councillor is to seek Council's approval for attendance prior to the Councillor submitting a remuneration sheet.</p> <ol style="list-style-type: none"><li>5. The Reeve and two Councillors are approved to attend the annual conference of the Federation of Canadian Municipalities (FCM). The intention is to provide all Councillors with the opportunity to attend one conference during their term of office. All Councillors will be permitted to attend when the conference is held in Alberta.</li><li>6. If a spouse accompanies a Councillor to a convention, the Municipality will cover the spousal registration fee, banquet tickets, and approved travel expenses.</li></ol> <ol style="list-style-type: none"><li>1. All Councillors are authorized to participate in the Rocky Rodeo Parade, Caroline Rodeo Parade and Rocky Parade of Lights. In addition to this, the Reeve or designate is authorized to participate in the Ponoka Stampede Parade and Westerner Days Parade.</li><li>2. With the exception of the aforementioned parades, attendance at any other community event will be considered by Council on a case-by-case basis.</li><li>3. Council remuneration associated with approved community event attendance will be for time spent while traveling to or from a community event location and while in attendance during the event based on the following rates and time sections:<ol style="list-style-type: none"><li>a. \$172.00 – First four hours</li><li>b. \$136.00 – Second four hours</li></ol>To a maximum of eight hours [or \$308.00] per day.</li></ol>
<p><b>REEVE RATE</b></p>	<ol style="list-style-type: none"><li>1. It is recognized that in addition to the above procedures, that the Reeve and/or Deputy Reeve will receive additional requests with respect to meetings with federal, provincial, municipal and/or community organizations, representatives or</li></ol>



## CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

### COUNCIL BENEFITS PROGRAM

officials. The Reeve or Deputy Reeve are authorized to attend such meetings at their discretion without Council approval and receive remuneration in accordance to this policy. To the greatest extent possible, the Reeve or Deputy Reeve should endeavor to inform Council of these meetings prior to attendance.

2. The Reeve will be paid \$2,054.00 per month to allow for extra administrative duties such as cheque signing, bylaw signing, contract signing, etc.

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

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

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

### CITIZENS-AT-LARGE

1. Citizens-at-Large appointed to the Municipal Library Board[s], the Clearwater Regional Family and Community Support Services Board, and the Recreation Boards will be paid \$600.00 per annum.



## CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

**GENERAL**

2. Citizens-at-Large appointed to other boards or committees will be paid at the Councillor remuneration rates established by this policy.
  
1. A completed 'Councillor and Board Remuneration Statement' form is to be submitted to the Payroll and Benefits Administrator after the end of each month. Copies of Councillors' completed forms will be included in Council's Agenda package.
  
2. Councillors and Citizens-at-Large will be reimbursed for expenses in accordance with the Travel and Subsistence for Staff and Council Policy.
  
3. Rates identified within this policy shall be updated annually to reflect any market adjustment percentage approved by Council for staff.



## CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

### Appendix A

#### Council Compensation Committee Terms of Reference

**Purpose:**

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

**Term of Council Compensation Committee:**

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

**Council Compensation Committee Composition and Requirements:**

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



## CLEARWATER COUNTY COUNCIL, BOARD & COMMITTEE REMUNERATION

### **Council Compensation Committee Responsibilities:**

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





# Councillor Remuneration Statement

<b>Name of Councillor:</b>	Tim HOVEN
<b>Date:</b>	1/31/2019
<b>Signature:</b>	<i>[Handwritten Signature]</i>

**Payment Period:** - January 2019  
**Supervision Rate:** -

Date	Description of Meeting	Payment for Meeting	Per Diem Rates	Mileage (km)
8	Council	Reg. Council Meeting \$308	-	122
	Fod Dog Presentation	Next 4 Hours \$136	-	
9	Tri Council	First 4 Hours \$172	-	91
		Next 4 Hours \$136	-	
		Next 4 Hours \$136	-	
10	Tri Council	First 4 Hours \$172	-	91
		Next 4 Hours \$136	-	
	CCPAC	First 4 Hours \$172	-	
14	Caroline Library	First 4 Hours \$172	-	68
16	MPC	First 4 Hours \$172	-	91
		Next 4 Hours \$136	-	
17	SPIRT	First 4 Hours \$172	-	68
21	Broadband Workshop	First 4 Hours \$172	-	91
		Next 4 Hours \$136	-	
	AEP	Next 4 Hours \$136	-	
22	Council	Reg. Council Meeting \$308	-	91
23	Rocky ICF	First 4 Hours \$172	-	91
29	Personnel Workshop	First 4 Hours \$172	-	122
		Next 4 Hours \$136	-	
	Caroline IDP	Next 4 Hours \$136	-	
31	Econ Dev Meeting	First 4 Hours \$172	-	91
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## Councillor Remuneration Statement (page 2)

Date	Description of Meeting	Payment for Meeting	Per Diem Rates	Mileage (km)
		-	-	


# of Meetings	Payment Type for Meeting	Calculated Amounts
10	First 4 Hours \$172.00	1720.00
9	Next 4 Hours \$136.00	1224.00
2	Reg. Council Meeting \$308.00	616.00
-	Westview Meeting \$92.00	-
-	Supervision Rate	1105.00
-	Overnight Per Diem \$175.00	-
-	Breakfast Per Diem \$11.00	-
-	Lunch Per Diem \$16.00	-
-	Supper Per Diem \$21.50	-
-	Daily Meals Per Diem \$48.50	-
-	Breakfast + Lunch \$27.00	-
-	Lunch + Supper \$37.50	-
-	Receipts Total	-
1017	Mileage \$0.58/km	589.86
-	Mileage over 5000km/yr \$0.52/km	-
<b>Total =</b>		<b>5254.86</b>