

**CLEARWATER COUNTY
COUNCIL AGENDA
January 13, 2014
9:00 A.M.
Council Chambers
4340 – 47 Avenue, Rocky Mountain House AB**

9:45 A.M. DELEGATION: Bonny Carson – Snow Removal
10:00 A.M. PUBLIC HEARING: Bylaw 982/13 Road Allowance Permit
10:10 A.M. DELEGATION: Nordegg Residents and Business Owners – Lease/Rental Rates
**10:40 A.M. DELEGATION: Deb Fluet/Cpl. Heaslip – Sunchild Horse Capture Program
Funding Request**

A. CALL TO ORDER

B. AGENDA ADOPTION

C. CONFIRMATION OF MINUTES

1. December 10, 2013 Regular Meeting Minutes

D. CORPORATE SERVICES

1. 2014 Operating and Capital Budgets
2. Request for Tax Penalty Waiver
3. Municipal Tax Exemption – Leslieville Elks

E. PUBLIC WORKS

1. 2014 Winter Gravel Program
2. Policy Review *FINAL*: Road Weights Control
3. 9:45 A.M. Delegation: Bonny Carson – Snow Removal
4. 10:00 Public Hearing: Bylaw 982/13 Road Allowance Permit
Bylaw 982/13 Second and Third Reading

F. PLANNING

1. 10:10 A.M. Delegation: Nordegg Residents and Business Owners – Lease/Rental Rates
2. Update Fee Schedule for Land Use Amendment, Subdivision, and Development Fees

G. COMMUNITY & PROTECTIVE SERVICES

1. 10:40 A.M. Delegation: Deb Fluet/Cpl. Heaslip – Sunchild Horse Capture Program Funding Request
2. Community Peace Officer Service Level Review

3. Fish Lake (Nordegg) Wildfire After Action
4. Village of Caroline Agreements
5. Parkland Regional Library (PRL) Annual Survey Report

H. IN CAMERA*

1. Land
2. Labour
3. Labour

*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, Sections 21 (1)(ii); 24 (1)(a)(c); 25 (1)(c)iii; and 27 (1)(a)

I. COMMITTEE REPORTS

J. INFORMATION

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

K. ADJOURNMENT

TABLED ITEMS

<u>Date</u>	<u>Item, Reason and Status</u>
04/10/12	<p>Arbutus Hall Funding Request</p> <ul style="list-style-type: none"> • To allow applicant to provide a complete capital projects plan. <p>STATUS: Pending Information, Community and Protective Services</p>
09/10/13	<p>Repair of Bridge BF01963</p> <ul style="list-style-type: none"> • Reallocation of funds from bridge rehabilitation for the James River Bridge repair <p>STATUS: Pending Information, Alberta Transportation/Public Works</p>
11/26/13	<p>Caroline HUB Committee Terms of Reference</p> <ul style="list-style-type: none"> • Approval of the Caroline HUB Committee Terms of Reference as presented <p>STATUS: Pending Information, Community and Protective Services</p>

Agenda Item

Project: 2014 Clearwater County Budget	
Presentation Date: January 13, 2014	
Department: Corporate Services	Author: Rhonda Serhan
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: N/A	Goal: N/A
Legislative Direction: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <u>MGA 242, 245</u> <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: 1. That Council adopts the attached operating and capital budgets for calendar year 2014. 2. That Council accepts the proposed operating and capital budgets for calendar years 2015 and 2016 for information.	
Attachments List: Budget Rollup & Surplus Breakdown Report, County Capital Report, and County Operating Actual vs Budget Report	

Background:

The attached operating budget reflects total expenses of \$32,475,772 for 2014. This represents an increase of \$5,374,684 (19.8%) compared to the 2013 budget.

2014 expenses represent service levels consistent with prior years, and the County's strategic plan, while funding increasing costs of providing those services. The biggest portion of the additional expenses comes from the \$2,600,000 budgeted to repair flood damaged infrastructure in 2013. You will notice an increase in the operating revenue for most of these expenses in the form of a grant from the Provincial Government. An additional \$1,275,000 has been identified for contribution toward arena renovations in Rocky Mountain House and \$500,000 has been added to enhance road maintenance, and dust control.

User fees for municipal services, such as water and wastewater as well as the requisition for regional waste continue to move towards a full cost recovery model in an effort to provide a more complete picture of the costs to provide those services to residents.

Operating Revenues are also up in the budget just over \$4,000,000. This includes higher expected revenues from the well drilling taxes over last year's budget of about \$800,000, the expected grant revenue of just under \$2,000,000 for the repair of flood damaged infrastructure, as well as an increase in tax revenue due to an increase in the assessment base for M&E and linear assessment classes.

The attached capital budget reflects total expenditures of \$20,691,175 for 2014. This represents a decrease of \$12,691,175 (38.2%) compared to the 2013 budget. Capital budgets are extremely variable. This is caused by the variety of projects being planned from year to year. The major variances for 2014 are the absence of a base pave project, as well as the asphalt overlay program dropping from 12.3 M to 5.3M.

The current work plans for 2014 do not have an impact on the tax rate. However, there are several projects that are yet to be determined, including the unfunded bridge deficit as well as facility planning, including the possibility of a new hospital, or ag field house. Tax rates will be determined in the spring when final assessment numbers and education tax requisition numbers are finalized.



	Forecast 2013	Preliminary Budget 2014	Preliminary Budget 2015	Preliminary Budget 2016
Operating revenues	\$ 43,951,645	\$ 45,296,731	\$ 42,786,858	\$ 42,632,974
Operating expenses	(26,802,652)	(32,475,772)	(28,724,235)	(27,763,542)
Excess	17,148,993	12,820,959	14,062,623	14,869,432
Capital revenues	5,638,517	5,416,000	12,659,334	5,326,000
Capital expenditures	(26,824,001)	(20,691,175)	(32,406,364)	(23,241,133)
Deficiency	(21,185,484)	(15,275,175)	(19,747,030)	(17,915,133)
Net deficiency	(4,036,491)	(2,454,216)	(5,684,407)	(3,045,701)
Restricted funds used for operations	469,860	2,080,546	1,450,260	2,044,182
Restricted funds used for TCA	8,024,455	2,985,224	6,707,500	3,037,149
Unrestricted funds designated for future use	(4,457,824)	(2,611,554)	(2,473,353)	(2,035,630)
	\$ -	\$ -	\$ -	\$ -

Clearwater County
Capital
3 Year Budget

	<u>Budget 2013</u>	<u>Draft Budget 2014</u>	<u>Preliminary Budget 2015</u>	<u>Preliminary Budget 2016</u>
Capital Revenue				
Grants	<u>\$6,146,000</u>	<u>\$5,416,000</u>	<u>\$12,659,334</u>	<u>\$5,326,000</u>
Total Capital Revenue	<u>6,146,000</u>	<u>5,416,000</u>	<u>12,659,334</u>	<u>5,326,000</u>

Clearwater County
Capital
 3 Year Budget

	Budget 2013	Draft Budget 2014	Preliminary Budget 2015	Preliminary Budget 2016
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Capital Expenditures by Department

Agriculture Services

ASB - Equipment	\$87,000	\$278,000	\$35,000	\$39,000
ASB - Vehicles	28,000		60,000	50,000
	115,000	278,000	95,000	89,000

Community & Protective Services

Community Peace Officers	92,000	165,000	142,000	73,000
Regional Fire Services	118,925	244,724		432,149
Parks & Recreation	548,000	275,000	1,000,000	
	758,925	684,724	1,142,000	505,149

Corporate Services

TIMS Capital	450,000	479,000	150,000	150,000
	450,000	479,000	150,000	150,000

Clearwater County
Capital
 3 Year Budget

	<u>Budget 2013</u>	<u>Draft Budget 2014</u>	<u>Preliminary Budget 2015</u>	<u>Preliminary Budget 2016</u>
Planning & Nordegg				
Vehicles & Equipment		\$107,000		
Nordegg Project Development	617,000	1,644,500	317,500	3,291,500
	617,000	1,751,500	317,500	3,291,500
PUBLIC WORKS				
Heavy Equipment	945,000	765,000	919,000	714,000
Land	625,000			
Local Road Construction	5,304,703	5,474,981	16,100,864	5,326,784
Asphalt Overlay	12,368,600	5,328,000	5,009,000	4,298,000
Bridge Rehab	1,217,960	1,371,470	2,583,000	2,441,700
Base Pave	8,412,000	80,000		3,820,000
Facilities	2,367,500	2,417,500	950,000	825,000
Water		1,280,000		
Sewer	65,000	200,000	3,200,000	
Nordegg Infrastructure		581,000	1,940,000	1,780,000
	31,305,763	17,497,951	30,701,864	19,205,484
Total Capital Expenditures	33,246,688	20,691,175	32,406,364	23,241,133
Excess of Expenditures over Revenues	(27,100,688)	(15,275,175)	(19,747,030)	(17,915,133)

**Clearwater County
Operating
For the Month Ending January 31, 2014**

	Budget 2013	Draft Budget 2014	Preliminary Budget 2015	Preliminary Budget 2016
Operating Revenue				
Net municipal taxes	\$36,288,270	\$38,364,733	\$38,364,733	\$38,364,733
User fees and sales of goods	1,658,500	832,000	726,000	626,000
Government transfers for operating	1,188,930	3,115,398	1,201,525	1,187,641
Investment income	413,000	455,000	455,000	405,000
Penalties and costs of taxes	75,000	80,000	80,000	80,000
Development levies	55,000	55,000	55,000	55,000
Permits and licenses	58,600	58,600	58,600	58,600
Oil Well Drilling Taxes	1,200,000	2,000,000	1,500,000	1,500,000
Other	323,000	336,000	346,000	356,000
Total Operating Revenue	<u>41,260,300</u>	<u>45,296,731</u>	<u>42,786,858</u>	<u>42,632,974</u>

**Clearwater County
Operating
For the Month Ending January 31, 2014**

	Budget 2013	Draft Budget 2014	Preliminary Budget 2015	Preliminary Budget 2016
Operating Expenses by Department				
Agriculture Services				
ASB General	\$361,902	\$388,070	\$397,670	\$412,870
ASB AESA	151,500	168,148	167,268	170,898
ASB Vehicle & Equipment Pool	91,018	93,500	95,500	97,150
ASB Vegetation Management	678,399	702,415	720,098	737,685
ASB Weed & Pest Control	192,955	215,785	219,905	226,730
ASB Public Relations	2,350	6,450	7,350	6,300
	1,478,124	1,574,368	1,607,791	1,651,633
Community & Protective Services				
Community Services	1,322,687	1,583,770	1,685,665	2,270,068
Culture	248,360	274,036	272,800	278,695
Emergency Services	190,910	2,796,351	191,360	192,910
Economic Development	851,152	893,640	938,339	960,894
Peace Officers	596,947	665,245	734,185	727,750
Recreation	4,182,289	5,164,697	4,037,200	1,980,500
Regional Fire Services	1,324,445	1,344,175	1,367,599	1,425,627
	8,716,790	12,721,914	9,227,148	7,836,444

**Clearwater County
Operating
For the Month Ending January 31, 2014**

	Budget 2013	Draft Budget 2014	Preliminary Budget 2015	Preliminary Budget 2016
Corporate Services				
Assessment	\$641,537	\$683,360	\$712,837	\$737,242
Finance	406,359	440,970	454,250	464,900
General	1,089,927	1,172,860	1,202,535	1,224,610
Human Resources	141,621	256,850	233,490	240,630
Legislative	475,317	445,110	448,110	445,110
Technology & Information Management Services	754,510	708,150	741,550	750,125
	<u>3,509,271</u>	<u>3,707,300</u>	<u>3,792,772</u>	<u>3,862,617</u>
Planning & Nordegg				
Planning	773,043	745,830	673,410	789,240
Safety	126,891	143,550	144,625	148,750
Nordegg	172,297	786,247	515,297	266,047
Nordegg Historic Society.	179,198	235,113	195,674	193,561
	<u>1,251,429</u>	<u>1,910,740</u>	<u>1,529,006</u>	<u>1,397,598</u>
PUBLIC WORKS				
General	766,350	902,740	929,700	952,050
Facilities	665,878	526,595	534,000	546,100
Gravel Activities	2,132,450	2,114,700	2,173,120	2,198,350
GIS Mapping	198,900	360,775	176,275	178,780
Road Maintenance	3,350,378	3,610,834	3,678,765	3,742,490
PW Shop	384,330	508,800	518,150	524,630
Vehicles & Equipment	3,222,235	3,646,500	3,687,050	3,723,875
Water & Sewer	297,999	169,820	156,755	168,975
	<u>11,018,520</u>	<u>11,840,764</u>	<u>11,853,815</u>	<u>12,035,250</u>

**Clearwater County
Operating
For the Month Ending January 31, 2014**

	<u>Budget 2013</u>	<u>Draft Budget 2014</u>	<u>Preliminary Budget 2015</u>	<u>Preliminary Budget 2016</u>
Contingency	<u>\$1,126,954</u>	<u>\$720,685</u>	<u>\$713,703</u>	<u>\$1,000,000</u>
Total Operating Expenses	<u>27,101,088</u>	<u>32,475,771</u>	<u>28,724,235</u>	<u>27,783,542</u>
Excess of Revenue over Expens	<u>14,159,212</u>	<u>12,820,960</u>	<u>14,062,623</u>	<u>14,849,432</u>



Agenda Item

Project: Request for Tax Penalty Waiver	
Presentation Date: January 13, 2014	
Department: Assessment and Revenue	Author: Denniece Crout
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area:	Goal:
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>961/12</u>	
Recommendation: Does Council wish to authorize a waiver of penalty regarding the property listed below?	
Attachments List: Ratepayer Letter	

Background:

Please find attached a letter from the owner of the property assigned roll number: 3707101001. The ratepayer is requesting the late payment penalty of \$218.59 be waived.

The MGA section 311 is very specific in the steps that a municipality must take when sending out notices.

- (1) each municipality must publish in one issue of a newspaper having general circulation in the municipality or in any other manner considered appropriate by the municipality, a notice that the assessment notices have been sent

Furthermore subsection (2) states, all assessed persons are deemed as a result of the publication referred to in subsection 1 to have received their assessment notice

Below is a list of the notification of taxpayers.

- The change in the property taxes due date for 2013 was published in an article in May and October, 2013 in the Mountaineer local newspaper
- Clearwater County advertised the change in tax due date, in the May edition of its newsletter, which was delivered to 5300 households directly.



- Clearwater County also advertised – twice in September - the change in property taxes due date, in three local newspapers.
- The property tax due date was published on Clearwater County's website.
- The combined assessment and tax notice that was mailed on May 17, 2013 has not been returned to Clearwater County.

As indicated earlier, the notification requirements established set by the MGA are simple with Clearwater County exceeding these requirements.

A letter will be sent out to the ratepayer, advising the applicant of Council's decision.



Clearwater County
4340 – 47 Avenue
Box 550
Rocky Mountain House, Alberta

2013 combined assessment and tax notice

Dear Sir/Madam,

We gave our new address in November 2013 in mind that we have to pay the tax before December 15.

We think it is not fair that we have to pay a penalty because for 8 years we had to pay the tax before December 15, and did this always on time.

We didn't have any notice and couldn't know that the date was changed to September 16. We hope you understand our point and that we don't have to pay that penalty.

Greetings,



Agenda Item

Project: Municipal Tax Exemption - Leslieville Elks	
Presentation Date: January 13, 2014	
Department: Assessment and Revenue	Author: Denniece Crout
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area:	Goal:
Legislative Direction: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <u> MGA 364.1 </u> <input type="checkbox"/> County Bylaw or Policy (cite) <u> </u>	
Recommendation: Council provide direction in regards to exempting the Leslieville Elks Lodge from Municipal Taxation	
Attachments List: Letter from the Leslieville Elks	

Background:

For an organization to be granted an exemption under the Community Organization Property Tax Exemption Regulation (COPTER) certain criteria must be met. Some of the most basic requirements are:

- 1) The property must be owned, leased or operated by a non-profit organization easily identifiable characteristics are:
- 2) The facility must be used at least 60% of the time that the facility is in use for charitable and benevolent purposes
- 3) The property must be unrestricted a minimum of 70% of the time that it is used. No restriction based upon race, culture, religious belief etc.
- 4) The requirement to become a member of the organization is not restricted on any basis other than the requirement to fill out a membership form and pay a minor fee.

These are the basic and most predominant reasons the exemption from taxation was denied via COPTER. However MGA section 364.1 states "A council may by bylaw exempt from taxation under this division property held by a non-profit organization."

If Council chooses to apply section 364.1 of the MGA, the exemption would be for the municipal portion of the taxes only. Should Council wish to address the "school tax" Ron Leaf has suggested that the community hall funding policy could be amended to allow for a grant to address the educational component of the property taxes.

A letter will be sent to the ratepayer, advising the applicant of Council's decision.



LESLIEVILLE ELKS LODGE # 351

December 4, 2013

Clearwater County Council
P.O. box 550
Rocky Mountain House AB T4T 1A4

Re: Tax Exemption Roll 3905263010

The members of the Leslieville Elks Lodge # 351 are requesting your kind consideration in providing Tax Exemption status for the Leslieville Elks hall located at 214 2nd avenue Leslieville Alberta.

We are a not for profit organization, the hall itself is available for public use at a no charge rate, the grounds are constantly being used for parking for the nearby Community Centre functions. The grounds are also used for overnight camping on many occasions. In 2013 to date, this Lodge has donated in excess of \$20,000.00 back to those in distress and to various local groups.

It is understood that exemptions may be granted for groups such as ours under the Municipal Government Act.

Sincerely

A handwritten signature in cursive script, appearing to read 'Luke Clough', written over a horizontal line.

Luke Clough
Exalted Ruler
Leslieville Elks # 351
P.O. Box 238
Leslieville Alberta
T0M 1H0



Agenda Item

Project: 2014 Winter Gravel Program	
Presentation Date: January 13, 2014	
Department: Public Works	Author: Kurt Magnus/Marshall Morton
Budget Implication: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Infrastructure & Asset Management	Goal: To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council review and approve the 2014 Winter Gravel Program as submitted.	
Attachments List: Clearwater County 2014 Winter Gravel Program Map	

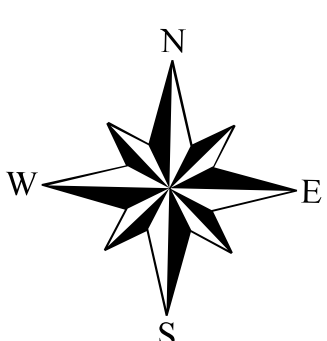
Background:

The budgeted amount for the 2014 Winter Gravel Program is \$1,106,600.00. The proposed 2014 program has been determined to be \$1,064,172.45.

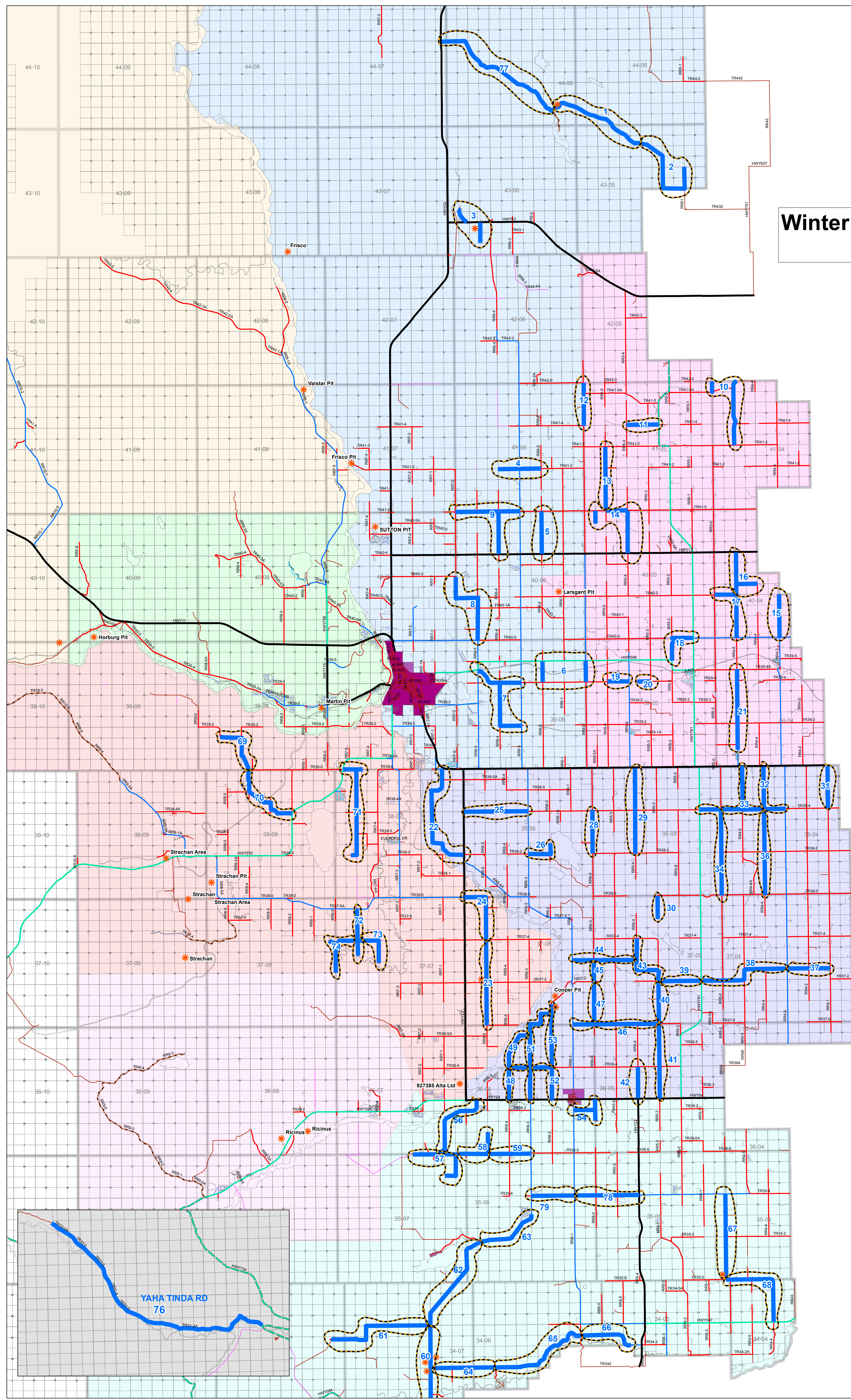
This year's proposed program will re-gravel approximately 386 km (240 miles) of road, and use approximately 75,000 tonnes of gravel from inventory.

The intended start date of the 2014 Winter Gravel Program is Monday, January 20th, pending Council's approval, and suitable weather conditions.

A map of the proposed 2014 Winter Gravel Program is attached for Councils review.



Winter Gravel Program 2014

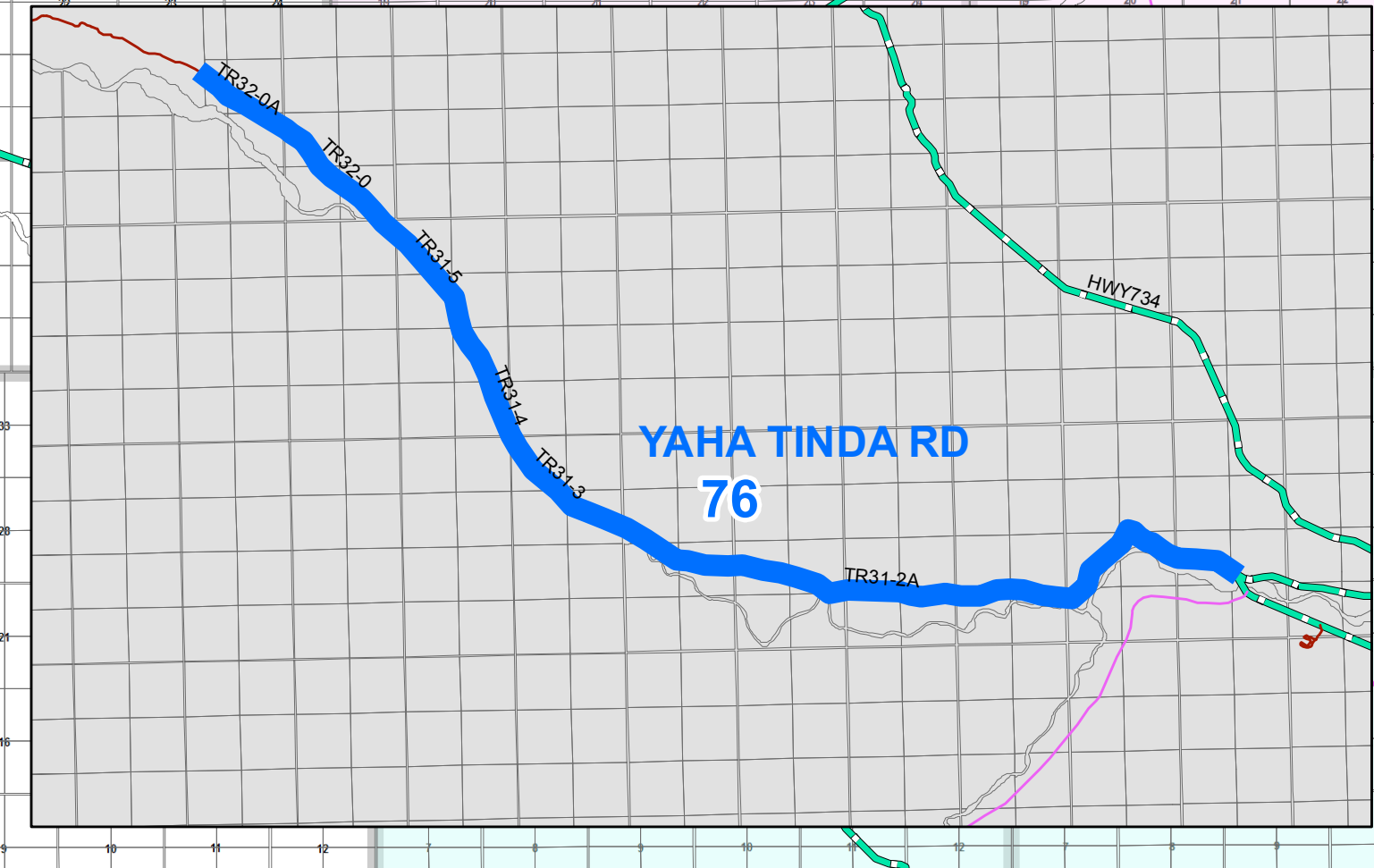


Legend

- * County Gravel pits
- 2014_Winter_Gravel

Pit_Name

- Bull Hill Pit
- Cooper Pit
- Irwin Pit
- Larsguard Pit
- Martin & Horburg
- Ricinus Pit
- Strachan & Main Ram
- Sunchild & Meyers
- Sutton & Frisco Pit





Agenda Item

Project: Road Weights Control Policy	
Presentation Date: January 13, 2014	
Department: Public Works	Author: Erik Hansen/ Marshall Morton
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Infrastructure & Asset Management	Goal: To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>Road Weights Control Policy</u>	
Recommendation: That Council reviews the information provided and approve the policy changes as presented.	
Attachments List: Road Weights Control Policy	

Background: During the December 10, 2013 regular Council meeting the Administration brought forth the Road Weights Control Policy with recommended draft changes. Changes include maximum weight allowances for single and tandem steer axle configurations with permanently mounted equipment (ex. Picker Truck, Bed Truck, Pump Truck, Winch Tractor, Coil Tubing Unit, Snubbing Unit, and Crane.) Staff recommended that the revised weight schedule include allowances based on tire size and provincial permitting which is consistent with the Province.

Another proposed change was the adoption of the Provincial ban schedule. This includes five different seasons - Ban, Past Ban, Summer, Fall, and Winter. This ban schedule will only be applied to road structures that have been upgraded to accommodate the additional weight.

The last item identified as a priority by Council was the inclusion of an "approved roads list" in the policy that can be updated administratively as additional roads are upgraded over time. The current road list includes: Sunchild Road, Taimi Road, Airport Road (Twp. Rd 40-0), Angle Road, North Fork Road, 752 Access, Prairie Creek Road, Rainy Creek Road, 587 Extension, Range Road 7-0 north of Hwy 11 and the Pidherney Subdivision(Gateway Industrial Park). Upon approval the Administration will include the revised policy to the Council's policy list.

Clearwater County

ROAD WEIGHTS CONTROL

EFFECTIVE DATE: February 24, 2009
Revision: April 23, 2013
Last Revised: January 13, 2014

SECTION: Public Works

POLICY STATEMENT:

To protect roads under the control and jurisdiction of Clearwater County from damage due to heavy vehicular traffic.

DEFINITIONS:

“Non Standard Configurations” is any unit that requires an Alberta Transportation Permit (jeeps, wheelers, boosters added to a tractor unit).

“Non Divisible Load” a load that cannot be split (Does not apply to log haul)

“Dry Track” can be described as a lack of any type of moisture on the roadway. When roads are dry, a vehicle will not leave any type of indentation on the roadway, nor will it leave mud or debris on the road. If you are uncertain if the road condition would be considered Dry Track, you should contact the Municipality to verify if movement is allowed. Carriers must use discretion when traveling on roads and are responsible for any damage that may be cause.

PROCEDURE:

1. When possible, 48 hours prior to the placement of the Road Bans by the Road Weights Committee as per Bylaw 307/92 “Implementation of Road Bans”, the Director, Public Works will place an ad in the local newspapers and on the local radio station advising the public that road bans are about to come into effect in the County.
2. Exemption permits to travel over banned roads will not be issued unless authorized by the Director, Public Works.
3. If authorization is obtained from the Director, Public Works the following procedures will be adhered to in instances when overweight vehicles are required to travel banned roads:
 - a) During office hours, staff will take the required information concerning requests for permits on the Exemption Permit. No approval will be given at that time. The information will be passed on to the Director, Public Works who will ensure that the request is reasonable and will not damage the county roads. Director, Public Works or his designate may wish to inspect the road prior to the issuance of an agreement.

- b) The Director, Public Works or his designate will then contact the permittee who will be given any weight restrictions, an approved route, permit number and any other specific instructions deemed necessary.
4. The following procedures will be followed when a trucker has in his possession an overweight permit issued by Alberta Transportation and wishes to travel on County roads. (No road bans in effect)
 - a) All heavy haul single trip permit requests to travel on County roads will be taken by TRAVIS MJ. Once the hauler has obtained a permit they may proceed with the haul.
 - b) During wet periods, permits will be suspended for a period in time to allow for roads to dry as determined by the Director of Public Works or his designate.
5. When applying for a permit with TRAVIS MJ the following pertinent information may be requested.
 1. Origin and destination of load (legal land location)
 2. Haulers name and phone number
 3. Route being taken
 4. Description of load
 5. Transportation permit number
 6. Date of move
6. A condition of all permits issued is that a dry track must exist.
7. All permits and other pertinent information will be available for the County's Community Peace Officers (CPO)
8. Any damage to roads beyond that resulting from normal public use will be charged to the permit holder, the permit holder will be responsible for all costs associated with the repairs to damaged roads. A letter of explanation outlining the circumstances shall be sent with the original demand for payment.
9. Public Works staff and contractors are expected to comply with road ban restrictions and to apply for permits and preferred routes. This is to ensure that private operators used by the County receive constant and consistent information regarding Council's desire to avoid damage to the county road network.
10. Heavy Haul Permit allowed weights will be issued in accordance to attached Schedules "B1" and "B2" and "B3"; this will include all non-standard including service rigs.
11. Provincial seasonal weights will only apply to specifically identified surfaced roadways (see schedule "B3") whereas all other County surfaced roads will be restricted to legal and percentage banned weights maximum allowable weights by County permit (see Schedule "B2").
12. As additional surfaced roadways are upgraded over time, the Director of Public Works or his designate is authorized to add these roadways to the approved list, allowing provincial season weights (see Schedule "B3").

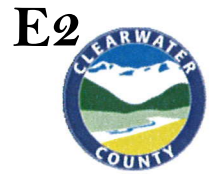
13. Tridem trailers will be recognized as a standard configuration by the county if the hauler has obtained an Alberta Transportation TAC (Tridem Axle Configuration Permit) Weights as per TAC permit will be considered legal. Without the TAC permit the maximum allowed weight on County roads will be limited 17,000 Kgs. (non Divisible loads only) Haulers will be required to obtain a county heavy haul permit for any weights over 24,000 Kgs.

14. Failure to comply with this policy may result in the suspension of hauling privileges for the trucking company within Clearwater County.

ROAD USE AGREEMENT

PLEASE REVIEW,
SIGN & EMAIL BACK

Schedule A



PERMIT NUMBER

CC- 14 -

Permit Holder Information

Company Name _____

Contact Name _____ Phone Number _____

Email Address _____ Fax Number _____

Trucking Company Information

Company Name _____

Contact Name _____ Phone Number _____

Email Address _____ Fax Number _____

Load Information

Number of Loads	Load Description
ROUTE	

% Axle Allowance 100% Provincial Permit No. _____

Surface Moving From _____ Surface Moving To _____

Start Date of Move _____ End Date of the Move _____

Required Conditions:

- It is understood that all loads will be in compliance with Clearwater County Road Weights Control Policy dated February 24, 2009. See attached road weights.**
- Dust / Ice control will be supplied by permit holder. Dust control must be in place at least one hour prior to rig move or haul commencement.
- Grader maintenance on Clearwater County road to be undertaken by the permit holder while haul is in progress. This grader maintenance shall keep the road surface in the same or better condition as it was prior to the haul commencing.
- Road damages will be at the sole expense of the permit holder.
- Road repairs will be undertaken to the Municipalities satisfaction and will be at the sole cost of the permit holder. The Haul route shall be evaluated by the permit holder upon completion of the haul to determine all areas which require repair. If re-gravelling is required the rate at which these areas will be graveled will be determined by a Clearwater County representative. 20 mm gravel shall be used for regravelling.
- In case of rain and or wet conditions, the trucks are to be stopped immediately in order to protect the road from damage.
- Dry or frozen track
- All Service Rigs must be hauled on a wheeler.
- FULL PERMIT MUST BE CARRIED IN VEHICLE. TRUCKING COMPANY IS AN AGENT OF THE PERMIT HOLDER. PERMIT MUST BE PRESENTED UPON REQUEST BY PEACE OFFICERS. CLEARWATER COUNTY WILL MONITOR THE ROADS AND STOP THE PROJECT IF NECESSARY.**

Terms and conditions of this agreement acknowledged and agreed to:

Signed Date _____ Time Issued _____

Name (please print) _____ Witness _____

Permit Holder _____ Clearwater Rep. _____

Signature _____

CLEARWATER COUNTY, BOX 550, ROCKY MOUNTAIN HOUSE, AB T4T 1A4

Phone: 403-845-4444 Fax: 403-845-7330 Revised January 1, 2014

Email: publicworks@clearwatercounty.ca



**CLEARWATER COUNTY
HEAVY HAUL PERMITTED WEIGHTS
MAXIMUM ALLOWABLE WEIGHTS BY COUNTY /PROVINCIAL PERMIT
ALL SURFACED ROADS**

STEERING AXLE GROUPS

SINGLE STEER AXLE WEIGHTS				TANDEM STEER AXLE WEIGHTS				TRIDEM STEER AXLE WEIGHTS			
DESCRIPTION	LEGAL	*MAX. WEIGHTS		DESCRIPTION	LEGAL	*MAX. WEIGHTS		DESCRIPTION	SEASON	*MAX. WEIGHT	
Single steer 10" wide tires	5,100			Twin steer 11" wide tires	11,200			Tridem Steer	LEGAL	*19000	
Single steer 11" wide tires	5,600			Twin steer 12" wide tires	12,200				BAN	*21000	
Single steer 12" wide tires	6,100			Twin steer 13" wide tires	13,200				POST BAN	*22800	
Single steer 13" wide tires	6,600			Twin steer 14" wide tires	13,600				SUMMER	*23500	
Single steer 14" wide tires	7,100			Twin steer 15" wide tires	13,600				FALL	*24000	
Single steer 15" wide tires	7,300	*7700		Twin steer 16" wide tires	13,600	*15200			WINTER	*24000	
Single steer 16" wide tires	7,300	*8500		Twin steer 16.5" wide tires	13,600	*15200		Load per tire can't exceed 10kg/mm width			
Single steer 18" wide tires	7,300	*9100		Twin steer 18" wide tires	13,600	*15200		Permit required to operate			
Single steer 315mm wide tires	6,300			Twin steer 315mm wide tires	12,600			Fixed Equipment ONLY, not for tractor unit			
Single steer 335mm wide tires	6,700			Twin steer 335mm wide tires	13,400			Must have 5.0m minimum interaxle			
Single steer 365mm wide tires	7,300			Twin steer 365mm wide tires	13,600			Not valid for travel on Ban Roads			
Single steer 385mm wide tires	7,300	*7700		Twin steer 385mm wide tires	13,600	*15200		Vehicle may not tow a trailer			
Single steer 425mm wide tires	7,300	*8500		Twin steer 425mm wide tires	13,600	*15200		Weight on steer axle must equalize			
Single steer 445mm wide tires	7,300	*9100		Twin steer 445mm wide tires	13,600	*15200					

***PERMITTED WEIGHTS FOR PERMANENTLY MOUNTED EQUIPMENT ONLY (PICKER, BED TRUCK, PUMP TRUCK, WINCH TRACTOR, COIL TUBING UNIT, SNUBBING UNIT, CRANE)**



CLEARWATER COUNTY

HEAVY HAUL PERMITTED WEIGHTS

MAXIMUM ALLOWABLE WEIGHTS BY COUNTY PERMIT

BANNED SURFACED ROADS

DRIVE AXLE GROUPS

CODE	DESCRIPTION	LEGAL WEIGHTS	75%	90%	WINTER WEIGHTS BY
12DR	TRIDEM DRIVE	23,000	17,250	20,700	27,000
4	4 WHEEL SINGLE AXLE	9,100	6,825	8,190	12,500
8T	8 WHEEL TANDEM	17,000	12,750	15,300	21,000

TRAILER AXLE GROUPS

CODE	DESCRIPTION	ACCEPTED WEIGHTS BY COUNTY PERMIT	75%	90%	*ACCEPTED WINTER WEIGHTS BY COUNTY PERMIT
12L	Tridem Axle Long Sp 3.6-3.7m	24,000	18,000	21,600	27,000
12M	Tridem Axle Med Sp 3.0-3.59m	24,000	18,000	21,600	27,000
12S	Tridem Axle Short Sp 2.4-2.99m	21,000	15,750	18,900	27,000
16	16 Wheel Tandem Axle Group	28,000	21,000	25,200	37,000
16M	16 Whl Tand Mechanical Booster	28,000	21,000	25,200	37,000
16W	16 Whl Tand w/355 mm tires	32,000	24,000	28,800	49,000
20	20 Wheel Group	32,000	24,000	28,800	49,000
24	24 Wheel Tandem Axle	39,000	29,250	35,100	61,000
24TRI	24 Wheel Tridem Axle	38,000	28,500	34,200	40,000
4	4 Wheel Single Axle Group	9,100	6,825	8,190	12,500
4A	4 Wheel Air Booster Single Axle	7,500	5,625	6,750	9,000
4C	4 Wheel Common Air Booster	8,000	6,000	7,200	9,000
4M	4 Wheel Mech Booster	9,100	6,825	8,190	12,500
8	8 Wheel Tandem Axle Group	17,000	12,750	15,300	25,000
8A	8 Wheel Air Booster	12,000	9,000	10,800	15,000
8C	8 Wheel Common Air Booster	17,000	12,750	15,300	20,000
8F	8 Wheel Fat Tire Tandem Grp	20,500	15,375	18,450	27,000
8M	8 Wheel Mech Booster	17,000	12,750	15,300	25,000
8S	8 Wheel Single Axle Grp	14,000	10,500	12,600	20,000

* WINTER WEIGHT PERIOD AS DEFINED BY ALBERTA TRANSPORTATION

CLEARWATER COUNTY

SCHEDULE B3

HEAVY HAUL PERMITTED WEIGHTS

MAXIMUM ALLOWABLE WEIGHTS BY COUNTY PERMIT
3 BAN-FREE SURFACED ROADS & ALL GRAVEL ROADS



(Service rig steering axles follow Alberta Transportation Guidelines)
 (Includes single trips, road use agreements & service rigs)

DRIVE AXLE GROUPS

CODE	DESCRIPTION	LEGAL WEIGHT	LOADING PERIOD (PERMIT LOADS) HEAVY HAUL				
			BAN	PAST BAN	SUMMER	FALL	WINTER
12DR	TRIDEM DRIVE	23,000	23,000	25,000	27,000	27,000	27,000
4	4 WHEEL SINGLE AXLE	9,100	9,100	10,000	11,000	12,000	12,500
8T	8 WHEEL TANDEM	17,000	17,000	19,000	21,000	23,000	25,000

TRAILER AXLE GROUPS

CODE	DESCRIPTION	LEGAL	LOADING PERIOD (PERMIT LOADS) HEAVY HAUL					
			BAN	PAST BAN	SUMMER	FALL	WINTER	
12L	Tridem Axle Long Sp 3.6-3.7m	24,000	24,000	26,000	27,000	27,000	27,000	*Ban-Free Surfaced Roads Include: 587 Extension 752 Access Angle Road Airport Rd (TWP 40-0) RR 7-0 North of Hwy 11 Gateway Industrial Park North Fork Road Prairie Creek Road Rainy Creek Road Sunchild Road Taimi Road
12M	Tridem Axle Med Sp 3.0-3.59m	24,000	24,000	26,000	27,000	27,000	27,000	
12S	Tridem Axle Short Sp 2.4-2.99m	21,000	21,000	23,000	25,000	27,000	27,000	
16	16 Wheel Tandem Axle Group	17,000	28,000	30,000	32,000	34,000	37,000	
16M	16 Whl Tand Mechanical Booster	-	28,000	30,000	32,000	34,000	37,000	
16W	16 Whl Tand w/355 mm tires	17,000	32,000	36,000	40,000	44,000	49,000	
20	20 Wheel Group	-	32,000	36,000	40,000	44,000	49,000	
24	24 Wheel Tandem Axle	17,000	39,000	44,000	49,000	55,000	61,000	
24TRI	24 Wheel Tridem Axle	24,000	38,000	40,000	40,000	40,000	40,000	
4	4 Wheel Single Axle Group	9,100	9,100	10,000	11,000	12,000	12,500	
4A	4 Wheel Air Booster Single Axle	-	7,500	8,000	8,500	9,000	9,000	
4C	4 Wheel Common Air Booster	-	8,000	8,500	9,000	9,000	9,000	
4M	4 Wheel Mech Booster	-	9,100	10,000	11,000	12,000	12,500	
8	8 Wheel Tandem Axle Group	17,000	17,000	19,000	21,000	23,000	25,000	
8A	8 Wheel Air Booster	-	12,000	13,000	14,000	15,000	15,000	
8C	8 Wheel Common Air Booster	-	17,000	19,000	20,000	20,000	20,000	
8F	8 Wheel Fat Tire Tandem Grp	-	20,500	23,000	25,000	27,000	27,000	
8M	8 Wheel Mech Booster	-	17,000	19,000	21,000	23,000	25,000	
8S	8 Wheel Single Axle Grp	-	14,000	16,000	18,000	20,000	20,000	



Agenda Item

Project: 9:45 A.M. Delegation: Bonny Carson	
Presentation Date: January 13, 2014	
Department: Public Works	Author: Marshall Morton
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: N/A	Goal: N/A
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council accepts the information as presented.	
Attachments List: Letter from Bonny Carson	

Background:

Bonny Carson has requested to address Council regarding snow removal, as per the attached letter.

Letter to Tracey Lynn Haight.txt

To: Tracey Lynn Haight

From: Bonny Carson / Clearwater County Resident, SE 1 - Twp. 37 - 5 West of 5th.
--50041

I'm asking to address Clearwater County Council, on the condition winter snow removal.

Dennis Murphy and Bonny Carson call Earl Graham Jan.03,2014 in the evening ... We asked him where is the snow plow???? Earl "quoted snow plow had been on our road on Dec. 28th 2013, also they do 200km. which is 120 miles.

of road per unit., that we should see one snow plow every 4 days" We never saw one until Sunday January 5th, 2014that is more than 4 days...!!! More like 8 days!!!!

I was raised in the snow belt area of southwestern Ontario, Father raised family ...snowplowing..so I know about this bussiness.

and the way that I see is the County has the wrong equipment for one thing, you can't get around the roads with just using a mo-board under the grader and a wing....

You have to clean up the snow ..not to let people pack it down for days at a time ...one track path ...

What is this County going to do if we really get days and days of snow or a bad storm?

There's know why your going to handle it at the rate your going!!!!

Have yet seen ya wing back the tops of the banked snow on good days...

Get 1- some graders with one way plows 12'width ,wing 12'width, chains on the tires....can do 20'foot path down the road

2- some tandem trucks one way plows 10'or 12'width, wing 10' or 12'width, chains on the tires...can do good 16' width path down the road

If the County has to hire out help with this kind of equipment pay an hourly rate on days of service and on days no service give them a standby pay!

The roads have to be serviced in order for EMS Trucks, Fire Trucks, REA, Rocky GAS, Milk Trucks, an many of people to get out to there jobs.

And there is also the School Bus for children to go to school!

We farm and there is times we help back and forth with a dairy farm approx. 4 1/2 miles away which is still in Clearwater County ..well on Jan.1st,2014 the road was a disgrace....370, 370A, 45...

I know of another case a Man has to get up every morning and go with his bigger truck to pickup his daughter 2 road over from where he lives take her to work because her car can't make it on the road...because of the poor maintained roads.....

So PLEASE LETS LOOK AT WHOLE PICTURE OF SNOW REMOVAL ON THE ROADS IN CLEARWATER COUNTY!!!!

Also Don't put gravel on the road in the winter time ...it only goes in the ditch the time is to put gravel on the roads is in the spring ..then the grader has something to grad and makes a smoother road for travel.

Tracey Lynn Haight has also mention 2 men, Danny and Marshall ...to do with the roads which I do not know...maybe it time we all had a chat!

People like Earl Graham should get out and knock on door to door see people in the area they repersent.... Also Snowplower's should know who must get out of there roads early in the morning and emergency worker's.

Letter to Tracey Lynn Haight.txt

I thankyou for letting me speak, and addressing my concerns...

Bonny Carson



Agenda Item

Project: Public Hearing Permitting of Road Allowance which lies between E-35-41-8-W5M and W-36-41-8-W5M (approximately 6.10 Acres)	
Presentation Date: January 13, 2014	
Department: Public Works	Author: Brian Bilawchuk
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Infrastructure & Asset Management	Goal: To effectively manage the financial and physical assets of the County in order to support the growth and development of the County while obtaining maximum value from County owned infrastructure and structures.
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) <input checked="" type="checkbox"/> County Bylaw or Policy <u>Bylaw 982/13</u>	
Recommendation: For Council to give second and third reading to By-law No. 982/13 Attachments: request letter, photo and map, Bylaw 982/13	
Background: Randy Valstar (representing Renato Pedrazzini) has requested the use of the road allowance which lies between the E1/2-35-41-8 W5M and W1/2-36-41-8 W5M (approximately 6.10 acres more or less) for cattle grazing purposes. After the mandatory two week advertising period, Clearwater County has received no formal notification of concern or appeal of this application. I made contact with Fred Johnson, the remaining active director for now defunct White River Petroleum and he had no concerns in relation to the abandoned well site on the NW 36-41-8 W5M.	

Erik Hansen

From: Randy & Peggy Valstar <rpj3valstar@hotmail.com>
Sent: November 22, 2013 11:05 AM
To: Michelle Marshall
Subject: Re: lease a specific road allowance

Yes, we are renting Renato Pedrazzini's land to pasture cattle and need to replace the existing fence that runs along the west side of the road allowance. I just don't want to replace the fence and find out later that it needs to be moved to the east side of the road allowance.

Thanks
Randy

From: [Michelle Marshall](#)
Sent: Tuesday, November 19, 2013 9:25 AM
To: [Randy & Peggy Valstar](#)
Subject: RE: lease a specific road allowance

Hi Randy,

I just wanted to confirm you were wanting to utilize the road allowance for grazing purposes correct?

Thank you,

Michelle Marshall
Industry/ Land Acquisitions Coordinator
mmarshall@clearwatercounty.ca



Clearwater County
P.O. Box 550
4340 -47 Avenue
Rocky Mountain House, AB | T4T 1A4
Office: 403.845.4444 | Fax: 403.845.7330

Visit our website at www.clearwatercounty.ca

Follow us on [Facebook](#) and Twitter [@clearwatercnty](#)

This communication, and its attachments, is confidential and intended for the addressee(s) only. If you are not the intended recipient, please notify us of our error, and disregard and delete the communication. Unauthorized use, disclosure, copying, forwarding or alteration of this communication may be unlawful. Thank you.

From: Randy & Peggy Valstar [<mailto:rpj3valstar@hotmail.com>]
Sent: September-28-13 8:49 AM
To: renato pedrazzini; Michelle Marshall
Cc: julia pedraz; silvia
Subject: Re: lease a specific road allowance

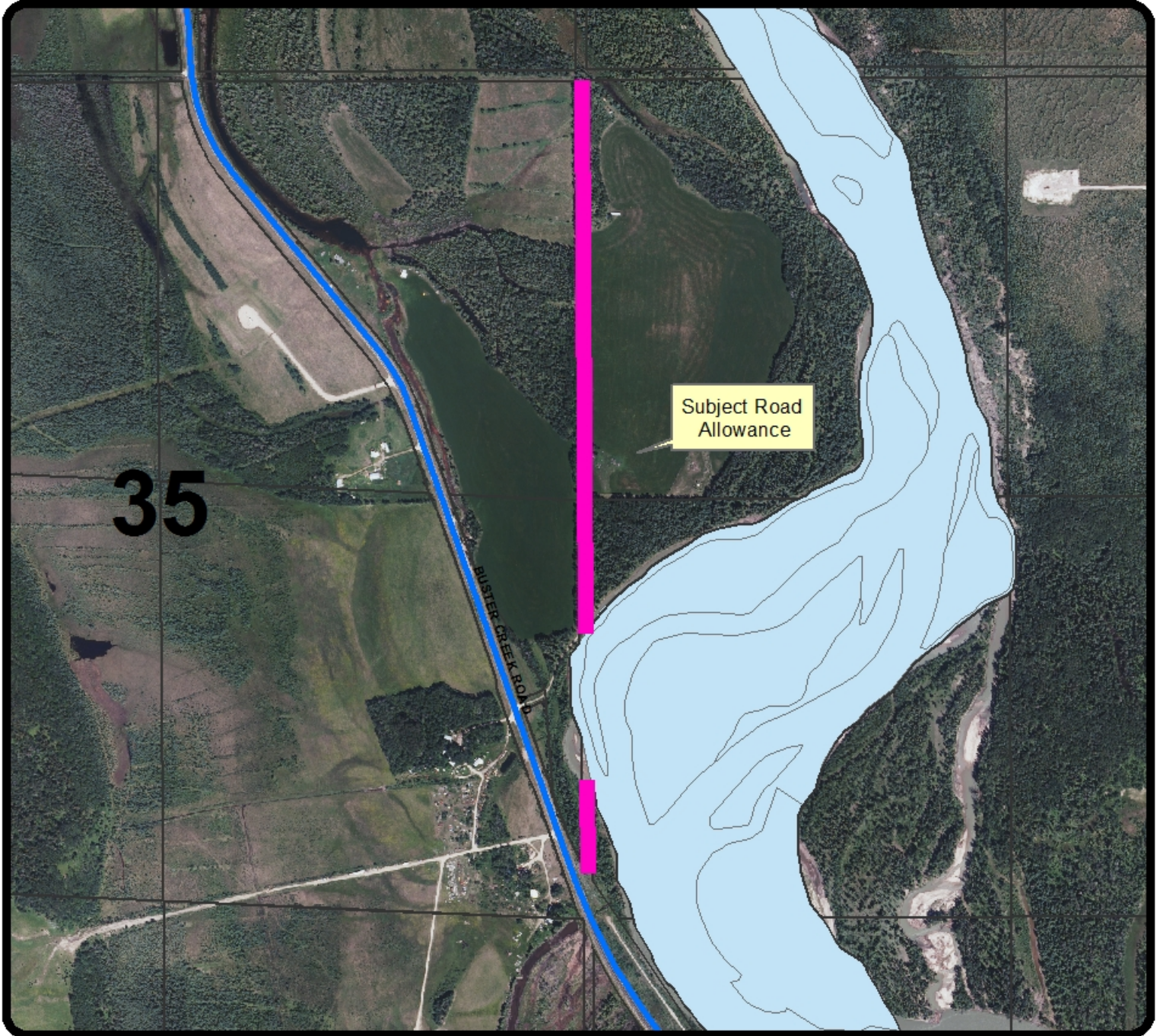
Michelle, the road allowance Renato is talking about is the sections between SE 35-41-8W5 and SW 36-41-8W5, Also between NE 35-41-8W5 and NW 36-41-8W5. I can come in any time and pay the \$100 application fee just let me know when I need to come in and pay.


Thanks
Randy

From: [renato pedrazzini](#)
Sent: Saturday, September 28, 2013 5:18 AM
To: mmarshall@clearwatercounty.ca
Cc: [Randy Valstar](#) ; [julia pedraz](#) ; [silvia](#)
Subject: lease a specific road allowance

Hi Michelle,
Kindly process my request, as per attached, to lease a road allowance.
I have asked Randy Valstar to act on my behalf.

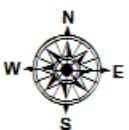
cheers
Renato Pedrazzini



 Road Allowance Lease Area

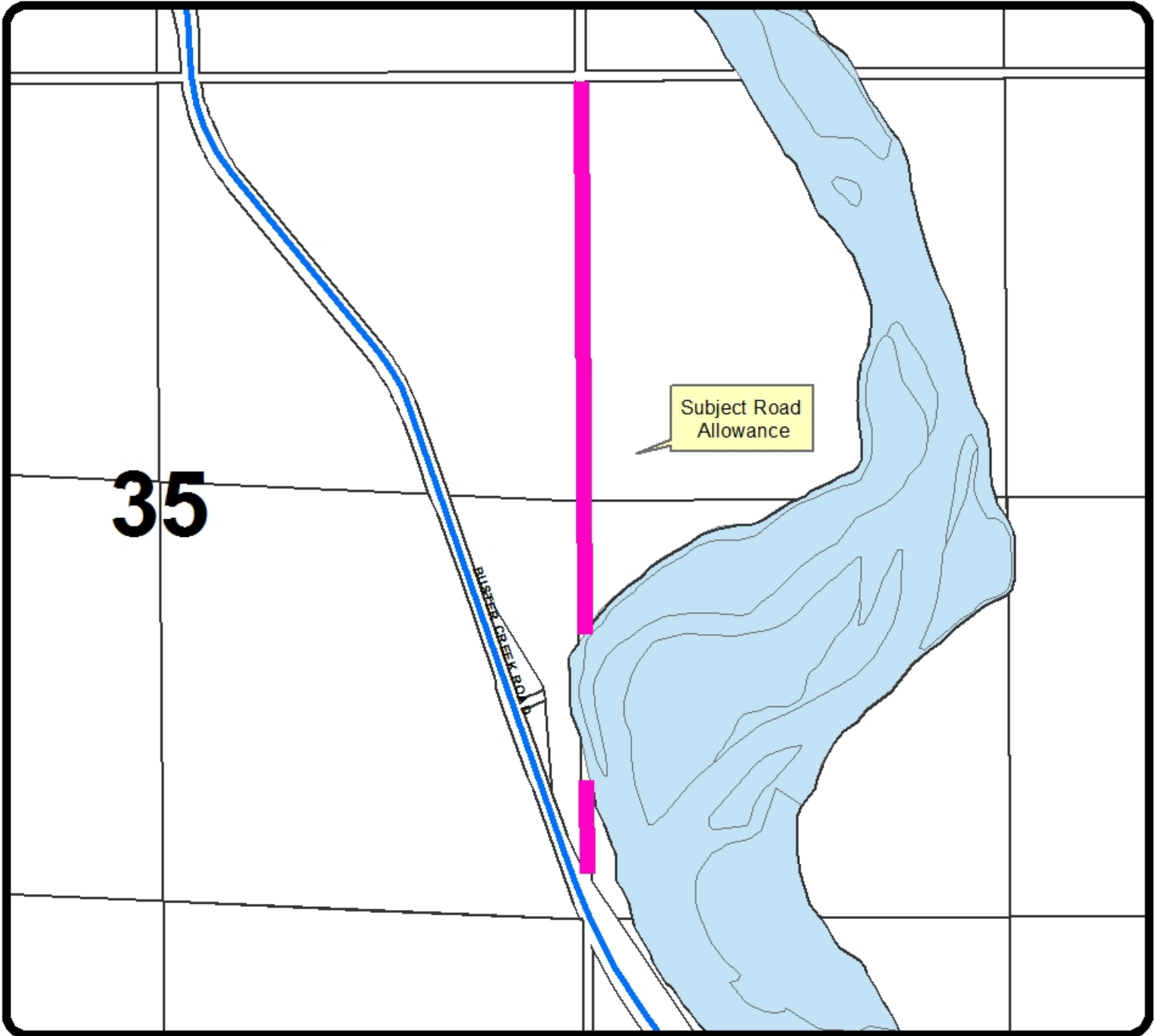
**Application to Lease a portion
of Road Allowance lying between
East 1/2 35 and West 1/2 36-41-8 W5
Approximately 1227 meters
6.10 Acres
Renato Pedrazzini**


Bylaw # 982/13



November 2013

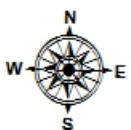




 Road Allowance Lease Area

**Application to Lease a portion
of Road Allowance lying between
East 1/2 35 and West 1/2 36-41-8 W5
Approximately 1227 meters
6.10 Acres
Renato Pedrazzini**

Bylaw # 982/13



November 2013



Clearwater County

Permitting of Road Allowances

EFFECTIVE DATE: April 1996

SECTION: Administration

POLICY STATEMENT:

To outline the procedure for managing the permitting of road allowances.

PROCEDURE:

1. Applications will only be considered on undeveloped road allowances or abandoned registered roads where the proposed use is not in conflict with adjacent uses. In addition, the applicant must have title to or use of adjacent lands.
2. A written application is first presented to Council. To cover the required advertising costs a \$ 100.00 fee must accompany the application. This \$ 100.00 will only be refunded if first reading to the By-law to permit is denied.
3. If Council accepts the application, an advertisement advising of the possible lease of the road allowance should be placed in the local newspapers for a two-week period. Notices are also to be sent out to adjacent landowners to ensure they have no objection to the proposal.
4. A Public Hearing will be held approximately one month after conclusion of the advertising. At the Public Hearing, any person can state the reason for or against the proposed lease arrangement.
5. After the Public Hearing, the second and third reading of the proposed By-law authorizing the permitting of the road allowance will be considered.
6. The Municipality permits the road allowance(s) at \$ 10.00 per year per application.
7. If any conflict arises between adjacent landowners of the road allowance at any time during the process or after the road is permitted, and if attempts by the landowners to negotiate a reasonable solution are unsuccessful, the Municipality may cancel the permit upon serving thirty days notice of its intention to do so.
8. A permit holder does not have the right to bar entry to anyone wishing to travel the road allowance or use the road as access.
9. Road allowance permits are non-transferable, other than to a family member, without the prior approval of Council.
10. No work of any kind shall be performed on the road allowance without prior approval of public work.

BY-LAW NO. 982/13

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

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

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

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

The portion which lies between the E1/2-35-41-8 W5M and W1/2-36-41-8 W5M (approximately 6.10 acres more or less).

Excepting thereout all mines and minerals.

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

REEVE

CHIEF ADMINISTRATIVE OFFICER

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

READ A SECOND TIME this day of A.D., 2014.

READ A THIRD AND FINAL TIME this day of A.D., 2014.

REEVE

CHIEF ADMINISTRATIVE OFFICER



Agenda Item - Delegation: Nordegg Residents and Business Owners

Project: Lease / Rental Rates in Nordegg - Delegation	
Presentation Date: Jan. 13/14	
Department: Planning & Development	Author: Rick Emmons
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area #1: <i>Council will develop and market the community of Nordegg, as financial resources permit and in accordance with the Nordegg Development Plan and Design Guidelines.</i>	Goal #2: Council will encourage development in and around Hamlets that is complementary to the function and character of the community with a view to encouraging economic and residential development.
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: For Council to consider the information as presented.	
Attachments List: Schedule "A", Schedule "B", Schedule "C", Schedule "D", Schedule "E", Schedule "F" & Schedule "G"	

Background:

As Council is currently reviewing the lease and rental rates within the hamlet of Nordegg, members of that community have expressed a desire to approach council in an effort to provide various perspectives. The citizens of Nordegg have expressed their gratitude for the opportunity to voice their opinion to Council, that Council may consider all the perspectives prior to changing the rental/lease rates.

The following email was received from Mr. Jim Nelson representing the Nordegg Resort Lodge:

“Clearwater County Council and Administration

On behalf of businesses and individuals of Nordegg I would like to request a delegation to address Council on the next County Council meeting on January 13th 2014. It has come to our

attention council is considering an increase in land lease costs in Nordegg. Myself and other members would like to make written submissions to council to express our concerns.

Regards

Jim Nelson”

Mr. Nelson is here today for the purpose of illustrating to Council the potential impact that increases to the rental/lease rates may have to the community of Nordegg. It is Mr. Nelson’s position an overall increase could be detrimental too many of the businesses currently operating in Nordegg (please refer to attached Schedules “A”, “B”, “C”, “F”, & “G”).

As with any subject, there are differing opinions. Clearwater County has received letters from individuals who also reside in the Nordegg area stating an increase closer to market value would a positive step towards equity for the individuals currently trying to operate a business on private land (please refer to attached Schedules “D” & “E”).

Schedule “A”



Nordegg Resort Lodge

BOX 36

Nordegg, Alberta, T0M 2H0

Ph: (403) 721-3757 Fax: (403) 721-2002

E-mail: info@nordegglodge.com

Clearwater County Council Presentation

Nordegg Lodge and its related companies currently have eight leases with Clearwater County. We also own four townhouses on Memorial Crescent.

The mobile home lot lease has not had an increase for many years so should be moved to fair market value, perhaps phased in over the next year. As there is a critical shortage of low cost housing in Nordegg perhaps Council might consider creating a mobile home park in the townsite sometime in the future.

The leases we have with the County on the five Security Houses have also had no increases in recent years. Over the years we have been told there was no money budgeted to maintain these buildings so we have maintained them on our own. The only exception to this was in the October 2012 we did a cost share with the County on flooring in one of the houses. Before rents are increased here it should be determined if the intent is to do further maintenance on these buildings or not. We would welcome a meeting with the County to discuss this further.

The lease on the property the Lodge itself sits on (lot 3) was originally a lease with the Provincial Government and was rolled over to the County. Until this lease expired in 2011 Nordegg Resort Lodge paid an annual lease payment to the Provincial Government as well as to Clearwater County.

Nordegg Resort Lodge would welcome the opportunity to purchase this property if the intent was to sell it.

The lease the existing wastewater lagoon is on (lot 4) is currently in the process of being reclaimed, as it is no longer used. This process will continue in the summer of 2014 under the direction of Genivar and Lambourne Environmental.

The leases on the west side of Stuart Street should be brought up to fair market value over the next year or so and the overall image of them should be brought up to a standard

that is acceptable. Hours of operation should be set and followed.

Jim Nelson
General Manager
Nordegg Resort Lodge.

Schedule "B"

F1

December 22, 2013

Dear Clearwater County Councillors

My name is Clayton Grosso. For the last 30 years I have been the owner and operator of Baldy Mountain Trail Rides. My business is a small one man business with sometimes the help of my grand daughter. I started this business for several reasons. I love working with horses and people. I also had lots of free time in the summers in which I spent nearly every day riding the trails in the west country. Prior to starting my business I was constantly approached by travellers, which were mainly city folk. These tourists would practically beg me to take them along for a ride into the wilderness. Seeing the delight on their faces inspired me to start this business. Since then I have taken guests from all over the world into the splendor and wilderness of the back country. Most of these people had never been on a horse before. I remember one lady from overseas who told me she had never even seen a horse before. Combining horses, people and an amazing experience has brought me so much satisfaction.

The reason why I am writing council is because it has come to my attention that the lease rates will be increasing. I know that my lease rates are low in today's dollars [REDACTED] per month. I also know that there has not been a rate increase for many years.

However, I'm asking council to grant leniency as I don't make much of a living off this business. [REDACTED]

[REDACTED] gross about \$50000 per year and [REDACTED] when [REDACTED] [REDACTED]. [REDACTED] [REDACTED]

[REDACTED] However there is also the bad years where bad weather stops a lot of business and there are terrible years like last year where Nordegg was affected with fires and floods. Last year I actually went backwards and was in the red.

Nordegg is near and dear to my heart. My grandfather worked in the mine and my father went to school in Nordegg. During my entire life I spent the summers in Nordegg. In my opinion, tourism is now one of the few viable sources of income for the majority of the businesses and residents in Nordegg. The growth of tourism is vital to the survival of this community.

Over the last 30 years my wife Hilda (who's now passed away) and myself have volunteered many hours at the museum. I volunteered on rainy days when I could not take tourists on horseback rides. My volunteerism consisted of working behind the booth at the museum. I attended to customers and booked mine tours. I also over the years guided mine tours when they were shorthanded. I never took a penny's pay in looking after the tourists. My wife volunteered at the tourist booth and worked full time in the gift shop. She even volunteered in the little café when they were shorthanded. The only compensation she got was free rent in the gift shop.

My business and the Nordegg Golf Association are the only private businesses in town that offer tourists something to do. I simply cannot afford much of a lease increase. I cannot increase my rates as [REDACTED] charges the same amount. If I up my tourist fees all the business will go up the highway.

In conclusion I believe that we all want the same thing for Nordegg and that is for this hamlet to grow and be a vibrant community that offers a destination with a variation of tourist attractions. My business is one of those businesses that draws in repeat customers. Many of my guests have returned over the years bringing along family and friends with them so that others can experience the thrill of the wilderness on horseback.

I am asking counsel to please give careful consideration as to the amount and terms of the lease agreement as I am sure you would agree that tourism is vital to the survival and growth of this community.

Thank you for listening and your consideration.

Sincerely,

Clayton Grosso

A black rectangular redaction mark covering the signature area.

Schedule "C"

Members of Council

Council is being asked to increase the rents in Nordegg to make us compatible with the rest of the County. I will try to show that Nordegg is unlike any other community in the County.

From 1989 when we came to this area until 1996 when the Municipal District of Clearwater took over the management of Nordegg, we received a remote living allowance because of the distance we had to travel to receive any services. It was made very clear to us by an MD spokesperson that "the people of Nordegg have had it too good for too long and from now on you will be like any other part of the MD." We find that statement ridiculous. How can Nordegg be the same as Leslieville or Condor? We were further told that if we didn't like it, we could move. Again, ridiculous, as we had come to Nordegg to start a business and in fact have had three. As you may know, it is not easy to uproot and even more difficult when a business is involved. We were told that services would be put in place, but 17 1/2 years later we are still waiting for them. In the meantime we still have approximately 100 kms to travel for medical, dental, and groceries. The children have to travel to Rocky Mountain House to attend school, which is approximately 1 1/2 hours each way; if they live outside Nordegg it is longer. When we need an electrician or plumber, it costs \$200 before they even arrive. The Northern Allowance helped with these expenses, which no other community in the County has to bear.

The foregoing is to inform you of the situation in Nordegg. As already stated, we are not and can never be, compatible with other communities in the County. We have less facilities now than we had when we were administered by the Province. None of the leases are repaired or maintained by the County and we have no garbage removal and therefore, in our opinion, a rent hike is unjustified. It is felt by some of the residents that the increase in rents is not only a way to increase the County coffers, but a means of removing us, which sentiment was uttered by a previous County official. We hope this is not the case.

We would ask you to reconsider until such time as the services and facilities we were promised in 1996 are in place.

Yours respectfully,

Reg & Elizabeth Banks

Schedule "D"

Cheechako Cabins
Box 47, 205 Grouse Meadow Lane
Nordegg, AB T0M 2H0

Rick Emmons
Clearwater County
4340 – 47 Ave
Box 550
Rocky Mountain House, AB T4T 1A4

Dear Rick,

In the last several years there has been no consultation with residents or business owners regarding Nordegg development, hopefully this will change as much of the recent development has not been beneficial to the community.

I just returned from a meeting regarding increases in lease payments, amount yet to be determined. I hope that **residential** increases will be fair as unfortunately yearly increases had not been previously implemented and now have to be increased to fair market value.

The businesses holding leases on Main Street may state that if their rents are increased would close. The economic impact of them closing would be non-existent, they open & close at will, mainly closed much to the disgust of visitors and residents in the area. If they are not open at least 5 days a week, 8 hours a day then they should give up their leases to afford someone else the opportunity to own and operate a business, as it stands now they do nothing to attract visitors to the area or give the impression Nordegg is a growing community.

It is my opinion that if they were paying fair market value for the occupied spaces they would be open with regular scheduled hours instead of simply occupying space that could be better utilized by entrepreneurs interested in the development of Nordegg.

Sincerely,

Bonnie Summers
403-721-2230

Schedule "E"

To whom it may concern:

January 07/2014

I Sparrow Baranyai manager of the Shunda Creek Hostel and a 3 year resident of Nordegg Alberta fully support a increase (fair market value) to the businesses in question. The current amount being charged, [REDACTED] is not enough to create an incentive to remain open, not only in the summer, but year round. Many of the businesses are either not open or do not have regular business hours posted. The hostel has 1000s of guests per year and it is difficult for me to send them into town to patronize those businesses if they are rarely open. I believe that an increase will either force them to stay open or create new business opportunities. My understanding is they said they would close down if there was an increase. This would be really no different than what is going on currently. I would also like to see where the funds generated by this increase are actually going.

Sincerely

Sparrow Baranyai

Schedule "F"

January 6, 2014

Cheri Adolph, owner
Centre for Outdoor Education 401062 Highway 11
Nordegg Rocks, Stewart Street, Nordegg
Postmaster, Canada Post Corporation

County of Clearwater
Rocky Mountain House, Alberta

Attention: Rick Emmons, West Country Manager, Clearwater County Council

Re: Lease Rental Increase for Mobile Home Lots and Business Lots in Nordegg

Thank you for taking the time to read my letter regarding the above. As a former Councilor for Clearwater County, I fully understand the undertaking that you have all assumed, and I'm sure that you as new Councilors believe, are convinced and for the most part rely and trust the Administrators of the County to inform you that the decisions regarding the business of the County and the decisions that it undertakes is in the best interests of the County and your constituents.

Speaking from experience, this is for the most part a very true statement. The County of Clearwater has in the past and is always fiscally responsible to its ratepayers in many respects. We live in "Alberta's Jewel". We enjoy the fruits of oil and gas, logging, farming and many other industries in our County. We have many of the amenities of the urban Municipalities, being that Rocky Mountain House is our urban Municipality, in the heart of Clearwater County. Clearwater County has always been "forward thinking", and "future oriented", while still maintaining a lower than average residential and agricultural tax mill rate, when compared to other Municipalities.

The County of Clearwater has been in my mind always approachable in matters of development, keeping their ratepayers in the forefront of their decisions. Seven people make the decisions based on facts presented to them by the Administration Departments of the County. Decisions regarding paving roads, building subdivisions, waste management, business development, seniors housing, emergency services, agriculture services, partnering with other municipalities in joint ventures, such as Lacombe County, Brazeau County and the Town of Rocky Mountain House. The Hamlets in our County being Nordegg, Alhambra, Leslieville, Condor, Withrow and the Village of Caroline and Summer Village of Burnstick Lake are also in the mix. The County of Clearwater is not only the Government but is the Financial Administrator of all of the Hamlets (as they do not have their own form of Government), and has the "lion's" share of Administrating financially (although not governing) the Village of Caroline. With this information in mind, I find myself introducing you to the enigma of "Nordegg". Nordegg is situated along the David Thompson Corridor, and it was its own "Development Node" (one of many along the corridor) crown land (public) until the County of Clearwater obtained it from the Province some years ago. Clearwater County found itself in the "Development Business", and over time drew up a remarkable plan for Nordegg; one that I and my family wholeheartedly support.

Herein lies the recent dilemma of Nordegg. While the North Subdivision is developing nicely, having actual landowners, we would all like to see the South Side develop as well. The dream of having a population of 2500 people is now I believe, within the foreseeable future (we hope). That does not mean that we don't have to look out for the residents and the small businesses that are established on the South Side of the Highway. That is your job, to take care of your constituents (all of them) in the County. It is your job to make sure that they are not blindsided by over zealous decisions which will negatively impact them. They, even though they are few, have a stake in the Nordegg Community, the same as everyone else. To blind side by lease/lot rent increases far beyond the financial reach of many is unfair to say the least. (Now I'm only guessing, but indications are that the increases are going to be "over the top" even for the County. Anyone who knows me, also knows that I don't get involved in "gossip" and I try and do my homework in all things County of Clearwater. From all indications, it sounds like it's a "slam dunk", without any consultation at all.

I do not recall getting a notice or letter of any kind regarding rent increases, or any invite to a meeting to discuss the rationale behind it. So after all of this rhetoric that I have been spewing, my question is "when is the meeting going to happen?" "how much money are we talking about?" "Are we talking a few dollars or many dollars?" No one minds having an increase, but no one really knows how much it's going to be, whether it's actually happening, when it's going to happen, why it's happening or what are the benefits or ramifications to the residents and small businesses?

Nordegg is a safe haven for our Senior Citizens, and many of the South Side Mobile Home residents are indeed Senior Citizens, living on a fixed income. Upon speaking with a few I discovered that the lot rent is the same as it was when I went to bat for them when I sat on Council. That being said, an increase is probably due, but how much do you charge any resident or a senior on a fixed income, for non existent services. Is it really costing the County any more money to have them live where they live, and enjoy their lives. Two of the Seniors', are widows whose husbands worked in Nordegg for Solicitor General. The others have been here 20 years or more. What services will improve after charging them more for their little piece of heaven? Will there be dust control, noise control, better lighting, better security for them? Will someone cut their grass for them, shovel their snow for them? Will there be a garbage collection benefit along with the increase? The residents on the South Side of Nordegg are at the mercy of the County Departments and Administrators. You might just as well call them "squatters". On top of the lot rental, they still have to pay for propane, power, water and sewer. They have to drive 100km to the nearest grocery store, doctor, dentist, chiropractor, hospital, recreation centre etc. You might say "Well they chose to live there". True enough, but really without the few, many wouldn't come. Isn't that the long range goal, to see Nordegg develop or not?

I would like to address the small businesses along the main street in Nordegg, being the Nordegg Historic Golf Course, the Beer Cabin, Painted Pony, Sugga Shack, Miners Café, Gift Store, Nordegg Rocks and the Post Office. I cannot speak on behalf of everyone, and I can only have a "best guess", that they will be negatively impacted as well. I would like to speak to my small business and the Post Office, and the impact that a sizeable increase in our lot rent would have. There are no surprises that eventually we'll all have to "buy" in or "pack it" in along the West side of the street, given that we are on a 30 day lease agreement. Other than the Post Office, the other businesses are seasonal (Spring until fall).

The Hamlet of Nordegg is not a Tourist Destination Centre-----YET. Someday, but not yet. Nordegg, until more development comes is what it is. I know that "the West Strip" will eventually be

purchased, and hopefully a “strip mall” will be built for small business like mine. The infrastructure is not finished, and we were given to believe we’d all be “safe” for another three years. Has this changed?

Raising the lease rent on the lots is a double edged sword, and the rationale behind it has me stymied at best, as I have not heard the rationale. Increases to leased lot rents are expected, however, my questions are the same as above. How much? When? Am I going to be able to run my business? Is it costing the County any more money to have the “no” services that we already have? We pay our water and sewer separately. We pay our own power, propane, phone etc.. There are no common area shared costs, like there would be if we were all co-joined under one roof. (which would be a good idea)

Last year, we (Nordegg Rocks) all but had to close the doors. The situation was felt even at the Miners Café and Gift store due to the construction that was taking place on the main street all through the season, the fire that saw Nordegg evacuated for more than a week, and then the monsoon rains that came after all of that. Between the dust, the traffic being re routed, people getting lost, it was a mess. The travelling public stopped stopping in Nordegg. Tourists are fickle, and until development begins in earnest along the main street, it is what it is. You might say “Then open up year round”, to make more money. I would say then to whom would you like me to serve?” Nordegg Rocks sells coffee, milkshakes, ice cream and some light snacks as well as a few gift items. Selling the same food and gifts defeats the purpose as there is a perfectly good restaurant across the street, and the Miners Café also serves food, as well as the gift shop at the Museum. Nordegg Rocks chooses to compliment the other businesses, not compete with them. Competing is to bite the hand that feeds you. For the most part we have all agreed to compliment each other, by being diverse in what we offer to the Tourists in the summer months. Nordegg Rocks bases “Open for” business by the Seasonal Nature of the Nordegg Historical Society. The museum (which is a big draw in the summer time) is only open May til September (Tourist Season) The Café and Gift Shop have the same time frame. If the Historical Society doesn’t think it would be financially feasible to be open year round, why would any of the rest of us disagree with that? Obviously there is a belief by Administration that there is not enough traffic to generate enough money to keep the museum open and staffed 365 days a year. The same holds true for the rest of us.

Even the businesses in the area that operate full time are at the mercy of the Tourist Season in the Summer. Everyone goes full out for 6 months, then eek out their living for the other six months. This will not change until Nordegg develops into a self sustaining community which will attract customers and clients year round.

Even if I were to entertain the idea of having a year round business, where would I house the staff that I would need to run it? There is no affordable housing in Nordegg, and really who knows when that is going to open up for a developer to come in and build affordable housing?

Fortunately, the lease issue came to light, when one of our Resident’s and Business Owners here in Nordegg phoned the County Office to inquire as to the leasing for the upcoming year. He was told at that time that the rates would stay the same until July and that rate increases were currently being discussed “in camera” by Council. It is a relief to me, that the “in camera” discussion are at least partially public now.

Theresa Laing, our Councilor took the time, did her homework and decided that the issue definitely merited a visit to Nordegg last week to discuss the issue of Lease/Lot rental increases. She said that she couldn't discuss the amounts, percentages, rationale behind it, because it was discussed "in camera". After discussion, Theresa encouraged the residents and business owners to write letters to Council and attend the next Council meeting.

I am very concerned as to the amount of the increase, how it was met and by which means, because quite frankly, there is no appropriate market to evaluate and compare to Nordegg. This is clear not only for business owners, but for homeowners as well, when they are trying to list with Real Estate. Nordegg is UNIQUE to say the least. For example if there was a market valuation to assess the valuation of Nordegg and if Rocky Mountain House was used, the valuation of an Urban Municipality versus Nordegg seems completely unfair to me. Even the Village of Caroline used as a valuation would be no where near in line with Nordegg. The Urban Municipalities enjoy services in their location that Nordegg residents and business owners drive 100 km to realize.

I know about "in camera discussions". They are "in camera" to discuss, not to decide. Decisions regarding County business are made in open council meetings. Many people do not realize that fact. They simply believe, that many decisions regarding County Business, is simply "done behind closed doors". This is not to the advantage of the County, especially when the County of Clearwater has always maintained that they are "transparent".

You are our elected officials, and we have put our trust in you, that you will do right by all constituents in the County of Clearwater. My hope is that we can have an open discussion regarding the rationale behind the discussion regarding Nordegg lease/lot rentals and that time is taken to listen and observe, filter the information you are given before any decision is made. I encourage council to carefully read and digest the material, giving it the time it deserves in consideration and deliberation.

A famous woman once said (my mother and perhaps yours) used to say "Decide in haste, and repent at your Leisure".

Yours sincerely,



Cheri Adolph

Martin Creek Relocation, a summary of its affect on the Nordegg Golf Association

Nov 2000, date of the published copy of the Nordegg Development plan. It included the Martin Creek relocation.

2008, new water system construction, first time residences see part of the plan in action.

2008-2009, County seeks NGA input mostly via the NGA president at the time. No communication happens with the local NGA people.

2010 Jul, Equipment starts appearing near the golf course. People wonder what is going on. MPE distributes the construction plan.

2010 Aug, County advises the NGA manager that the golf course needs to close., much to her surprise.

2010 Aug,Sep,Oct planned tournaments are cancelled, revenues don't meet typical targets.

2010 Aug-Nov Constuction crews dig things up, place the creek, line it with stones, etc

2011 May, NGA holds a AGM, an entire new executive is elected, most are local residents. Prior executive were mostly from out of town.

2011 Jun NGA volunteers and exec, come up with a plan. Bridges are made and installed, course is re laid out.

2011 Jul Course re opens with a modified layout.

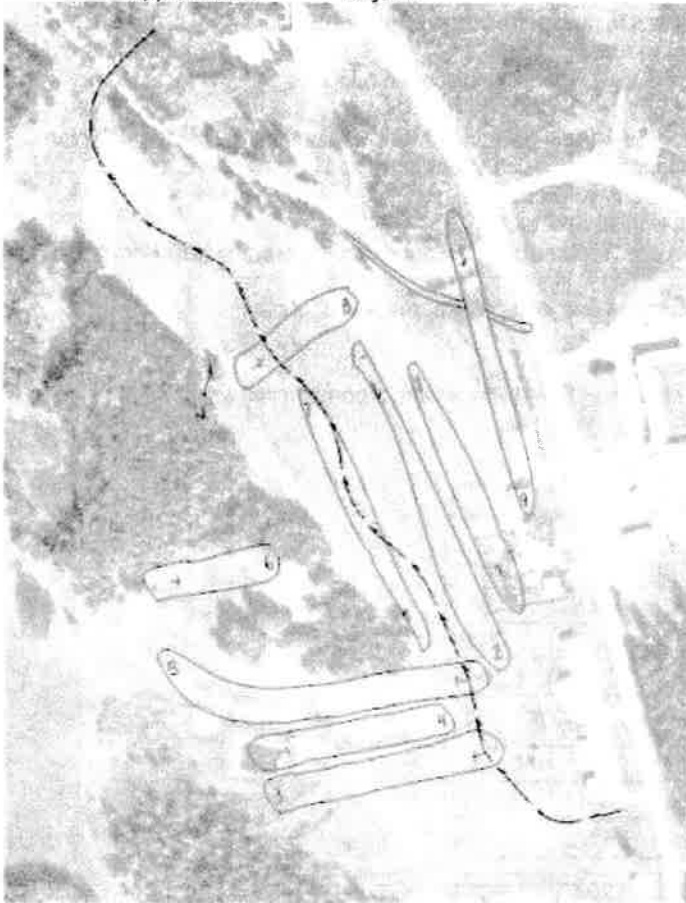
2011 Oct, Course closes for the winter. Revenue for the summer is poor.

2012 Continued effort to change public perseption. Course revenue improves. Slow reclamation of construction area..

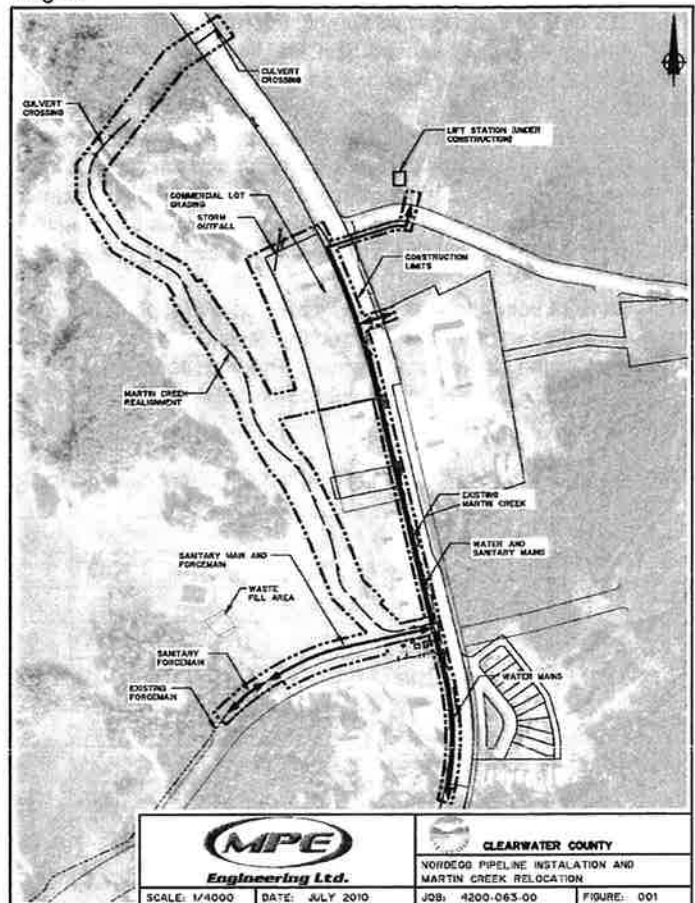
*Financials
Removed*

Schedule "G"

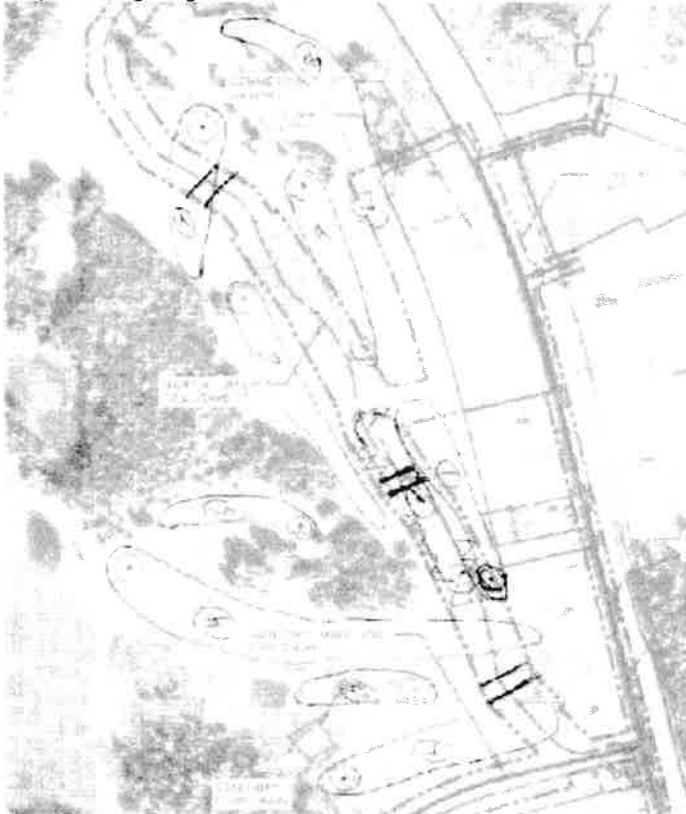
2004-2008 Approximate Course Layout



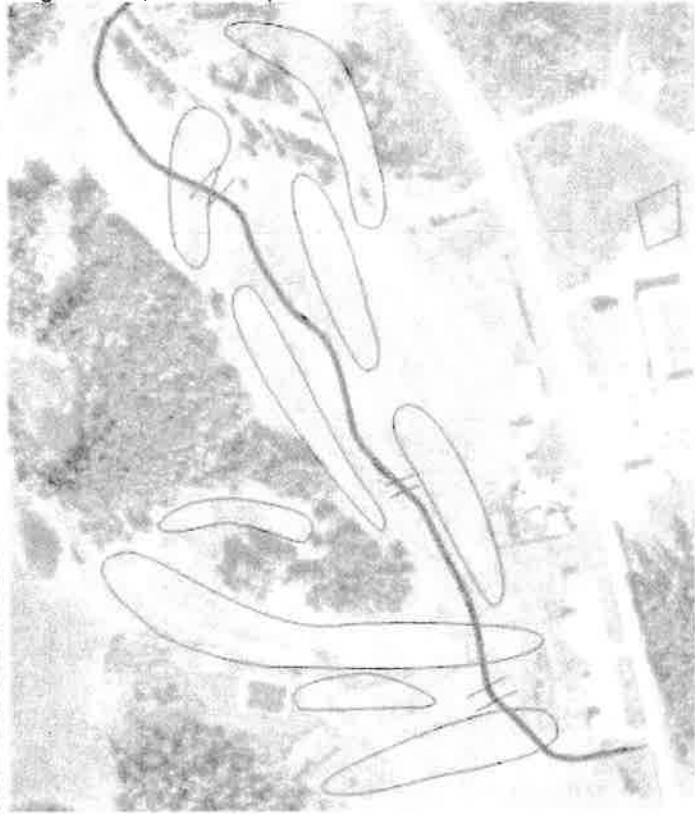
August 2010 MPE Construction Plan



July 2011, figuring out what to do



August 2011, This is the plan



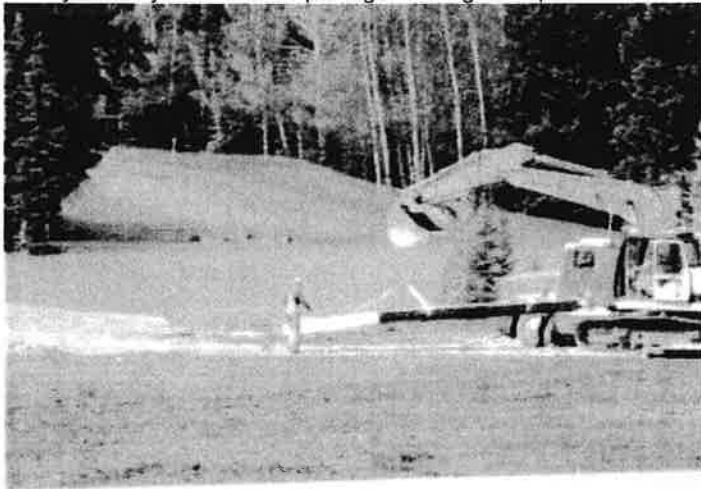
Volunteers, prefabricating bridges at Bill's place



Equipment and materials were donated



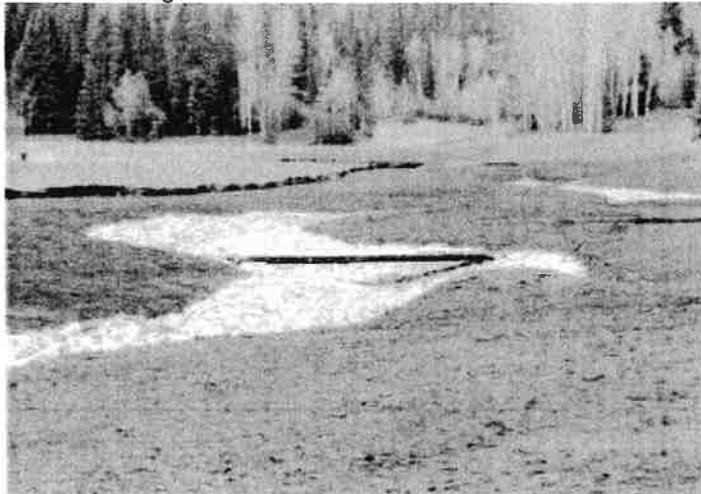
Lenny's lo-boy and trac hoe putting the bridge into place



Volunteers in action



View illustrating the width of the construction work



That black erosion fence was in place for most of the 2011 summer



In as much as the area next to the 'creek' was leveled and seeded, it is so rough that it is not possible to operate a mower on it. Reclaiming the area is a slow process we are only 10% there as of the fall of 2012. It should also be noted that the county expected the NGA to for go the entire 2011 season so that the 'grass could grow'. Thanks to volunteers and a determined NGA board this did not occur.



Agenda Item

Project: Update Fee Schedule for Land Use Amendment, Subdivision and Development Fees	
Presentation Date: January 13, 2014	
Department: Planning and Development	Author: Kim Jakowski
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Land & Economic Development	Goal: Ensure the statutory land use and land development documents of the County properly direct land development and human settlement within the County with consideration on impacts to neighbouring municipalities, in particular the Town of Rocky Mountain House and Village of Caroline.
Legislative Direction: <input type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input checked="" type="checkbox"/> County Bylaw or Policy (cite) <u>Fee and Refund Structure Schedule – Land Use Bylaw</u>	
Recommendation: For Council to review and approve the schedule of fees as provided by Administration and Administration is to update the relevant policies to reflect the new schedule of fees effective Feb. 1/14	
Attachments List: Proposed Fee Schedule, Current Fee Schedule, Fee Schedule Comparison Sheet	

Background:

The current fee schedule for Land Use Amendments, Subdivisions and Development and all fees associated with such were adopted in May of 1995. Clearwater County's costs for all the above mentioned have increased over the years. We have now come to a point where the costs are far greater than what is received in order to process these applications.

For example, currently we charge \$25 for a permitted use development permit. It costs Clearwater County on average of approximately \$160 to produce that development permit not including the cost of wages for the staff that process these permits.

To advertise for a Development Permit and Subdivision it costs approximately \$80 per permit per paper, which is about \$160 per permit total. For a Land Use Amendment it costs approximately \$160-\$170 per advertisement. A Land Use Amendment is required to be advertised for two weeks and Clearwater County advertises in the Mountaineer and Western Star. This equates to up to \$680 in advertising alone.

Research has been done within surrounding counties in order to determine where our current fees lie in relation to other agencies. Data was collected from surrounding counties as well as from other counties within the province that have a similar structure and development procedures. The counties where fees were researched and reviewed are as follows:

- Vulcan County
- Rocky View County
- Red Deer County
- Parkland County
- County of Grand Prairie
- Brazeau County
- Yellowhead County
- Wetaskiwin and Ponoka County – West Central Planning Agency
- Lacombe County
- Mountain View County
- MD of Bighorn

The following is a list which shows the minimum fee and maximum fee from all the reviewed counties and where Clearwater County lies in comparison.

	Minimum Fee	Maximum Fee
Development Permits		
Permitted	Clearwater - \$25	Red Deer - \$200
Discretionary	Clearwater - \$50	Red Deer - Res \$500 Com/Ind \$800
Single Family Residential	Clearwater - \$25	Bighorn & Rocky View \$250
Second Residence	Clearwater - \$25-\$50	Red Deer - \$250
Multi-Family Residential	Clearwater & West Central - \$50	Red Deer - \$800 + \$50 per unit
Minor Home Occupation	Clearwater & West Central - \$50	Mountain View & Rocky View \$350
Major Home Occupation	Clearwater & West Central - \$50	Grande Prairie and Red Deer \$500
Agriculture Home Occ	Clearwater & West Central - \$50	Grande Prairie and Red Deer \$500
Commercial	Clearwater - \$50	Rocky View - \$500-\$1,300

Recreation/Golf Course	Clearwater - \$50	Rocky View - \$2,800
Campground	Clearwater - \$50	Bighorn - \$750
Service Station/Store	Clearwater - \$50	Bighorn - \$750
Industrial	Clearwater - \$50	Rocky View - \$500-\$1,300
Natural Res/Aggregate	Clearwater - \$50	Rocky View - \$3,500 + \$175 per acre
Variance	Grande Prairie - \$50	Red Deer - \$300

Clearwater County does not charge specifically for a variance. We consider it to fall under discretionary use.

Ancillary <225sqft	Clearwater & Grande Prairie - \$50	Mountain View - \$300
Communication Tower	Clearwater - \$50	Red Deer - \$500

Real Property Report

Real Property Report	Clearwater - \$0.00	Parkland - \$200
RPR – Rush	Clearwater - \$0.00	Parkland - \$250

Land Use Amendments

Standard LUA Fee	Vulcan County - \$800	Parkland & Red Deer - \$2,500
Single Lot Fee	West Central - \$300	Bighorn - \$3,000
Multi Lot Fee	West Central - \$300	Lacombe - \$5,000 to \$15,000
Agriculture/Residential	Clearwater - \$300 + \$100 per parcel	Mountain View - \$525 + \$30 per acre
Industrial, Commercial, Recreation, etc.	\$500 + \$200 per parcel	Mountain View - \$1,035 + \$40 per acre

Clearwater County and Mountain View County appear to be the only ones that have information specific to the use. Most counties have a standard fee or a single and multi-lot fee, regardless of the zoning.

LUA Refunds

Prior to Circulation	Brazeau – 100%	Lacombe – No Refund
After Circulation	Mountain View – 75%	Lacombe – No Refund
After Site Inspection	Mountain View – 60%	Brazeau, Lacombe, Red Deer - No Refund
First Reading	Clearwater – 50%	Most – No Refund
Second Reading	Clearwater - \$150	No Other Data

Subdivision Application Fees

First Parcel Out	Parkland - \$350	Red Deer - \$1,000
Boundary Adjustment	Rocky View - \$200	West Central - \$600
All Other Subdivisions	Grande Prairie –	Red Deer & Rocky View

Lot Fees	\$200 + Lot Fees Clearwater, Brazeau Yellowhead - \$100	- \$1,000 + Lot Fees Rocky View - \$250 - \$500
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Subdivision Endorsement Fees

Single Residential	Yellowhead & Red Deer - \$50	Parkland - \$450
Industrial/Commercial Each Except Above	Red Deer - \$50 Yellowhead & Red Deer - \$50	Mountain View - \$400 per lot Mountain View - \$400 per lot

Subdivision Time Extension

First Time Request	Clearwater - \$0	Mountain View - \$350
Second Time Request	Clearwater - \$0	Bighorn - \$600

Subdivision Refunds

Prior to Circulation	Clearwater & Bighorn 100%	Red Deer - 50%
After Circulation	Mountain View – 75% Clearwater – Case Dependent	Red Deer – 25%
After Site Inspection	Mountain View – 60%	Brazeau, Lacombe, Red Deer Rocky View – No refund

Subdivision and Development Appeals

Development Appeal	Bighorn - \$100	Grande Prairie - \$500
Subdivision Appeal	Clearwater, Brazeau and Parkland - \$250	Bighorn - \$800

We have attached a recommended fee schedule with a new format and increased fees. These new fees will help the County cover third party costs that we incur due to the subdivision and development applications. The proposed fees being presented, compliment Council's philosophy of a "user pay" system.

Should Council approve the new fee schedule, Administration would apply the following communication strategy:

- The new fees would be advertised on Clearwater County's website.
- The new fees would be clearly posted at the front counter of the Planning Department.
- The new fees would be advertised in the Western Star, Mountaineer, and the Sundre Round-up for two consecutive weeks.
- The new fees would be placed in the next Clearwater County newsletter following council's approval.

Should Council approve the proposed new fee schedule presented, Administration would reflect the new fees as they are referenced within the following policies:

- Endorsement of Compliance,
- Development Permit Fees, Lease Fees and Fees for Printed Materials,
- Application for Subdivision,
- Combined Processing of an Application for a Land Use Amendment and an Application for Subdivision Approval, and
- Application for Amendment to the Land Use By-law.

Administration recommends the new fees become effective as of February 1, 2014.



**SCHEDULE A
FEE AND REFUND STRUCTURE
PLANNING AND DEVELOPMENT**

		<u>Average</u>
<u>DEVELOPMENT PERMITS</u>		
Standard Permitted	\$150	\$145
Standard Discretionary	\$250	\$275
Commercial - Communication Tower	\$300	\$300
- Resort/Campground	\$500	\$550
- Recreation/Golf Course	\$500	\$550
Industrial - Natural Resource/Aggregate Extraction	\$1,000	\$1,200
<u>REAL PREOPERTY REPORT</u>		
Real Property Report	\$80	\$86
<u>SUBDIVISION</u>		
Boundary Adjustment	\$500	\$490
First Parcel Out	\$600	\$615
Multi-Lot Subdivision	\$500 + Lot Fees	\$600 + Fees
Lot Fees – Per Parcel	\$150	\$200
Subdivision Endorsement Fees		
Single Residential Parcel	\$150	\$200
Single Industrial/Commercial	\$200	\$190
Multi-Lot Residential	\$100 per lot	\$190 per lot
Multi-Lot Industrial/Commercial	\$150 per lot	\$190 per lot
Subdivision Offsite Levy		
Off-Site Levy – Per Parcel	\$200	

Subdivision Time Extension

First Time Request	\$100	\$216
Additional Requests	\$200	\$350

Subdivision Refunds

Prior to Circulation	100% of fee	80%
After Circulation	75% of fee	50%
After Site Inspection	No Refund	No Refund

APPEALS

Development Permit Appeal	\$300	\$300
Subdivision Permit Appeal	\$300	\$400

LAND USE AMENDMENT

LUA – To Residential	\$500 + \$30 per parcel
LUA – To Institutional	\$500 + \$20 per acre
LUA – To Industrial/Commercial/Recreation	\$1000 + \$15 per acre

Average Single Lot - \$1,400

Average Multi Lot - \$1,800

Land Use Amendment Refunds

After First Reading	50% Refund	20%
After Second Reading	25% Refund	No Refund

DISCHARGE OF CAVEAT

Discharge of Caveat on Title	No Fee
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SCHEDULE A
FEE AND REFUND STRUCTURE
FOR LAND USE AMENDMENT APPLICATIONS

AGRICULTURE DISTRICT "A"
TO
"CR" "CRA" "CRMI"
"HR" OR "LR"

NO. OF PARCELS	1	2	3	4	5	6	7	8
<u>APPLICATION FEES</u>								
Basic Fee-Land Use Amend.	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Addit. Fee-Land Use Amend.	\$100	\$200	\$300	\$400	\$400	\$400	\$400	\$400
TOTAL FEES	\$400	\$500	\$600	\$700	\$700	\$700	\$700	\$700
<u>REFUND @ 1ST. READING</u>								
Basic Fee-Land Use Amend.	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Addit. Fee-Land Use Amend.	\$50	\$100	\$150	\$200	\$200	\$200	\$200	\$200
TOTAL REFUND @ 1ST. RDG.	\$200	\$250	\$300	\$350	\$350	\$350	\$350	\$350
NET COST TO APPLICANT	\$200	\$250	\$300	\$350	\$350	\$350	\$350	\$350
<u>REFUND @ 2ND. READING</u>								
Basic Fee-Land Use Amend.	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Addit. Fee-Land Use Amend.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REFUND @ 2ND. RDG	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
NET COST TO APPLICANT	\$250	\$350	\$450	\$550	\$550	\$550	\$550	\$550

SCHEDULE B
FEE AND REFUND STRUCTURE
FOR LAND USE AMENDMENT APPLICATIONS

AGRICULTURE DISTRICT "A"
TO
"I" "P" "HD" "HC"

NO. OF PARCELS	1	2	3	4	5	6	7	8
<u>APPLICATION FEES</u>								
Basic Fee-Land Use Amend.	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Addit. Fee-Land Use Amend.	\$200	\$400	\$600	\$800	\$800	\$800	\$800	\$800
TOTAL FEES	\$700	\$900	\$1,100	\$1,300	\$1,300	\$1,300	\$1,300	\$1,300
<u>REFUND @ 1ST. READING</u>								
Basic Fee-Land Use Amend.	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Addit. Fee-Land Use Amend.	\$100	\$200	\$300	\$400	\$400	\$400	\$400	\$400
TOTAL REFUND @ 1ST. RDG.	\$350	\$450	\$550	\$650	\$650	\$650	\$650	\$650
NET COST TO APPLICANT	\$350	\$450	\$550	\$650	\$650	\$650	\$650	\$650
<u>REFUND @ 2ND. READING</u>								
Basic Fee-Land Use Amend.	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Addit. Fee-Land Use Amend.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REFUND @ 2ND. RDG	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
NET COST TO APPLICANT	\$450	\$650	\$850	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050

SCHEDULE C
FEE AND REFUND STRUCTURE
FOR LAND USE AMENDMENT APPLICATIONS

AGRICULTURE DISTRICT "A"
TO
"RF" "MHP" "IA"

Agriculture District "A" TO Recreation Facility District "RF"	Basic Fee	Additional Fee	Minimum	Maximum
	\$500	\$10 Per Acre	\$525 (2.5 Acres)	\$1,300 (80 Acres)
<u>REFUND @ 1ST. READING</u>	\$250	50% of Additional	\$262.50	\$650
NET COST TO APPLICANT	\$250	50% of Additional	\$262.50	\$650
<u>REFUND @ 2ND. READING</u>	\$250	\$0	\$250	\$250
NET COST TO APPLICANT	\$250	100% of Additional	\$275 (2.5 Acres)	\$1,050 (80 Acres)
Agriculture District "A" TO Mobile Home Park District "MHP"	\$500	\$30 Per Stall	\$800 (10 Stalls)	\$2,000 (50 Stalls)
<u>REFUND @ 1ST. READING</u>	\$250	50% of Additional	\$400	\$1,000
NET COST TO APPLICANT	\$250	50% of Additional	\$400	\$1,000
<u>REFUND @ 2ND. READING</u>	\$250	\$0	\$0	\$0
NET COST TO APPLICANT	\$250	100% of Additional	\$550 (10 Stalls)	\$1,750 (50 Stalls)
Agriculture District "A" TO Intensive Agriculture District "IA"	\$1,000	Nil	\$1,000	\$1,000
<u>REFUND @ 1ST. READING</u>	\$500	N/A	\$500	\$500
NET COST TO APPLICANT	\$500	N/A	\$500	\$500
<u>REFUND @ 2ND. READING</u>	\$250	N/A	\$250	\$250
NET COST TO APPLICANT	\$750	N/A	\$750	\$750

**SCHEDULE D
FEE AND REFUND STRUCTURE
FOR COMBINED PROCESSING OF APPLICATIONS**

**LAND USE AMENDMENT
AND
SUBDIVISION APPLICATION**

Limited to those situations where the potential net effect would be the creation of a maximum of 8 residential acreage parcels which bear the zoning designation Country Residence District "CR", Country Residence Agricultural District "CRA", or any combination thereof, from an existing parcel of land which bears the zoning designation Agriculture District "A".

NO. OF PARCELS	1	2	3	4	5	6	7	8
<u>APPLICATION FEES</u>								
Basic Fee-Land Use Amend.	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Addit. Fee-Land Use Amend.	\$100	\$200	\$300	\$400	\$400	\$400	\$400	\$400
Basic Fee-Subdivision Applic.	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Addit. Fee-Subdivision Applic.	<u>\$100</u>	<u>\$200</u>	<u>\$300</u>	<u>\$400</u>	<u>\$500</u>	<u>\$600</u>	<u>\$700</u>	<u>\$800</u>
TOTAL COMBINED FEES	\$700	\$900	\$1,100	\$1,300	\$1,400	\$1,500	\$1,600	\$1,700

REFUND @ 1ST. READING

Basic Fee-Land Use Amend.	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Addit. Fee-Land Use Amend.	\$50	\$100	\$150	\$200	\$200	\$200	\$200	\$200
Basic Fee-Subdivision Applic.	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Addit. Fee-Subdivision Applic.	<u>\$50</u>	<u>\$100</u>	<u>\$200</u>	<u>\$300</u>	<u>\$400</u>	<u>\$500</u>	<u>\$600</u>	<u>\$700</u>
TOTAL REFUND @ 1ST. RDG.	\$450	\$550	\$700	\$850	\$950	\$950	\$1,150	^{1,250.00} \$1,100
NET COST TO APPLICANT	\$250	\$350	\$400	\$450	\$450	\$450	\$450	\$450

REFUND @ 2ND. READING

Basic Fee-Land Use Amend.	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Addit. Fee-Land Use Amend.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Basic Fee-Subdivision Applic.	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Addit. Fee-Subdivision Applic.	<u>\$50</u>	<u>\$100</u>	<u>\$200</u>	<u>\$300</u>	<u>\$400</u>	<u>\$500</u>	<u>\$600</u>	<u>\$700</u>
TOTAL REFUND @ 2ND. RDG	\$400	\$450	\$550	\$650	\$750	\$850	\$950	\$1,050
NET COST TO APPLICANT	\$300	\$450	\$550	\$650	\$650	\$650	\$650	\$650

Offsite Levy and Endorsement Fee (as shown on next page) also apply.

DEVELOPMENT PERMITS

A Development Permit is required for all development except where "deemed approved". An "Application for Development Permit" is to be accompanied by a site plan, which provides the size and shape of a lot, setbacks, and an application fee according to the following:

PERMITTED USE -\$25.00

DISCRETIONARY USE - \$50.00

FEES ASSOCIATED WITH AN APPLICATION FOR SUBDIVISION

(When redesignation is not required or if the applicant chooses not to utilize the combined application)

Application Fee

The basic fee shall be \$400. The additional fee shall be \$100 per parcel proposed to be created. The additional fee does not apply to the remainder of lands in title. There is no inherent requirement for the Municipality to refund all, or any part, of the application fee.

Off-Site Levy

The off-site levy shall continue to be \$200 per parcel proposed to be created. The off-site levy does not apply to the remainder of lands in title.

Endorsement Fee

The endorsement fee shall be a basic \$100. The additional fee shall be \$50 per parcel proposed to be created. The additional fee does not apply to the remainder of lands in title.

	Clearwater County	County of Grande Prairie	MD of Bighorn	West Central Planning Agency (Wetaskiwin County/ Ponoka County)	Yellowhead County	Brazeau County	Lacombe County	Mountain View County	Parkland County	Red Deer County	Rocky View County	Vulcan County
Development Permit Applications												
Permitted	\$25.00	x	x	x	x	x	\$100.00	"A" - \$125.00 "CR"/"CRA" - \$300	x	Res -\$200.00, Com/Ind - \$500.00	x	Res -\$125.00, Com/Ind - \$200.00
Discretionary	\$50.00	x	x	x	x	x	\$200.00	"A" - \$200.00 "CR"/"CRA" - \$350	x	Res -\$500.00, Com/Ind - \$800.00	x	Res -\$200.00, Com/Ind - \$700.00
A) Single Family Residential	\$25.00	\$100.00	\$250.00	\$50.00	\$75.00	\$75.00	x	x	\$150.00	\$200.00	\$250.00	x
B) Multiple Residential	\$50.00	\$100.00	\$750.00 + \$100.00/unit	\$50.00	\$75.00	\$300.00	x	x	\$250.00	\$800.00 + \$50.00 per unit	\$250.00 + \$150.00 per unit	x
C) Minor Home Occupation	\$50.00	\$100.00	\$75.00	\$50.00	\$75.00	\$300.00	x	\$350.00	\$150.00	\$100.00	\$350.00	x
D) Major Home Occupation	\$50.00	\$500.00	\$200.00	\$50.00	\$75.00	\$300.00	x	\$350.00	\$250.00	\$500.00	\$350.00	x
E) Home Occupation Agricultural	\$50.00	\$500.00	\$200.00 to \$500.00	\$50.00	\$75.00	\$300.00	x	\$200.00	\$250.00	\$500.00	\$325.00	x
F) Commercial	\$50.00	\$500.00	x	\$150.00	\$200.00	\$300.00	x	AVG. \$2.45 per \$1000 of value (Min \$425/Max \$20000.00)	\$300.00 + \$0.05 per sq ft to max \$5000.00	Permitted - \$500, Discretionary - \$800	600 sq m -\$500.00, 600 to 1500 sq m - \$900.00, more than 1500 sq m - \$1,300.00	x
Resort	\$50.00	x	\$1000.00 + \$100.00 per unit	x	x	x	x	x	x	x	x	x
Recreation/ Golf Course	\$50.00	x	\$1,500.00	\$150.00	x	x	x	x	x	x	\$2,800.00	x
Campground	\$50.00	x	\$750.00	\$150.00	x	x	x	x	x	x	x	x
Restaurant/Service Station/Store etc.	\$50.00	x	\$750.00	\$150.00	x	x	x	x	x	x	x	x
G) Industrial	\$50.00	\$500.00	x	\$150.00	\$200.00	\$300.00	x	AVG. \$2.45 per \$1000 of value (Min \$425/Max \$20000.00)	\$300.00 + \$0.05 per sq ft to max \$5000.00		600 sq m -\$500.00, 600 to 1500 sq m - \$900.00, more than 1500 sq m - \$1,300.00	x
Natural Resource/ Aggregate Extraction	\$50.00	x	\$750.00	x	x	x	x	x	x	\$2,250.00	\$3,500.00 + \$175.00 per acre	x
Manufacturing	\$50.00	x	\$1,200.00	x	x	x	x	x	x	x	x	x
Automotive/ Industrial Sales	\$50.00	x	\$750.00	x	x	x	x	x	x	x	x	x
H) Variance	\$50.00	\$50.00	x	x	x	\$150.00	x	x	\$100.00	\$300.00	x	x
I) Additions	x	\$50.00	\$100.00	x	x	x	x	\$300.00	x	\$100.00	x	x
J) Ancillary Buildings <225 sq ft	\$25.00	\$50.00	\$100.00	\$50.00	x	\$75.00	x	\$300.00	\$100.00	\$100.00	\$200.00	x
K) Communication Tower	\$50.00	\$75.00	\$300.00	x	\$200.00	\$300.00	x	x	x	\$500.00	\$400.00	x
Real Property Report												
A) Review RPR - Basic	\$0.00	\$50.00	\$60.00	x	\$50.00	\$100.00	\$50.00	\$125.00	\$200.00	\$100.00	\$85.00	\$40.00
B) Review RPR - Rush	\$0.00	\$100.00	\$100.00	x	x	\$200.00	x	\$125.00	\$250.00	x	x	x
Land Use Amendments												
Single-Lot	x	x	\$3,000.00	\$300.00	\$400.00	\$600.00	\$1,000.00	x	x	x	x	x
Multi-Lot	x	x	\$3,000.00	\$300.00	\$400.00	\$600.00	\$5000.00 to \$15000.00	x	x	x	\$2,000.00 + \$300.00 per lot	x
Agricultural, Residential	\$300.00 + (1 Parcel - \$100, 2 - \$200, 3 - \$300, 4 or more - \$400)	x	x	x	x	x	x	\$525.00 + \$30.00 per acre	x	x	x	x

	Clearwater County	County of Grande Prairie	MD of Bighorn	West Central Planning Agency (Wetaskiwin County/ Ponoka County)	Yellowhead County	Brazeau County	Lacombe County	Mountain View County	Parkland County	Red Deer County	Rocky View County	Vulcan County
Industrial, Commercial, Recreation, Airport etc.	\$500.00 + (1 Parcel - \$200, 2 - \$400, 3 - \$600, 4 or more - \$800)	x	x	x	x	x	x	\$1025.00 + 40.00 per acre	x	x	x	x
Advertising	\$0.00	x	x	x	x	Cost of Advertising	\$1,500.00	x	x	x	x	x
Refunds - Withdrawal of LUA App.												
Prior to circulation	x	x	x	x	x	100% of fee	No Refund	85% of fee	x	50% of fee	85% of fee	x
After circulation	x	x	x	x	x	50% of fee	No Refund	75% of fee	x	25% of fee	60% of fee	x
After site inspection	x	x	x	x	x	No Refund	No Refund	60% of fee	x	No Refund	N/A	x
After First Reading	50% of fee	x	x	x	x	No Refund	No Refund	No Refund	x	No Refund	30% of fee	x
After Second Reading	\$150.00											
Subdivision Application Fees												
A) First Parcel Out	\$500.00	\$200.00 \$150.00	x \$800.00	\$800.00	\$475.00	\$700.00	\$500.00	\$650.00	\$350.00	\$1,000.00	\$450.00	\$800.00
B) All Other Subdivision Applications	\$400.00 + Lot Fees	\$150.00	\$800.00 + Lot Fees	x	\$575.00 + Lot Fees	\$500.00 + Lot Fees + \$200.00 per agreement	\$500.00	x	\$300.00 + \$250.00 per parcel	\$1000.00 + Lot Fees	\$1000.00 + Lot Fees	\$500.00 + Lot Fees
First 3 Lots (per parcel)	\$100.00	x	\$400.00	\$700.00 + \$100.00	\$100.00	\$100.00	x	\$850.00	x	\$250.00	\$500.00	\$300.00
The Next 50 Lots (per parcel)	\$100.00	x	\$200.00	\$800.00 + \$200.00	\$100.00	\$100.00	x	\$1,000.00	x	\$250.00	\$250.00	\$300.00
Each Additional Lot (per parcel)	\$100.00	x	\$100.00	x	\$100.00	\$100.00	x	\$500.00	x	\$250.00	\$100.00	\$300.00
C) Boundary Adjustment	\$400.00	x	x	\$600.00	\$475.00	\$500.00	\$500.00	x	\$500.00	\$500.00	\$200.00	\$500.00
Subdivision Endorsment Fees												
A) Single Parcel - Residential	\$100.00	x \$150.00	\$275.00 x	x	x \$50.00	\$200.00 x	x \$250.00	x	x \$450.00	x \$50.00	x \$275.00	x \$150.00
B) Each Parcel - Industrial or Commercial	\$100.00 + \$50 per parcel	\$150.00	x	\$100.00 per lot for the first 3 lots \$200.00 per lot for four or more lots	\$100.00	x	\$1,000.00	\$400.00 per lot for the first 50 lots \$250.00 per lot for 50+	\$250.00	\$50.00	\$275.00 for first 10 lots, \$175.00 for additional	\$150.00
C) Each Parcel Except Above	\$100.00 + \$50 per parcel	\$150.00	x		\$50.00	x	\$1,000.00		\$250.00	\$50.00	\$275.00 for first 10 lots, \$175.00 for additional	\$150.00
Subdivision Time Extension												
First Time Request	\$0.00	x \$60.00	\$300.00	\$250.00	\$150.00	\$100.00	x	\$350.00	\$250.00	\$100.00	\$300.00	\$300.00
Second Time Request	\$0.00	x	\$600.00	\$300.00	\$150.00	\$100.00	x	x	\$500.00	x	\$450.00	x
Third Time Request	\$0.00	x	\$1,200.00	\$300.00	\$150.00	Not Allowed	x	x	\$750.00	x	\$600.00	x
Sub. Refunds - Withdrawal of App												
Prior to circulation	x	x	x	x	x	100% of fee	75% of fee	85% of fee	x	50% of fee	85% of fee	x
After circulation	x	x	x	x	x	50% of fee	50% of fee	75% of fee	x	25% of fee	50% of fee	x
After site inspection	x	x	x	x	x	No Refund	No Refund	60% of fee	x	No Refund	No Refund	x
Appeals												
A) Development Appeal - per appeal	\$250.00	\$500.00	\$100.00	x	\$300.00	\$250.00	x	x	\$200.00	\$400.00	\$250.00	\$400.00
B) Subdivision Appeal - per appeal	\$250.00	\$500.00	\$800.00	x	\$300.00	\$250.00	x	\$425.00	\$250.00	\$400.00	\$425.00	\$400.00
Development Permit Penalty												
<i>If the building commences prior to obtaining a development permit</i>												
A) Single Family Residential and Ancillary Buildings > 1000 sq ft	\$0.00	\$1,000.00	x	x	\$150.00	x	x	1st-\$1000.00, 2nd-\$1500.00, 3rd \$2500.00	x	Double the permit fees + the application fee	x	\$500.00



Agenda Item

Project: Sunchild Horse Capture Program Funding Request	
Presentation Date: January 13, 2014	
Department: CPS	Author: Trevor Duley
Budget Implication: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: N/A	Goal: N/A
Legislative Direction: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <u>Stray Animals Act</u> <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council deny the request to provide for funding for the horse capture program along the Sunchild Road.	
Attachments List: Letter from Weyerhaeuser; Background Document	

Background:

Weyerhaeuser, in partnership with the RCMP, are working together to round up stray horses roaming around the Sunchild Road. To date, these horses—some feral, some strays, have produced a number of safety incidents and near-misses along the Sunchild Road. They have gained a number of funding partners for this initiative, including:

- \$10,000.00 from Weyerhaeuser
- \$10,000.00 from Brazeau County
- \$10,000.00 from TAQA North

Ms. Fluet with Weyerhaeuser has also approached a number of companies from within Industry for funding, and is waiting to hear back from them. Weyerhaeuser and the RCMP are seeking Council's financial support for this initiative in the amount of \$10,000.00. If approved, the funds would be drawn from Contingency, and Administration will continue to monitor the Community Services Budget over the course of 2014 to see if funding from other areas/projects may come available.



Ms. Fluet and Cpl. Heaslip from the Livestock Section at K Division will be present to provide more background information to Council, and to answer any questions Council may have around the project.

Historically, Council has approached this issue with the philosophy that the responsibility of stray and feral horses belongs to the RCMP and Alberta Environment and Sustainable Resource Development (ESRD) respectively. ESRD is responsible for issuing and managing licenses to capture stray and feral horses under the *Stray Animals Act*. Since this has been the historical approach to this issue, based on the concept that County funding of this initiative is indicative of Provincial downloading, Administration is recommending that Council deny the request for funding.

Weyerhaeuser Pembina Timberlands

Box 7739 Hwy 22 South

Drayton Valley, Alberta

T7A 1S8

December 19, 2013

Reeve Patrick Alexander
4340-47 Avenue
Box 550
Rocky Mountain House, Alberta
T4T 1A4

Dear Sir,

Subject: Sunchild Stray Horses

Weyerhaeuser Pembina Timberlands is requesting that Clearwater County contribute towards the round up of horses that are on the secondary highway formerly known as the Sunchild Road. Over the years, there have been numerous collisions involving horses on this highway, and according to our safety modeling, will result in a serious injury or fatality if nothing is done.

Weyerhaeuser started consultations with various government departments to determine who would be the agency to assist in dealing with this urgent public safety issue. It became clear after contacting many different groups that no one was willing to take responsibility for organizing the round up of these horses. Weyerhaeuser has stepped forward to try and encourage government and agencies that have jurisdiction on the highway to do the right thing and help prevent a very serious incident. This is not something that can wait for years while different levels of government try and get someone else to deal with the issue.

Cpl. Heaslip and I have worked with Livestock and Investigation Services (LIS) to organize a roundup of the horses. This involved getting a special license from ESRD (Rob Kessler) to allow the round up, contacting both first Nations to ensure that there were no issues with the aforementioned round up, and gathering together a stakeholder group to help provide funds to gather up all of the horses.

The program would entail a horse wrangler that would be working for LIS to get a \$500.00 per horse bounty, as well as being able to keep the horse after it is captured. The program would require that ALL horses be rounded up and steps put in place to ensure that the horses did not return to this area. Cpl. Heaslip would be maintaining a manifest of captured horses with photos and documentation to ensure that we had excellent records about the round up. He will also be monitoring the program daily to ensure that the program is being conducted properly.

Taqa North has stepped up and said that they would be willing to contribute funding to the round up as they have the same concern that we do; someone will get killed while we are trying to find a responsible party to step forward.

Given that Clearwater and Brazeau County's have jurisdiction of the secondary highway, I could not generate any support from Alberta Transportation, who funded the Nuisance horse program in Hinton as that highway had fallen within their jurisdiction.

Cpl. Heaslip is working with the Alberta Government to work through legislation that would deem these horses a nuisance and hopefully within a few years we would see the Alberta government stepping forward to take on this program. Due to the urgent nature of this critical public safety issue, we cannot wait a few years before acting. We would be willing to come to your next council meeting to give more details if required.

Given that Weyerhaeuser and Taqa have stepped forward to help resolve this issue by contributing \$10,000 each, I would ask that the County of Clearwater do the same. As an organization you have the ability to avoid a tragedy.

Regards,

Deborah Fluet R.P.F
Pembina Safety and Environment Manager
1 (780)621-2420

Cpl. Dave Heaslip
K Division Livestock North
1 (780) 289 5510 (EDM)

cc: Trevor Duley
Mike Hagen

SUNCHILD HORSE CAPTURE PROGRAM APPLICATION BACKGROUNDER

Authority:

Stray Animals Act R.S.A. 2000 c. S-20; Horse Capture Regulation AR 59/94

Background

Stray horses have been running at large for years on certain areas of public land adjacent to the 48 kilometre Sunchild Highway. This highway connects the north-south traffic corridors through Highway 11 to Highway 620, Elk River and Wolf Lake Roads in Brazeau Country and Yellowhead County. This recently paved highway serves as a link between highway 11 and Highway 16 and to the O'Chiese and Sunchild First Nations and provides access to the oil, gas and forestry sectors as well as local tourism.

The paving of the Sunchild Road in the fall of 2011 and the resulting increase in the volume and speed of vehicles using the highway has resulted in a dramatic increase in the risk of injury, death and property damage due to drivers encountering horses on the highway.

The horses on and around the Sunchild Highway are stray horses, being domestic horses that were either released, had escaped or were abandoned and many are not branded nor do they have any other ownership marks or identification. These stray horses are a danger to the public and this highway is also a danger to these stray horses.

Purpose of the Sunchild Horse Capture Program

The land adjacent to the Sunchild Highway is within the designated public land for which a license may be issued under section 9 of the *Stray Animals Act* for the purpose of protecting the safety of the horses and the public. Overall the intent of issuing a licence authorizing the capture of the stray horses in the vicinity of the Sunchild Highway is to remove the horses running at large on these public lands and the highway and, in doing so, to ensure the humane treatment of these animals during capture and transport.

Management of the Sunchild Horse Capture Program

The Sunchild Horse Capture Program will operate under a licence issued by Environment and Sustainable Resource Development (ESRD) under section 9 of the *Stray Animals Act* and the Horse Capture Regulation. The program will be managed by Livestock Identification Services Ltd. (LIS), being the delegated authority responsible for the inspection of horses captured under the *Stray Animals Act*, and the Northern Alberta RCMP Livestock Investigator.

Licence Holder and Program Operation

The day to day operation of the Sunchild Horse Capture Program will be the responsibility of Corporal David Heaslip, Northern Alberta RCMP Livestock Investigator, who is the applicant for a licence under section 9 of the *Stray Animals Act*.

All captured horses will be transported to a location approved by LIS for inspection under section 12 of the Horse Capture Regulation. These horses are required to be transported in accordance with the Terms and Conditions of the Sunchild Horse Capture Program.

Sunchild Horse Capture Program Documents

The following documents form part of the Sunchild Horse Capture Program package:

- Sunchild Horse Capture Program Licence Application
- Sunchild Horse Capture Program Licence – Assistant Application
- Sunchild Horse Capture Program Terms and Conditions
 - Appendix “1” – Transportation and Inspection of Captured Sunchild Horses
 - Appendix “2” – Detention of Captured Sunchild Horses

Program Funding Conditions

The Sunchild Horse Capture Program is conditional on LIS receiving the required funding from third parties to cover the per head fee to be paid for the capture and removal of the horses from the vicinity of the Sunchild Highway. Upon payment of the required funds to LIS, LIS will authorize the licence holder to set up the traps. If the funding required to capture at least 60 horses is not paid to LIS in sufficient time to capture the horses by March 31, 2014, the Program will be abandoned for the 2014 season.

MEDIA CONTACT / PROGRAM COORDINATOR:

All inquiries with respect to the Sunchild Horse Capture Program will be directed to:

Corporal David Heaslip
Northern Alberta RCMP Livestock Investigator
Cell: 1 (780) 289-5510
E-mail: david.heaslip@rcmp-grc.gc.ca

If Corporal Heaslip is unavailable, the alternate contact persons are:

Scott Postlewaite, COO
Livestock Identification Services Ltd.
Office: (403) 225-6305
E-mail: scott.postlewaite@lis-alberta.com

and

Lisa Schrader
Environment and Sustainable Resource Development
Office: (403) 845-8587
E-mail: lisa.schrader@gov.ab.ca

SUNCHILD HORSE CAPTURE PROGRAM TERMS AND CONDITIONS

Program Funding Conditions

The Sunchild Horse Capture Program is conditional on LIS receiving the required funding from third parties to cover the per head fee to be paid for the capture and removal of the horses from the vicinity of the Sunchild Highway. Upon payment of the required funds to LIS, LIS will authorize the licence holder to set up the traps. If the funding required to capture at least 60 horses is not paid to LIS in sufficient time to capture the horses by March 31, 2014, the Program will be abandoned for the 2014 season.

Eligibility to participate in the Sunchild Horse Capture Program

To be eligible to participate in the Sunchild Horse Capture Program the licence holder must be:

- a) an adult individual, with at least three years of experience capturing horses,
- b) a resident of the Province of Alberta, and
- c) in the opinion of ESRD a suitable person with sufficient means and facilities at his disposal, to provide humanely capture and transport the horses and provide adequately for the welfare of horses.

Term

The licence holder will participate in the Sunchild Horse Capture Program from January 1, 2014 to March 31, 2014. At the discretion of ESRD the term of the Sunchild Horse Capture Program may be extended to such other times as may be required for the purposes of the Sunchild Horse Capture Program.

The licence holder's participation in the Sunchild Horse Capture Program will expire on March 31, 2014 unless extended or renewed in writing by ESRD.

Assistance in Operations

The licence holder may hire or employ other individuals to assist the licence holder provided:

- a) the licence holder provides ESRD with a copy of the Sunchild Horse Capture – Assistant Application form completed and signed by each individual the licence holder intends to hire or employ as an assistant,
- b) the individuals meet the eligibility requirements and are approved by ESRD in advance of assisting the licence holder,
- c) approved individuals are to only assist, under the direction and supervision of the licence holder, and not solely run the operation, with the licence holder partaking in all phases of the operation,
- d) the licence holder gives the individuals assisting with the capture detailed instructions as to how those activities are to be performed so as to ensure compliance with the Act, Regulations and the terms and conditions of the licence and the Program.

Capture of Animals

The licence holder must follow the Operation Plan included as part of the application. Any changes in the Operation Plan, after the licence holder is approved, must be provided to ESRD. Substantial changes in the Operation Plan may result in a review of the application and approval.

All horses captured in traps or otherwise must be confined and transported to a location approved by LIS for the inspection of the horses under section 12 of the Horse Capture Regulation. The licence holder shall not release any captured horse back into the vicinity of the Sunchild Highway where it was captured or in any other location.

Any wildlife captured uninjured in traps shall be released back into the wild by the licence holder. Any wildlife injured in the traps shall be reported immediately to ESRD and will be held pending receipt of instructions from ESRD.

A licence holder shall not use a snare, weapon or vehicle to capture or attempt to capture a horse. For these purposes:

- a) “snare” means a device that consists of or includes a cable, rope, wire or other form of material and that is used or set to capture a horse by tightening a loop around the neck, foot or leg, with the energy to tighten it coming from the horse or from a spring, triggering device or other mechanism,
- b) “vehicle” means a motorized device, including a boat or aircraft, in or by which a person or thing may be transported,
- c) “weapon” means a firearm or other projectile propelling device used to frighten, injure or kill.

A licence holder shall ensure the welfare of each horse captured under the Sunchild Horse Capture Program. The licence holder shall ensure that

- a) the corrals are checked on a regular basis,
- b) the captured horses are attended to at least once each day,
- c) each captured horse has an adequate supply of food and water, and
- d) the horses are captured, confined and transported in a humane manner.

Any incidents involving shooting, snaring or mistreating of horses being captured under the licence will result in immediate referral to the Alberta SPCA or RCMP, as appropriate, for further action. Such incidents will also result in the immediate termination of the licence holder’s participation in the Sunchild Horse Capture Program.

Corrals and Traps

All corrals and traps must:

- a) be constructed in such a way that they do not pose any threat of injury to wildlife, the captured horses or the licence holder,
- b) have the licence holder’s participation number on the right hand side of the gate, and

- c) be removed from public land at the end of the capture season along with all materials used in the construction of the corrals and all other equipment used in the capture, confinement and transportation of the horses.

In the absolute discretion of ESRD, the corrals may be monitored and inspected on a random basis by ESRD, the RCMP and LIS to ensure compliance with the Sunchild Horse Capture Program and the Terms and Conditions of the Sunchild Horse Capture Program

Obligation on capture

When a horse is captured, the licence holder shall, as soon as reasonably possible following the capture of the horse:

- a) take three (3) date and time stamped digital photographs of the horse (front of the face and one from both sides) that is a clear and accurate depiction of the horse in the corral before removing the horse for transportation to the approved location,
- b) notify LIS of the number of horses captured, the name and contact information of the transporter and the date and time the horses will be transported to the approved location, and
- c) transport the captured horses to the approved location.

Transport of captured horses

The captured horses must be transported:

- a) at the expense of the licence holder's assistants,
- b) directly from the place they were captured to the approved location for inspection,
- c) in accordance with all applicable provincial and federal rules and regulations,
- d) on an Alberta livestock manifest completed in accordance with **Appendix "2"**.

The provision in the *Livestock Identification and Commerce Act* exempting horses from requiring a livestock manifest to be transported do not apply to horses captured under the Sunchild Horse Capture Program.

Inspection of captured horses

The copies of the Alberta livestock manifest must be distributed in accordance with the *Livestock Identification and Commerce Act* and *General Regulation*. The three digital photographs of the horse taken by the licence holder must be provided to the Livestock Inspector on or before delivery of the horse for inspection.

All captured horses will be inspected at the approved location by a Livestock Inspector. As part of the inspection process the Livestock Inspector will compare the horse to the photographs taken by the licence holder. In addition, the Livestock Inspector will take three (3) additional date and time stamped digital photographs of the horse, front of the face and one from each side, at the approved location.

Once the Livestock Inspector is satisfied that the captured horse has not been reported missing or stolen and that there are no brands or other identifying marks of ownership on the horse, the

Livestock Inspector shall release the horse to the licence holder and the licence holder shall release the horse to one or both of the licence holder's assistants who may:

- a) sell the captured horse and retain the net sale proceeds; or
- b) retain possession of the captured horse.

If the horse has been reported missing or stolen or if there are any brands or other identifying marks of ownership on the horse, the horse must be detained by the Livestock Inspector and dealt with in accordance with section 16 of the *Stray Animals Act* and Appendix "2".

The licence holder's assistants are responsible for the costs of keeping the captured horse at the approved location pending release of the horse to the licence holder or the owner of the horse. In the event the owner of a captured horse is determined and the owner claims the horse, the cost of maintaining the horse from the date of inspection to the expiry of the 14 day notice period can be claimed as an expense by the licence holder's assistants in accordance with Appendix "2".

Capture Fee

Provided the licence holder's assistant or assistants has/have complied with all of the Terms and Conditions of the Sunchild Horse Capture Program, for each captured horse delivered to the approved location, the licence holder's assistant or assistants shall be paid a capture fee of \$500.00 per head captured to be invoiced 30 days after the start of the program and 30 days thereafter, and

- a) be given the horse, in the event the horse
 - (i) was not reported missing or stolen,
 - (ii) was reported missing or stolen and not claimed by its owner;
 - (iii) was not previously captured under the Program;
 - (iv) has no brands or other identifying marks of ownership, or
 - (v) has a brand or other identifying marks of ownership and is not claimed by its owner
- or
- b) in the event the horse is claimed by its owner, the cost of maintaining the horse for the notice period as authorized by Appendix "2".

The capture fee, the horse and the cost of maintaining the horse for the notice period, if applicable, is not intended to be a reimbursement of expenses incurred by the licence holder's assistants. The licence holder's assistants are responsible for all costs and expenses incurred in the capture, confinement and transportation of horses as well as any rescues, travel, medical attention they require as a result that are in excess of this compensation.

Relationship

Participation in the Sunchild Horse Capture Program by the licence holder and the licence holder's assistants and the activities being carried out do not, will not, and shall not be deemed to create any relationship between the licence holder, the licence holder's assistants, ESRD, the RCMP, Livestock Identification Services Ltd. or any other party of agency, partnership, joint venture or employment.

ESRD and LIS do not have any right to exercise any direction, control or supervision over how the capture of the horses is carried out or to direct, control or supervise, in any respect the manner in which the horses are captured. The entire control and direction of the capture, confinement and transportation of the horses shall be and remain with the licence holder and the licence holder's assistants.

Indemnity

The licence holder's assistants shall be liable for and shall indemnify and save harmless the Crown as represented by any Minister, Livestock Identification Services Ltd. the licence holder and the RCMP and any of its or their respective officers, directors, employees or agents from any and all costs, damages, actions, suits claims or other proceedings arising directly or indirectly from any willful malfeasance or negligence in the performance or non-performance of the activities by the licence holder's assistants with respect to the capture of the horses.

The Crown as represented by any Ministry, Livestock Identification Services Ltd, and the RCMP and any of its or their respective officers, directors, employees or agents shall not be liable for any direct, consequential or other damage suffered by the licence holder, licence holder's assistants or others whether or not claiming through licence holder resulting from the capture, confinement and transportation of the captured horses.



Agenda Item

Project: Peace Officer Service Level Review	
Presentation Date: January 13, 2014	
Department: Community & Protective Service	Author: Mike Haugen/Terri Miller
Budget Implication: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Quality of Life Land & Economic Dev. Infrastructure Management Human Resource Dev.	Goal: 2 Strategy 1 Goal: 5 Strategy 2, 3, 4 Goal: 1 Goal: 2 Strategy 2
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council accept the Community Peace Officer Service Level Review as presented as information	
Attachments List: Community Peace Officer Service Level Review	

Background:

Please find attached the Community Peace Officer Service Level Review Final Version Dec 2013.

The review was completed by Greg Hart of Human Effort. The Service Level review committee has worked with Mr. Hart over the past 9 months to ensure all aspects of the program were covered and enclosed in the final document. This report covers a number of items dealing with the Peace Officer program including Collective Ambition Compass, Demands, Service Levels and Recommendations.

The Committee member's recommendations to Mr. Hart when preparing the Service Level Review was that the document be developed so that it gives a clear and concise image of the Clearwater County Peace Officer's roles and responsibilities, levels of service, future staffing requirements, and to use the information in the review to lobby the government on issues surrounding future enforcement direction within the Clearwater County and the Province.

It is not the staff's intention to go over every aspect of the report but to focus on the Recommendations enclosed on pages 29-33 in the report. These recommendations support Councils decision to increase the Community Peace Officer staffing levels in 2014 and will further clarify the direction of the Community Peace Officer Program within Clearwater County.



Clearwater County
Community Peace Officer
Service Level Review
2013

Prepared by Greg Hart

FINAL VERSION
December 2013

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Executive Summary

There are a series of recommendations at the end of the report that capture a number of the elements of the CPO work. The core recommendation for this report is the service level response to demands on the CPO program. Based on the full scope of demands and the purpose and vision for the program, it is recommended that the CPO program increase by one officer in the near term and a second officer if a major program enhancement like a school resource officer is considered.

Clearwater County is a very geographically large and diverse region with remote areas - on road and off road. It is also populated with the a demographic (younger people) that are involved in more collisions and other behaviour issues than any other part of the population spectrum.

A word about the approach

The report you are reading is structured in a stepwise fashion beginning with the strategic objectives of the program and then moving into a discussion about the nature of service level demand and the ways in which a variety of factors influence this demand. The report finishes with a set of recommendations and a summary of the findings and recommendations. Readers looking for a quick overview of the report are encouraged to read the summary and refer to the Table of Contents for specific details.

Critical Thinking and Systems View

Every report or analysis is conducted from a certain perspective that largely determines the nature of the results. In the case of this report, a critical thinking and systems view is central to the way it is constructed. This boils down to an approach that tries to understand the way all the parts of the system that influence service level demand work together while examining as many of the assumptions and implications as possible. Finally, it means applying some standards of thinking - primarily accuracy, relevance and significance - and exploring all the various connections and points of view that influence demand (often in subtle ways). Throughout the document the reader will encounter references to agencies, interests, demographic factors and more that interact with each other to influence service level demand on the CPO program. It is the connections and influences between all of these things that make up the complexity of the work and the system in which the program operates.

This is a purpose-driven approach that considers the purpose of the Community Peace Officer (CPO) program in Clearwater County as the main organizing point for building an understanding. This leads naturally to strategic thinking around the meaning of the work. In a really simple sense that strategy is about what 'game' the program wants to win, what areas it will work in and what tactics/approaches it uses to achieve its purpose. One of the earliest items the reader will encounter in this report is the Collective Ambition Compass. This diagram and the associated elaboration set the stage for understanding the demands that the CPO program needs to meet.

The purpose of this report is to understand the demands on the program to provide services and make recommendations about its capacity to deliver on those requirements. The question at issue is to what extent can the use of Community Peace Officers (CPOs) improve safety conditions and the protection of infrastructure in Clearwater County.

Care has been exercised to identify assumptions and their associated implications in the report. Assumptions are the many things that we necessarily take for granted when we are thinking about anything. Assumptions also operate in the minds of people engaging with the CPO program from a variety of points of view. Each of these points of view can lead to different sets of assumptions that lead to implications including how it alters the beliefs and actions of individuals and organizations. The report also seeks to highlight some of these key assumptions and their effects when considering how they affect service demand levels.

The following is a list of some of the most prevalent points of view that were considered in the development of this report:

- CPOs
- Ratepayers
- Politicians - local, provincial
- Clearwater Administration
- Legal System
- Solicitor General's Office (Province of Alberta)
- Law Enforcement (e.g., RCMP, Sheriffs)
- School Systems (Public, Separate, Private)
- Emergency Services
- Industry and Commerce
- Visitors

Methods

The report was compiled based on research and interviews intended to capture several points of view and generate a reliable systems map of the influences on the service level demand of the CPO program in Clearwater County. Data, information and evidence was gathered from a variety of sources including government databases, Clearwater County data and published literature. Direct experience ride-along activity is also included in this process.

The consequences - both beneficial and harmful - are identified for any existing or potential course of action and those derived from not engaging in any particular course of action.

The report reaches conclusions based on the analysis of the entire system and makes recommendations about ways to address service demand by either meeting or mitigating the demand.

The Collective Ambition Compass

This concept is taken from the work of Douglas Ready and Emily Stecker Truelove. The intent is to provide a one stop directional signpost of the program that anyone could easily and quickly refer to in order to check that proposed activities or other decisions remain in strategic alignment. This is a crucial element in determining service levels because it guides an understanding of what is important and relevant so we can decide what should be included and what can be abandoned or be downgraded in terms of priority. The compass also has a lot to say about how the work is done and this too has a dramatic impact on service levels since different approaches to the work will result in different time scales and activity priorities. The following is a synopsis of the different elements of the compass along with the key Clearwater CPO content.

Purpose

We have discussed this thoroughly. It is the core mission - the why. The hole that would be left in the county's activities if the CPO program didn't exist. This doesn't mean that other groups within or outside the county structure wouldn't be paying attention to this purpose, but this is the clear emphasis of the CPO program. Here it is:

To reduce threats to personal safety and infrastructure in Clearwater County

If the CPO program did not exist, the county would be required to rely on the RCMP and bits and pieces of other Clearwater departments (most of which have no enforcement option) to meet this purpose. There would be no direct control over issues of safety and infrastructure that could be legally enforced.

The context of this purpose needs to be properly considered since there are clear legal limitations on the enforcement scope of the CPO position. Since the CPO position cannot deal with the enforcement of criminal code violations, it must work to reduce the requirements for police services to focus on the CPO-related statutes. However, the CPO program can still support the prevention and management of Criminal Code related offenses through other activities (e.g., education, regular intelligence gathering, visible presence, etc.).

The most recent version of the Strategic Plan for Clearwater County (adopted in January of 2012) identifies the following strategy under the key focus area of Quality of Life (emphasis added):

Council will continue to support the County Community Highway Patrol program and support partnership(s) with the RCMP with respect to infrastructure protection and public safety needs of the **traveling** public.

This is consistent with the purpose but features a strict scope reduction to deal only with those people involved in travel within the county.

Vision

This is an aspirational view of the future. It answers the question: How will the world be different because of the work that the CPOs carry out? Considering a time in the future helps clarify the WHY of an organization giving us an imagined place from which we may backcast to see what needs to happen to bring the vision into being.

The suggested vision of the CPO program in Clearwater County is anchored around three core views of a desired future state:

1. Clearwater County has critical infrastructure that is free from preventable harm
2. Residents and visitors to Clearwater County experience low risks to their personal safety
3. Clearwater CPO is regarded as professional leader and example in Alberta

Progress needs to be made towards the vision even if the vision is a more distant realization. Progress can only be measured in milestones. Milestones will be arranged with target dates and these targets are important to maintain the tension between the current reality and the vision. Shorter term achievements maintain motivation and momentum.

Targets and Milestones

These milestones and targets do not actually appear on the compass diagram since they are markers along the way and not part of the tool (compass) we use to find our way and stay on track. This is an area that we need to finalize with details on the projects that will be tied to the targets. There are summary and detail project sheets attached to this document that can house all of those details. Here are some action items that are fundamental to the success of the sector and should be addressed early:

- Finalize the compass and its associated components (vision, purpose, strategic directions, etc)
- Mapping a systems understanding of how people and infrastructure become at risk (a map that can always be referred to and modified as necessary)
- Modify and accept Service Level Review recommendations as required
- Identifying measures for judging outcome progression and process effectiveness

Actions across three years

Specific strategic actions are the way we work towards our interest and express our purpose. A couple of examples are included here but the program can certainly add a summary of actions for the next three years.

Year One:

- Continue involvement in the Long Weekend Task Force
- Add an additional CPO to increase depth and breadth of enforcement coverage, increase succession resilience and increase room for prevention and communication activities
- Develop a portfolio of potential prevention activities
- Explore the opportunity of taking on the School Resource Officer role
- Develop a strategy for communications with an eye on prevention and clarifying CPO role
- Review procedures and processes to check for natural connections and to eliminate activities that do not support the explicit requirements of the Collective Ambition Compass

Year Two:

- Add an additional CPO to cover the School Resource Officer role
- Implement three key prevention activities
- Upgrade Standard Operating Procedures to include explicit reference to purpose/vision/principles/brand promise

Year Three:

- To be determined

Brand Promise

Brand is a confusing word that people normally associate only with corporate activity and with logos and icons. The fact that many people consider a 'rebranding exercise' a search for a new 'look' is testament to the confusion. Brand is the expression of what we do. It is the experience we expect to generate in those who come in contact with us. A series of promises about the behaviour of the Clearwater County CPOs and the consequences of their presence. The compass is populated with the promises that seem to be part of the experience based on conversations and experiences so far.

1. We maintain everyone's dignity
2. We deal only with significant and relevant issues
3. We are cooperative in getting the best outcome

Law enforcement of any kind explicitly carries a power differential between the people enforcing the laws and the people who are abiding by those laws. Maintaining strong relationships depends on trust and trust depends on a sense of respect. Maintaining everyone's inherent dignity (including the CPOs themselves) allows people to experience a sense of respect.

A related issue is the focus on significance and relevance - two important standards that citizens evaluate against when dealing with people in law enforcement. Examples of this being ignored (and therefore increasing citizen irritation) is someone receiving a speeding ticket for driving 104 km/h in a 100 zone while driving on an empty, straight divided highway - the speed isn't significantly higher than what is posted and is not a relevant concern given the conditions.

Ultimately there are many agencies (and the citizens) working together to influence the desired outcomes. As a result, the CPOs know they must play as part of a team to get the best results in terms of safety and preservation of infrastructure. Part of this is helping others do what they need to do in order to reach the goals and the other part is others helping the CPO program. There are already several cooperative projects including the very successful May Long Weekend Task Force.

There may be other brand experience promises that we can identify. They can be added at any time.

Principles

One of the benefits of a compass metaphor is that it reduces the emphasis on rigid plans that may not adapt well to changing facts in the real world. In the place of the rigid plan is the clear direction and purpose governed by a set of principles that apply in every situation without exception. Some of these principles are important for supporting the brand promise and some are inherent to high quality enforcement activities. Several of these are referenced in the 2005 Alberta Government Review of the Special Constable Program. The compass diagram features six key principles. Both those six and some other principles are summarized in the following:

Accountable - measuring performance and behaviours against standards. This applies to the whole program, individual CPOs and to citizens.

Courage - willingness to adhere to relevant and important standards even in the face of discomfort and fear.

Persistent - a dedication to seeing things through to their conclusion (unless they are hopeless or out of alignment . . . in which case, we recognize them and then we dump them)

Consistent - applying the same standards in the same way. This doesn't mean treating everyone or every situation in a mechanical way but applying the principles in a dependable way. When it comes to enforcement, this is one of the most important features for maintaining credibility

Proactive - acting at the earliest possible stage of any identified problem or set of problems

Honesty - facing and telling the truth. Representing things as they really are.

Compassionate - having concern for the needs and challenges of others

Empathetic - looking at the world as others do

Integrity - actions meeting the promise of the words. Avoiding hypocrisy.

Ethical - minimizing harm and maximizing benefit to all stakeholders

Credible - supported by evidence and consensus. Failures of credibility lead to intensely politicized behaviour. The purpose and principles of the CPO program must be defended.

Tolerant - of failure, mistakes, perspectives, and ambiguity. This is an overlooked but keystone element of a resilient organization and applies particularly in scenarios where unexpected challenges appear.

Strategic Priorities

The general avenues of action that will move the organization closer to realizing the vision and meeting the challenge of its purpose. There are three main priorities that emerged from our work.

1. Prevention and Mitigation
2. Enforcement and Response
3. Learning
4. Officer Safety

The metaphor of people falling in the river is useful because it captures the different points of understanding and intervention as well as the CPO's role at different points along the way. Essentially the metaphor considers that for various reasons people and infrastructure fall into the river and eventually we must fish them out from the water or they will drown. In other words, if we don't change the upstream conditions, we will forever be dealing with responses and enforcement after something has happened.

To achieve the vision, success needs to occur in addressing the causes and interactions of different effects well before anyone is in danger of slipping into the river and so the first stream of the strategic priorities addresses this primary prevention. This is an area where the program will work to understand and then influence the conditions that generate safety risks for people and infrastructure risks for the county. While some prevention activities do include enforcement, they also include acts of design and education. The intention of the **Prevention and Mitigation** strategic direction is to reduce the requirements for response and to mitigate problems well before there is a substantial cost.

Enforcement and Response is the bread and butter of most programs. These are crucial activities. They always feel urgent and important and often they are. In this strategic pathway we are referring not just to the enforcement and response to violations or emergencies but also of the Clearwater CPO program to the requirements of the provincial legislation governing activities, to the needs of the county, and complaints and concerns of the citizens. To summarize:

- Enforcement of the applicable laws under the limitations of the CPO designation
- Response to issues (emergency and otherwise) relating to safety and infrastructure
- Enforcement of the standards by which CPOs must operate
- Response to concerns or interests of the public, the County and other agencies

The third priority area is **Learning**. Learning must be strategic pathway for an organization to value this keystone activity. Things change and new data, information and knowledge can always improve the operation of the program. Because there is such a complex web of interactions affecting personal and infrastructure safety, we can always learn about new connections. This complexity also increases the chances of errors occurring and those lessons must be understood and incorporated. There is also a lot ongoing training for maintenance of qualifications along with new ideas. This is an important part of maintaining a professional program that can be responsive to changing situations.

Officer Safety is something that seems like it should go without saying but it needs to be an explicit strategic interest of the program. Keeping officers safer in all the roles they fulfill is a continuous activity that works through the following dimensions:

- Design/engineering
- Procedural
- Personal Protective Equipment/Gear
- Training (Techniques and Understanding)

Activities

These are the things the Clearwater CPOs do to respond to the vision and the strategic priorities. In the diagram, they are the four bolded titles on the very outside of the compass. The activities are not exclusive of each other - a CPO can be engaged in several of these activities at the same time. There are several dedicated examples that focus more heavily on one area. The following is a brief description of each of the four areas of activity:

Patrol - focused (and not routine) exploration and monitoring of different geographic areas, roadways and intensive land uses. Usually carried out in a large SUV and occasionally using an ATV or even helicopter.

Response - either a priority or normal reaction to something that has happened. Driven by another agency, a tactical imperative or a complaint

Educate - helping citizens and other stakeholders understand risks to personal safety and infrastructure and how the CPO program aids in their service and protection. The goal is to reduce risks and elevate knowledge of the CPO program. This can occur in a one-on-one situation at a traffic stop or in an invited group setting.

Collaborate - working with citizens and/or agencies on procedures, projects, relationships, etc. This is an ongoing and integrated activity but it also has dedicated examples like the development of task forces.

Demands are what the activities are there to address. Some of the demand categories have been broadly established in the Collective Action Compass (personal safety and infrastructure protection) but they will need to be further understood, focused and prioritized in the next section of the review.

Demands

All service level decisions are directly driven or influenced by demands. The nature of demands - especially when considering enforcement activities - can be quite complex. When something is complex (i.e., featuring many connections/relationships, feedback loops, etc.) there is a tendency to lean towards complicated responses. Complicated responses can be superficially comforting because they tend to be organized around control and seem to simplify issues. Unfortunately, on a deeper level, complicated responses make matters worse by breaking natural connections and feedback loops and potentially ignoring critical factors or agents in the system. They also lead to dramatic increases in administrative overhead.

The first level of the demand is covered in the preceding Collective Ambition Compass and considers the scope of the demand terrain that the CPO should cover. This is also partly informed by legal limitations on the activities of the CPO. For instance, responding to a criminal code violation like an assault leaves the CPO with only citizen arrest capacity and therefore may not fall within that scope of personal safety responses.

Some demands are very obvious and proximal, while others are harder to see but can be as important if not more so. We tend to gravitate to those demands that are closest and most easily visible because they create a feeling of vulnerability. The more distant and low visibility demands don't tug at our attention in nearly the same way so we need to be disciplined in identifying and managing them.

Predictable and Emergent Demands

Some demands are predictable, almost to the point of being completely routine while others are emergent and unpredictable. In emergency response work, the latter can derail the time and effort available for the former. Especially when the scope of the unpredictable demand is large. It is normal for some of the more unpredictable demands to also carry the heaviest and highest duration resource burden. Common examples encountered in the county would be floods, fires and severe weather events like blizzards or tornados.

The word and concept of 'routine' is one that is bread and butter for enforcement, security and military applications. It is also a seriously dangerous concept because it invokes a mindset. In my personal experience with enforcement and emergency response organizations, I have encountered a large number of situations where the 'routine' nature of patrols, investigations or responses has led to misses of important and relevant details and the inappropriate elevation of other findings. While there are predictable activities, they should not be treated as routine but as focused - based on an understanding of what the system effects are and what is relevant and important to consider. This also relates to risk assessment and preparation. There are several known risks in this work but general situational preparation is the best defense against sudden and unknown challenges.

The following are examples of some of the more predictable and stable demand considerations and what we know about them and how it might affect demands for service:

Predictable (can still change but will do so very slowly)

- **Joint Force Operations** (e.g., May Long Weekend Task Force, Commercial Vehicle Checks) require full participation of the CPO program during the actual event execution and senior CPO time participating in the planning and review of the events.
- **Road Bans** (primarily seasonal) requires regular CPO patrols and enforcement on the affected roads.
- **Geographic coverage** (doesn't change)
 - Land area of 18,691.78 square kilometres (7,216.94 square miles)
 - Population density of 0.7/square kilometre (1.7/square miles) in 2011.
 - Roads (2240 total kilometres)
 - There are three main types of roadways in the county. They are as follows:
 - Primary highways (six)
 - 11, 11A, 12, 22, 53, 54
 - Secondary highways (eight)
 - 584, 587, 591, 598, 734, 752, 756, 761
 - County roads
 - Mixture of gravel and asphalt serving a number of purposes including residential access
 - Chip Seal 9.8 km
 - Asphalt 319.13 km
 - Hamlets 11.67 km
 - Gravel 1900 km (300 km located in the West County)
 - Different types of roads designed for different purposes (e.g., industrial/resource roads, collectors, highways, residential, etc.)
 - Current SOPs (2008) include some targets for geographic patrol coverage
 - The remote geography places a specific demand on the CPO program. Servicing areas that are further away from home base dilutes coverage in higher density areas and requires the support of another officer in a separate vehicle as well as redundant technology for continuous contact with dispatchers.
 - **Demographic Profile** (not growing or changing very rapidly)
 - Population of 12,278 living in 4,698 of its 5,358 total dwellings, a 3.8% change from its 2006 population of 11,826. Population of total county including Rocky Mountain House is 21,290
 - Age - most in the 14-64 range, normal split of male/female and as percentage of total population. Two bulges - one at the later teen years and one at 40 - 60 years of age. The bulge in the high teen years is significant because it is associated with increased crime and road risk and will be a persistent issue for many years to come. It is possible that the work profile in the county may draw a regular refill of this demographic bulge from outside the county (new younger people move into the areas as others 'age out').
 - Income is similar to the rest of Alberta, which is to say generally quite high. This creates the opportunity for more discretionary spending on activities and equipment.
 - Language demands - mostly english, some english and french. No requirement for other languages
 - Much lower level of higher education achievement than the average for Alberta
- **Commercial activity** (currently slow but may start to change more rapidly)
 - Building permit activity has declined significantly starting four years ago. There were \$56.1 million in proposed projects on the books in 2011
 - There is discussion of significantly expanded oil and gas production along with associated pit development and transportation issues but there is no evidence that there will be any immediate significant changes in this regard in the next three years
- **Visitor profile** - 120,000 per year largely interested in recreational opportunities in the west country and the eastern slopes of the mountains. Use is heaviest in the summer months and can be especially concentrated around holiday weekends. The visitor traffic generates many of the significant risks and demands on CPO activity - particularly because the demographic is younger and the psychographic is driven towards higher risk activities and alcohol consumption.

- **Training Burden** - this is a necessary and continuing demand. There are a number of training activities associated with maintaining certifications to operate ranging from pepper spray training to police driving courses and First Aid. These courses need to be repeated anywhere from an annual basis to three or five years. Bringing on a new CPO also entails training loads for both the new recruit and for the program.
 - New recruits - in addition to the time that they have to spend away from the program in the provincial training (if new to CPO work entirely), they must go through an apprenticing-type process where they work with another Clearwater CPO directly for a time period determined mostly by level of experience and how quickly they demonstrate competence at the various activities. This has a dual effect of not having the new recruit independently carrying out the activities and an existing member of the program unable to carry out theirs independently. In small programs, this is a large burden that emphasizes how important it is to retain CPOs for long careers in Clearwater County.
 - Maintenance - this training volume varies by year depending on which requirements need to be refreshed but it can amount to weeks away from regular duties and involve travel outside the county.
 - New training - the Solicitor General's office for the Province of Alberta may from time to time introduce new requirements and there are always opportunities to add either repeating or one time events to broaden the skill sets of the various officers. These opportunities can contribute to the retention of officers as they are able to extend their knowledge and competence in a variety of dimensions that are personally important and relevant.

Unpredictable (can be things that are known but that tend to shift rapidly)

- **Evolving legal context** (e.g., effect of R. v. Stinchcombe, [1991] 3 S.C.R 326 that makes all law enforcement documentation potentially available to the accused and has contributed to a two to three-fold increase in law enforcement time preparing for and participating in court proceedings). A single file in Clearwater County could easily consume two days in preparation in addition to the time spent in court.
 - There are significant uncertainties in the running of the system that produces waiting and uncertainty. These uncertainties are unknown and unpredictable to many participants in the legal system including the CPOs. A clear example of this type of effect is a CPO having to spend most or all of a day in court in order to make a 15 minute appearance on their relevant case because of the nature of the other cases on the docket that day.
- **Violent crime** - changes in this area will decrease RCMP availability to carry out highway patrol and related activities as well as reduce resources for property and social disorder investigations.
- **Property crime** - changes in this area will decrease RCMP availability to carry out highway patrol and related activities. Lower level issues may go unaddressed or receive only cursory investigative resources.
- **Social disorder offenses** - changes in this area will decrease RCMP availability to carry out highway patrol and related activities or will go unaddressed leading to a decrease in quality of experience in the county and potentially seeding the ground for more serious crimes. Long weekend activities in the West Country are paradigm examples of these types of offenses. They create a nuisance for property owners and visitors alike and if left unchecked can migrate up the continuum of severity to include more serious offenses and lead to serious injuries and death.
- **Weather** - the main effect is a change in the risk profile that leads to increased likelihood of serious events taking place - especially on the roadways.
- **Individual life and limb** - because the CPO is carrying emergency resuscitation equipment and is trained to use it, they can be diverted to attend a call of this nature if other support (e.g., AHS or Fire) is too far away. This also relates to searches for missing persons or taking part in a rescue operation. The nature of Clearwater County makes these sorts of incidents probable as much as they are unscheduled.
- **Terrorist Threat/Attack** - an unlikely occurrence but rural Alberta has been the scene of this activity associated with the oil and gas operations in the past. These sorts of events can occupy all CPO

resources and eliminate routine work. The prevention of these incidents through careful monitoring of normal activity in the county is one of the activities that can be part of regular duties.

- **Disaster/evacuation (large scale)** - these events can be associated with natural phenomenon (listed below) or a gas leak/train derailment type event. By their very definition these sorts of catastrophic events outstrip the capacity of safety and law enforcement personnel to respond to the situation and they can vary tremendously in terms of the time commitment (from a few hours up to several days or longer).
- **Fire** - structural fires or vehicle fires can require CPO assistance to manage a scene. Forest fires can require significant resources to keep roads and accesses controlled or to assist in evacuations.
- **Flood** - maintaining road closures and assisting in evacuations. Can take up total CPO capacity in very serious situations
- **Avalanche** - maintaining road closures and assisting in search and rescue as necessary
- **Mud or Rockslide** - maintaining road closures and assisting in search and rescue as necessary

Time Window Demand

This is vital component of service provision. Does the demand exist at all times of the day and night and on all days of the week and throughout the entire year? Is the intensity of exposure the same at all times?

Based on a review of road use statistics for Clearwater County, daytime activity is higher and the heaviest concentrations of activity cluster around early morning (0600 - 0900) and early evening/late afternoon (1530 - 1830). This profile is consistent in many parts of the province and is related to predictable activities like travel to and from work (inside and outside the county) and movement of students to and from school. For large stretches of the year, the early morning and early evening can be particularly high risk periods for reasons related to changes from light to darkness (and vice versa) along with prolonged periods of low angle bright sun exposures. Current CPO deployment covers these time windows although deployment is lightest during the early and latter parts of the morning and evening intensity spikes respectively.

Commercial operations in the area are heaviest on Monday to Friday but also operate on the weekend and in the overnight hours. There are special activities (e.g., rig moves) that can concentrate the activity. Collisions on roads in Alberta go up as the day goes on until the volume of users begins to drop after the supper hour (likely related to fatigue) but FATAL collisions are relatively the highest in the overnight hours when you consider the low volumes (often connected to other behaviours in addition to fatigue - distraction/inattention, alcohol). These are sporadic (in time and space) and largely unpredictable events that may not respond to patrol enforcement at a level that could be seen as adequately effective for the resources expended. In terms of total law enforcement mix, RCMP response to criminal offenses tends to be higher in the evening hours making routine patrol potentially less frequent.

Other Demand Factors

There are other factors driving demand that need to be considered whether they directly or indirectly affect Peace Officers since they have an effect on the total law enforcement mix.

Crime Volume and Severity

Peace Officers do not generally deal with serious criminal acts directly but still may be affected in a supporting role. In thinking about the total mix of law enforcement, this is the work that should keep the RCMP busiest. It returns the least revenue for the effort expended. If the RCMP is challenged by high levels of criminal behaviour, it will offload more responsibility to the Peace Officers for other enforcement.

Crime in general is expected to keep decreasing in Alberta - largely because of the steady aging of the population. There is a tie-in between criminal behaviour and areas like traffic violations: young men are disproportionately involved in both. Currently this is one of the large segments of the population of Clearwater County and suspected to be a large segment of recreational visitors. While crime will decrease in Alberta generally, the demographics in Clearwater make it less likely to happen in the county.

Impaired driving (which crosses over with Peace Officer patrols) has fallen in Alberta but has leveled off and has not shown any further decreases in the last several years. It is conceivable, that in tandem with efforts like reducing the blood alcohol threshold for impairment 0.05, that increased pressure could be placed on the CPO program to participate in impaired driving reduction programs. Like many other unlawful behaviours, the potential offenders want to avoid getting caught so the unpredictable (time and place) but regular appearance of law enforcement can be effective.

Thresholds

These are the standards that determine how much of a certain behaviour becomes unacceptable. Some of these are set externally and some are matters of practice within the program. An example of the outside standard would be if speed limits were raised or lowered, there would be less or more speeding motorists. For instance, in Airdrie, all the residential streets have a speed limit of 30 km/h so the number of vehicles speeding tends to be higher than in other places since many of these roads are designed for much higher speeds (as most roads in Alberta are). An example of the internal standard is the number of kilometres over the speed limit before a ticket is issued. If that number was brought more tightly towards the posted limit, it would increase enforcement demand substantially.

Administrative Overhead

The legal nature of the work drives paperwork-related activity. Studies suggest that the time involved in administrative overhead for law enforcement has increased by 300% in the last decade or so. This work acts to keep officers away from frontline work and it is a significant concern in much of law enforcement. A lot of the increases in paperwork are related to the aforementioned court decision forcing increased disclosure. The other main source of overhead is the institution of complicated systems that generate requirements for extra layers of management and communication go-betweens. Clearwater runs reasonably lean in this regard but there is always more time patrol time to generate by minimizing these demands.

Political Demand

There are a few issues in this area but two main considerations are the fact that law enforcement regionalization (multiple agencies addressing similar issues) decreases strategic focus and increases confusion in those being served. Another, always present but not often considered, effect is that public perceptions are skewed by depictions of law enforcement in the popular culture. In the first case, multiple agency coverage of road safety and traffic enforcement can lead to conflicts in approach and coverage. Without steady coordination, agencies will pursue their own interests and this may result in critical areas being underserved and others (issues or geography) being flooded with attention.

Agency Assists

There are a number of other law enforcement, regulatory and health and safety related agencies operating in the Clearwater area. They are all - to some extent - under resource strain (to varying degrees). All of them are happy to have the help of the Clearwater CPOs and some are more solicitous than others. This is an area of significant potential pressure, particularly if cutbacks in other agencies generate gaps that residents and businesses begin to actively notice.

Once the demand terrain has been mapped, there will still be a lot of demand to address. This requires prioritization and prioritization requires evidence. The following paragraphs deal with the different dimensions of demands. There are three broad categories of demand that are identified in the vision for the CPO program in Clearwater County and we will turn our attention to them next.

Personal Safety

It goes without saying that personal safety is a broad concept that encompasses many categories of threats. Under the Community Peace Officer legal scope of practice, many of these threats are somewhat out of scope - certainly for enforcement, if not other activities like education and prevention. The following is a survey of relevant evidence on safety in Clearwater County area (part of Central Zone for reporting in Alberta).

Collisions

Arguably the ultimate outcome measure for traffic safety - the central activity for Peace Officers. Here is some of the evidence to consider and we should note that there is very little data on exposure rates so all the numbers reported are absolute, not showing relative effects (for instance, number of vehicle interactions) except against other jurisdictions:

- People aged 15-24 are most likely to be involved in collisions - this is one of the two population bulges in Clearwater.
- Fatalities tend to be high for older drivers - very high - another group that will be growing over time in the county.
- Following too closely (30.2%), running off the road (15.8%) and left turn across path (12.3%) were the most frequently identified improper driver actions contributing to casualty collisions. Research would suggest that much of this behaviour is - at its root - attached to inattention.
- 0.8% of vehicles in collisions had a contributing mechanical defect (trucks slightly higher but still only around 2%).
- More fatal collisions occur in rural areas - largely because speeds are higher and running off the road can lead to unyielding objects or serious inclines.
- Alcohol is involved in only 4.6% of collisions - primarily males aged 16-34. Of course it is overrepresented in fatal collisions.
- 6.7 per cent of total collisions involved one or more drivers indicated by the police as having been traveling at a speed too great for the given conditions. However, 26.7 per cent of fatal collisions involved unsafe speed. Rate of collisions involving unsafe speed have not changed in the last five years (fatal or total). Speed is a very controversial element. It is easy to measure and enforce but there is great controversy about it's relative contribution to collisions and safety in general.
- Distracted driving is the largest issue. Cell phone use is allegedly down to 0.9% but that seems impossible. Self-report has it at 36% of people using in the last seven days. Hands-free use is not significantly safer than handheld use. This is a serious issue relating to a number of collision mechanisms.
- Off-highway vehicle rates of collisions, injuries and fatalities are increasing over time and over half of them occur on the weekends although Wednesdays and Fridays also seem to reasonably high. Many of these collisions involve only the driver compared with regular vehicle situations. More than half of the collisions (nearly 60%) occur on range/township roads. Only about 8% involved were driving properly.

It should be noted that the measurement of collision data inside the county is only really part of the picture since many of the drivers operating in Clearwater are transitioning between other jurisdictions and the behaviours may result in collisions occurring outside the measurement area. In this way, traffic collision management needs to be viewed as a regional if not provincial issue that requires coordination.

General Injury

- Injury deaths in central zone were 58 for the last year measured - well above the 47 that marks the average for the province of Alberta for the same population size.
- Motor vehicle deaths are higher in central zone as are hospital admissions and ER visits (almost 40% above the mean)
- ATV related deaths are double the Alberta average in the Central Zone and ATV activities tends to intensify (certainly recreational use) as we move further west in the zone.

Agricultural Injury and Death

Some selected items to consider given the rural nature of the county and the often hidden toll of farm/ranch related casualties. This is an area of concern that does not typically capture the interest or resources of law enforcement or public safety agencies but as we can see from these statistics, much of the harm comes from vehicle operation and in the process of transportation. While many of the causes are attached to inclines or being too close to an edge, it certainly true that poor load balancing increases the risks of serious incidents in these scenarios. This is activity on which CPOs can monitor and focus education efforts.

- 42% of agricultural deaths and injuries involve tractors and many of those involve rollovers.
- Based on the circumstance text description in the case reports, activity prior to rollover in 30 per cent of the rollover deaths (17 deaths) involved field work activities, 25 per cent (14 deaths) involved transportation.
- Based on the circumstance text description in the case reports, the immediate cause of rollover in 28 per cent of the rollover deaths (16 deaths) were due to a machine or vehicle traveling on an incline while 25 per cent (14 deaths) were due to traveling too close to the edge of a ditch or other steep slope.

First Nations

First Nations numbers follow very similar trends only with often double or more the intensity of occurrence. Given that there are three reserves adjoining the county, this is a significant consideration.

Exposure Rates

There is very little data on exposure rates in much of the literature making it very difficult to determine relative risks and outcomes. We have compiled a chart of vehicle volumes on the various roads in the county to present some idea of the intensity of vehicle use.

Some roads have reasonably uniform volumes across their full length while others have very high concentrations near population centres and in close proximity to major intersections. Although traffic volumes are lower in more remote sections of many roadways, there is less cohesive control that comes from the context of other drivers and pure volume. Higher levels of risk-taking can be present in these environments. The same is true for gravel surfaces in general - it seems to encourage some drivers to approach the road with caution while others take a much different approach. The condition of the various road surfaces contribute to feelings of driver vulnerability (e.g., straight, wide, and smooth lead to higher speeds and more vulnerability to distraction and/or sudden changes in circumstances).

Highway	11	11A	12	22	53	54	584	587	591	598	734	752	756	761
High Volume	11k	9.5k	11k	3.6k	400	3.8k	420	880	930	6.4k	280	4.1k	1.6k	1k
Low Volume	340	2.6k	11k	2.3k	400	1.5k	160	1k	80	800	80	240	1.6k	80

Table 1 Clearwater Highways - Daily Traffic Volumes (k denotes thousand)

Some of the highest volume roads are not patrolled by the CPO at the current time (11, 11A, 12 and 22) outside the town boundaries because of restrictions imposed by the provincial authorities.

Infrastructure

Most of the infrastructure protection issues revolve around the roads and bridges in the county. There are a number of different roads with different surfaces that are detailed under the Predictable Demands section of this document. Two of the most significant infrastructure concerns relate to roads that are either susceptible for damage from heavy loads (usually commercial) or gravel roads that have surface failures leading to significant maintenance to reduce road roughness and/or dust complaints. The latter is reported to be one of the most regular complaints from ratepayers in the community.

Historical Demand Response

There are two basic ways of tracking the ongoing demand response - violation tickets issued and where time is spent by CPOs. There are, of course, limitations to these measures but they are the hard data that all law enforcement operates around.

Files opened do not report the time spent on a particular activity but it does give a flavour for the relative breakdown of task attention that goes well beyond situations where a violation ticket can be issued.

Violation tickets are associated with exposure and with behaviour. A significant percentage of the total tickets issued are issued in the context of focused enforcement like Commercial Vehicle operations and Long Weekend Task Forces.

Current Ticketing Volume and Type

In 2012, 1146 violation tickets were issued by Clearwater CPOs. Of those, 77 were formal warnings. This means there were 1069 violation tickets issued with fines and other consequences attached. The warnings will be left out of the total since they comprise a variety of offenses that are not itemized (although the vast majority were reportedly for speeding which is expected given the relative volumes of other tickets issued).

Speeding

Speeding makes up the lion's share of the tickets issued at 62% with 5% of those tickets involving speeding exceeding the posted limit by 50 km/h or more. Most of the remaining 95% are between the posted limit and 49 km/h over the posted limit. Speeding is a relatively low effort violation to assess for any law enforcement group on patrol. The combination of the exposure to large volumes of traffic with the multi-directional range of the radar technology and the ease of the technology's use make this a consistently easy-to-apply activity. The effect of road speed on the frequency and severity of collisions is not completely understood and is rarely the key the finding in analysis of any collision although it is assumed to be at least partly a factor in about 25 - 40% of crashes. There are two dimensions to

speeding - the absolute speed of the vehicle and the relative speed to other vehicles traveling on the same road. The research is clear that relative speed is most important to predict probability of a collision and that the relative change in speed associated with the collision is proportional to severity of the crash.

Speed has its most profound impact as the vulnerability of road users increases. For instance, pedestrians, cyclists and the occupants of smaller/lighter vehicles are more likely to suffer serious injury when higher speeds are involved. The effects of speed are simply Newtonian physics. No matter what the mass of the vehicle is, if you increase its speed, it results in a higher potential force to manage on impact, especially when coming in contact with even larger forces. Since relative speed is clearly a larger problem than absolute speed, we can see in the traffic collision statistics for Clearwater and other areas in the province of Alberta, the number of collisions caused by following too closely. This makes a lot of sense since two of the most significant consequences of carrying higher speeds are the increased stopping distance and decreased time to react to changes. Following too closely is an identifiable risk factor that is directly implicated in over 30% of crashes in central Alberta.

Following too closely falls into the category of violation tickets listed as 'Driving' or 'Other Traffic.' These two categories combined yielded only 3% of the violation tickets recorded by Clearwater CPOs in 2012. These two categories would also include distracted driving infractions (next to following too closely, implicated directly in the most crashes but many cases have been made in the research that it is easily the most prevalent risk factor for ALL collisions).

Opportunity Tickets

These are violations that are usually (although not exclusively) added to a traffic stop for excessive speed or a concentrated task force focus. Violations of this kind (inadequate documents, suspended driver, occasional seatbelt or liquor) have a number of effects. The first is that they can extend the length of the interaction dramatically. A traditional stop for speeding will take between five and ten minutes to complete in almost all straight-forward instances. In the case of encountering a suspended driver, this time can balloon to 60 minutes or more (if, for instance, waiting for a tow truck to arrive is part of the process). These additional violations may occur somewhere between 5 and 10% of all traffic stops.

Trends in Ticketing Volume and Type

For any trend observed in violations there is always the important question about exposure. The trend may simply mean that because there was more contact time with people committing these violations, there are more tickets being written. Speeding, stop sign violations and overloads are all trending higher while off-highway vehicles and documentation problems are trending down. Other violations are not showing solid trends in either direction or are relatively stable. None of the violation categories amount to any more than 8% of the volume relative to excessive speed infractions.

File Distribution

Files are opened on more complex circumstances and in most cases dictated by Standard Operating Procedures (SOP). These files maintain important and relevant aspects of the case (including photos, notes, statements and evidence) for future use - often as part of court proceedings.

File Trends

Warrants, MVCs and are all trending down. These are potentially time consuming files depending on the specifics of each file. It is difficult to know how much of this is a result of fewer exposures (responses) to the same number of incidents or if the incidents are falling overall (they seem to be according to provincial collision data).

Trials are trending up and trials can consume large volumes of time, removing a CPO from duty for part, most or even all of a day (can also drive overtime accumulation). Preparation time is also a feature in these cases since evidence and testimony needs to be coordinated with the prosecutors. The total time commitment for a CPO preparing for and participating at trial could be as high as three full days per trial.

Overtime is Frequent

A number of CPO programs like to differentiate themselves from other emergency response and law enforcement by noting that it is scheduled work like other jobs. This can certainly be true but it can also be true in 911 emergency response. At Clearwater County (as in other jurisdictions), there is considerable overtime logged by the CPOs. This has the effect of decreasing regular coverage at a future time when the overtime is compensated with time off in lieu or it can lead to increased burn out effects (especially for management level CPOs who do not technically get any kind of overtime compensation).

Future Demands

Demands in the future may be altered in two ways. The external drivers like demographics and industry/tourism can change the terrain as can strategic choices made inside the program and the County about where the emphasis should lie.

In these areas:

- Demographic changes
- Industry changes
- Visitor changes

the near term expectation is that there will be no significant changes in pressure but that there are already significant risks associated with the profile in these areas with respect to safety and infrastructure preservation.

Supporting Clearwater Staff

Having CPOs accompany Clearwater employees for safety purposes on field visits has been discussed as a possible demand. Since the CPO role has strict limits on the scope of law enforcement, the officers might be forced into citizen arrest scenarios. However, as a source of intelligence on locations and individuals, the CPOs could provide an excellent service. There is further discussion of this point in the recommendations section of the report

Proactive Activities

An area that is identified in the strategic component of this document and that appears through interviews to have support from other agencies and from the political level are changes to more proactive interventions. There are some being conducted already (task force, commercial vehicle checks, etc.) but these are still largely oriented around enforcement. The potential change that will increase demand for service is more focused in the areas of education and engineering so that there is a long term decrease in requirements for enforcement (frequency and severity). Some of these potential activities include:

- Surveillance (focused)
- Intelligence (informal gathering)
- Crime Prevention Through Environmental Design (CPTED) Assessments

- Risk/Hazard Identification related to safety and infrastructure
- Participation in development projects to signal enforcement or risk profile issues
- Education (commercial, agricultural, schools, clubs) using targeted demographics
- More interaction through the excellent website and into careful strategic use of social media

Connections

The essence of system effects are the connections and these interdependencies are what drive complexity. Elsewhere in this document, we refer to the nature of humans to want to control and oversimplify complexity and that explicit steps need to be taken - especially in high risk activity like law enforcement - to resist this tendency. Fracturing of feedback loops or misunderstanding how different forces or agencies affect each other can lead to a variety of negative outcomes from increased work process friction to very dangerous situations.

Some of the ways in which these connections are grouped is as follows:

- Relationships between agents (other agents of health/law enforcement are contracted and have other interests) including official controls like the Solicitor General's Memorandum of Understanding (19.3)
- Relationships between environmental influences
- Relationships that modify goal areas of safety and infrastructure
- Complaints from within and outside the program
- Relationships between development (increases/changes to roads, intersections, commercial development) increase or change pressure on CPO program

Part of the answer to dealing with complexity is a coordinated law enforcement process similar to the existing task force activities that gets addressed in the Recommendations part of this document.

Processes

One of the most significant threats to maintaining service levels in the areas that are considered essential is the complicating impact of bureaucracy. There are unavoidable requirements for documentation because of the accountable legal nature of the work but these should always be aggressively minimized or avoided by scrutinizing each move in this direction according to its strategic importance and relevance. It is ideal to keep the people who are trained to discharge the duties of the CPO as close to the ground for as long as possible each day. Research in law enforcement finds that ratios of frontline officers to support personnel can reach 1:3. The CPO program has some advantages in the sense that there is less investigative work and less tactical equipment overhead but it needs to take every possible measure to keep the emphasis on frontline contact. Currently there is about 1.5 people supporting three officers in Clearwater County (although one officer, in the leadership position, is carrying some administrative burden as well).

There are challenges in each of the main process areas. The overall process that underpins the strategic interests of making positive changes in risks and consequences to personal safety and infrastructure preservation is essentially an evolutionary one that focuses on continuous learning and improvement - that is why it is identified prominently in the Collective Action Compass associated with this report (Appendix One).

Here is a brief summary of the key process areas and some identified challenges:

Innovation and Development

Innovation and development governs the life cycles of all the initiatives (products and services) utilized by the CPO program. This includes all Standard Operating Procedures, report formats, procedures, workshops, strategic plans and much more.

Resourcing

Resourcing generally breaks down to the provision of three elements: money, people and supplies. Money is universal because people and supplies entail financial obligations. This process is concerned with meeting the needs for action coming from the strategic interests and in response to learnings from the Marketing process detailed below. Some of the current challenges in the program (challenges that will always be present in largely rural settings) relate to multiple appointments and responsibilities that have emergency requirements (volunteer firefighters, search and rescue, etc.). A further challenge in this domain is the downloading of funding to the municipal government level.

External Relations

The management of the life cycle of relationships outside the CPO program that interact with the program. There are a lot of these when considering aligned agencies, industry groups and reporting duties (to Solicitor General and others). An evaluation of the current status and relative value (relevance and significance to CPO program strategic interests) of each of these relationships should be considered. It would be ideal if there was a centralized system for capturing and reporting relationship interactions that is connected to the needs of the marketing process described below.

Inside Relations

Most people would recognize this as an human resources type of process. It is the lifelong process that the CPOs and other support personnel go through to manage their careers. It is the place where goals are set to reflect the strategic priorities of the program and align them with the personal aspirations of the officers. This is also the process that builds in standards utilized as an officer develops in the program (e.g., 30% senior officer sign-off on junior reports/activities to a certain point of competency).

Marketing

This process is not what many people think it is. It is the nervous system of the organization - it senses, thinks and responds. In many respects, this is the core work of the CPO program: Collect data and information about threats and opportunities, determine the best way to respond (and who to involve) and then organize and carry out relevant and significant actions. For this process to function effectively, there must be a mechanism for allowing a free flow of intelligence to front line officers. Every effort should be made to encourage anyone with what they consider to be valuable input for the program to pass it along. As mentioned earlier in the report, coordination of this intelligence across multiple law enforcement and public safety organizations must be included in this thinking. If there are no mechanisms for sharing and assessing, it is likely that valuable information is not being exploited effectively.

Service Levels

Ultimately, service levels are a question of choice in the first place and followed closely by questions of discipline in the implementation. Even if there was an unlimited resource of CPOs, there would still be choices that need to be made. Capacity is the key concept to consider and there are only three ways to address capacity:

1. Decrease the demand
2. Increase the number of hours/people available
3. Create more 'space' within the hours/people available

Benchmarking

Benchmarking is a common approach to determine the levels of service to provide in several industries. We can just look and see what other jurisdictions are doing and draw some conclusions about what capacity is required. There are several difficulties with this approach. In the case of Peace Officer work, there is no stable scope of work to draw comparisons with since every jurisdiction uses the officers in different ways (scope of enforcement and/or education activities). A few cases would serve as useful comparisons:

Airdrie - six (and growing) Peace Officers dedicated to traffic in a (mostly) urban setting (concentrated geographic coverage). Population of approximately 40,000.

Crowsnest Pass - small hamlets and high traffic, some rural aspects with a population of just above 5,000 has two Peace Officers that handle traffic and other bylaw complaints.

Kneehill County - small hamlets, one large town, largely rural with a declining population just below 5,000 has three peace officers dedicated to traffic, bylaw and school resource program.

When you compare these numbers to the existing arrangement in Clearwater County, you can notice that there are very few similarities in terms of demographics, geography and other aspects of the situation. There are some apparent similarities to consider too. The ratio for Airdrie (CPO/population) is similar and they record a similar number of violation tickets. However, Airdrie is a high density environment with all of the population and all the traffic exposure focused in very predictable and narrow constraints (time and space). There are no concerns for officers remotely situated or a requirement to go off-road and deal with a variety of different users - just two examples of special challenges encountered in the Clearwater context.

An exhaustive comparison of all the counties, municipalities and institutions deploying Peace Officers in Alberta would not yield any relevant and transferable findings. This is largely because of the broad differences in context and scope but also partly as a result of the relative inexperience with the deployment in many centres and finding the optimal mix with other law enforcement agencies. By any standard in benchmarking, the current staffing of CPOs in Clearwater County is light compared to other jurisdictions when taking into account geography, demographics, injury and infrastructure risk.

Service Level Recommendation

The following table summarizes the various methods for setting service level requirements:

Dimension	Description	Analysis	Recommendation
Population Growth	<ul style="list-style-type: none"> The increase in the number of people living in the county The increase in the number of people working in the county The increase in the number of visitors to the county The demographic composition of the county 	<ul style="list-style-type: none"> Very slow. Unlawful behaviours often outstrip population growth anyway - by large margins. Current population would suggest a total complement of approximately 40 law enforcement personnel to cover the population using Canadian averages Current population has bulges of higher risk age groups 	Status quo or Increase capacity
Geography	<ul style="list-style-type: none"> The physical size and characteristics of the jurisdiction 	<ul style="list-style-type: none"> Not changing but large segments of the geography receive low attention Addition of single and double digit highways would both improve capacity and increase demand 	Increase capacity
Safety	<ul style="list-style-type: none"> The threats to people in the county Response times Threats to CPO safety 	<ul style="list-style-type: none"> Threats and outcomes are higher than they are in other jurisdictions Large and remote geography limits patrol and response with only one responder 	Increase capacity
Unlawful Behaviours	<ul style="list-style-type: none"> The frequency of legal violations occurring in the county 	<ul style="list-style-type: none"> Same or higher than in other jurisdictions. Some data to suggest that certain issues are becoming more prevalent with no data to suggest major contributors are decreasing. 	Status quo or Increase capacity

Dimension	Description	Analysis	Recommendation
Thresholds	<ul style="list-style-type: none"> The limits around legal standards that would trigger an intervention (e.g., education, warning, ticket/charge). The tighter the limits, the more intervention activity. 	<ul style="list-style-type: none"> Current thresholds are generally generous and effective. There may be new triggers for proactive work that would increase demand 	Status quo or Increase capacity
Scope of Work	<ul style="list-style-type: none"> The dimensions of enforcement and education work. Number of task force operations. Responses to assist other agencies Time scope (length of days/nights, days in the week) 	<ul style="list-style-type: none"> Provincial downloading Possibility to adopt school program More proactive engagement possible Other agencies are under pressure (e.g., AHS) Current time coverage meets the highest volume times of the day (although with the lightest emphasis at the some of the peak times in early morning and early evening) Weekends have focused-use spikes in all seasons but especially spring/summer 	Increase capacity
Resources	<ul style="list-style-type: none"> Availability of funds (tax revenue and fine revenue) Availability of qualified candidates Stability of existing CPOs 	<ul style="list-style-type: none"> May make financial sense to adjust the mix between CPO and RCMP Pool of candidates is questionable Training times are lengthy 	Increase capacity

Dimension	Description	Analysis	Recommendation
Politics	<ul style="list-style-type: none"> • Citizen perceptions of public and personal safety • Citizen perceptions of agencies (including reputation of Clearwater CPOs) and funding for agencies • Competing priorities for funding and attention 	<ul style="list-style-type: none"> • An interest in increased control of resources • An interest in more prevention oriented work 	Neutral

The net recommendation is to increase capacity in two ways. The first is to find ways to increase the 'space' in the CPO work to do more mission critical work by limiting administrative overhead. It appears that the work already runs in an efficient manner. There are always ways to reduce the administrative load further to increase frontline contact time. The second is to increase the number of CPOs. This gives the program more resiliency in the face of a sudden departure of an existing staff person and the leeway to train and mentor new CPOs without compromising frontline contact. A further benefit is increased geographic coverage and the ability to deploy two different individuals in more risk intensive areas without compromising coverage in other areas. If recommendations for increased prevention activities are adopted, the extra CPO also ensures that these approaches can get the reliable attention they require. If a decision is made to embrace the school program, there may need to be an increase beyond the single CPO. There will be a requirement for some systems support to maintain knowledge bases and communication with a larger group. The Recommendations section of the document contains more specific elements to consider.

Prioritization

A useful method for thinking about the planning of demand as well as reviewing the historical response to demands is to allocate each activity on the four quadrant model that we made popular by the late Stephen Covey many years ago. We may recall that the model involves the following quadrants:

1. Urgent and Important
2. Not-urgent and Important
3. Urgent and non-important
4. Not-urgent and not-important

In the context of most strategic thinking (and the central message of Covey's application of this model), the idea is to focus as much effort as possible in quadrant 2 so that you decrease the volume of demand in quadrant 1 while avoiding wasting time in quadrants 3 and 4.

In the context of the CPO work in Clearwater, the same approach makes sense since Quadrant 2 is, at its root, a prevention focus. Quadrant 3 is the most difficult one because this involves activities that feed our innate love of dealing with urgency but are things that do not align well with our strategic objectives. The most common examples of these activities are those thrust upon us by other people/organizations because they seem strategically important to them. Because the CPO program is the County's most direct enforcement resource, there is a high risk of Quadrant 3 activities competing for demand. Without a

clear, supported and consistent discipline of application driven by vision and purpose, this can become a vulnerable area for mission scope to creep.

Qualities of Service Level Offered

There are three possible levels of engagement with the citizenry as a CPO. The hope is that through successful application of the first two engagement levels, it will decrease the requirement to reach into the third level. Ultimately, the goal is the improvement of safety and reduction of threats to infrastructure, the only drawback to avoiding enforcement is that it shifts the burden of resourcing from fine revenue to tax revenue.

Level One - The Uniform

In the case of law enforcement in a rural area, a large component of the uniform is the vehicle since people are more likely to see that than the CPO herself. This is one of the reasons that so much attention has been given to law enforcement uniforms and vehicle presentation - it presents the brand and approach of the program to the public every time they see the truck or the CPO. It is also one of the reasons so much attention is paid to how well presented the uniform and the vehicles are (e.g., crisp, clean, free from obvious damage). People make decisions about people and their motivations based heavily on appearance and in particular how they are attired - their 'curb appeal' (think about driving by a house you are thinking of looking at and the decision you make based on what you see from the curb). The uniform of the Clearwater CPO (light blue shirt and darker pants) is the uniform that tests the best for the balance between authority, competence and approachability. The mere presence of the uniform does change behaviour in any situation and creates a different feeling about a place (e.g., if the truck is regularly seen in a remote area of the county, it makes the area feel less remote to both responsible people and those looking to find some trouble).

Level Two - The Voice

The voice means an actual direct interaction with specific person or group of people. These interactions can take the form of encouraging desirable behaviour or discouraging undesirable behaviour. In either case, it is always relationship building. This level of engagement can take many forms on a continuum from using a hand signal at the side of the road to encourage a motorist to bring their speed down to a regular presence in the schools in the county working with the students. The community policing concept relies on the effective utilization of this level of engagement since it builds rapport, trust and respect between the program and the citizens.

Level Three - The Law

This is the level at which legal sanctions are actually applied after the Level One and Two engagement has either failed or never had the chance to work. This is the level where fines are applied and the program can generate revenue.

The Joint Task Force work that the Clearwater CPO program has been involved in over the last several years is a strong example of all three levels of engagement working together and it appears that the regular presence has resulted in a reduced intensity and number of level three interactions.

Measurement

The clear focus of measurement should be to give clear, accurate and precise feedback on the effectiveness of the program in meeting its purpose, advancing towards the vision, staying aligned with strategy and sticking to its principles and brand promises. Measurement occurs in layers starting at the level of Clearwater County, then at the level of the CPO program and then at the level of the individual CPOs. All of the measurement should be aligned and logical so that the items an individual CPO is measuring are connected to the whole program and the entire work of the county. The following is a short list of basic ideas that can be built upon or modified.

External Outcomes - these are very tricky in such complex phenomenon. It is simpler to measure infrastructure conditions and costs than safety issues but even these can be affected by weather events and other influences. Safety outcomes tend to focus on issues like traffic collisions, deaths, hospital admissions and tickets issued. There are many difficulties with this data because of the inter-jurisdictional drift of triggers and consequences (e.g., some behaviour going unchecked in a neighbouring county can result in a tragic consequence in Clearwater County) and the way in which it is collected and reported (time lags and regionalization). There is also the issue of the near miss (or near-hit more appropriately). Safety routinely uses a pyramid model that demonstrates the relationship between actual incidents and those that almost happened and the risks that drive them. Developing outcome measurements that take these relationships into account will give a more complete picture of the actual risks being addressed.

Internal measurements - these are the core of maintaining strategic program alignment and effectiveness and can be both outcome related and process related. Both are important and need to be based on metrics associated with strategic plans.

Examples of process related measurement levels and activities:

- Personal
 - things I noticed today
 - something I spent too much time on and how it could have been faster
 - a positive interaction with a citizen
 - time per type of activity
- Organizational
 - daily (rolls up)
 - geographic coverage/road coverage

All key measurements can be communicated transparently to all stakeholders and the public to give a clear view into conditions and progress on strategic objectives.

The Financial Formula

Money is a resource that is always in short supply and can be driven by questions like 'Who is paying and how much?' The program generates revenue from enforcement tickets and fines and an expansion of the program would logically generate more revenue. The strategy at the beginning of this document does not identify revenue production as a core concept in the program and interviews with everyone from politicians to frontline people and related agencies confirm that is not a leading concern at all. Potential changes to funding of law enforcement in the province may dramatically affect the Return On Investment conversation when considering what is needed to justify the presence of the the number of officers utilized in the program.

Return on investment considerations in these matters can be considered from a cost-benefit perspective (difficult because of the difficulty in accurately measuring outcomes) or from the perspective of cost-effectiveness (knowing the amount of money associated with the activities and seeing that as a reasonable percentage of the total costs associated with the problem we are trying to mitigate).

The costs for the program obviously go beyond the salary and benefits for the officers to include the purchase and maintenance of equipment and the maintenance of training and competency standards.

The cost of the problems the CPO program is trying to prevent (personal safety and infrastructure) can be calculated and if we look at the costs of a collision in Alberta we can see that the lowest amount in a property damage only situation is about \$11,000 rising to \$181,000 in the case of a fatality. When so-called human capital costs (loss of productivity and income loss) are added to the tally, fatalities can rise to as high as \$1.82 million per incident (CRISP Study, 2010). The county does not bear all of these cost directly in many cases but they do bear the emergency response, traffic disruption, lost productivity for people affected by the collision and many other costs. In a cost effectiveness argument, the total cost of these collisions is a very large number - easily in the tens of millions of dollars. If each CPO can have a reduction effect of only perhaps 1% of these costs (and the human suffering), the investment pays for itself. Part of the recommendation point out that some measurement should be done to see where these impacts are being felt. For instance, since the long weekend task force has been operating, there has been a decrease in both fatalities and serious injuries - this would be an example of potentially direct cost relationship.

Recommendations

The following is a list of recommendations based on the analysis. Some feature very specific direction while others are more general and require a collaborative approach to finalizing details. Not all aspects of the existing CPO work are directly addressed since most things are being done effectively within the existing capacity constraints. The recommendations are divided into subgroups that relate to the particular area of application or avenue of further exploration and advocacy.

With respect to the overall number of officers to meet capacity, the recommendation is to increase the number of officers by one (1) and then consider another additional officer in the event of taking on the School Resource Officer program.

Relating to Other Agencies

1. Extend highway authority to single and double digit highways passing through Clearwater County to increase enforcement coverage and minimize efficiency loss when traveling on these high volume roadways. The current limitation impairs the achievement of strategic objectives in high volume contexts and makes the time spent in these areas almost a complete waste of time. This is particularly significant when thinking about the context of the overall purpose of running a CPO program - reducing demand on the RCMP so they can focus on Criminal Code enforcement. Leaving the RCMP alone with the high volume single and double digit highways does not meet this objective from any point of view. Furthermore, it is confusing for citizens to see a vehicle labelled as 'Highway Patrol' that apparently can't respond to enforcement requirements on highways. It leads to consistency issues that can damage the reputation of the CPO program (e.g., 'They were sitting right there when this person ran the stop sign and almost caused a wreck on the highway!'). Extended authority does not necessarily entail a change of focus resulting in a decision to patrol these sections of road with high intensity.

2. There has been a recent change to the process that Clearwater (and other) CPOs use to access the information contained in the CPIC database. This change has resulted in the CPO having to work through a process and another person in order to gain access. The time involved is several minutes and potentially much longer. The purpose of conducting such a check is primarily to alert the CPO to the potential of a dangerous interaction with an individual or individuals. This is particularly important given the remote nature of almost all the work. By the time the officer gets any information, the situation could escalate if the individual is high-risk. A strong effort should be made to regain direct CPIC access to reduce this safety hazard.
3. In light of the fact that the download of costs traditionally borne by the provincial government to the local governments, the precise mix of law enforcement becomes much more relevant and significant since Clearwater County may soon be paying for all of it and the relative costs of a CPO next to an RCMP officer are substantially lower. This will mean that the administration of policing could become somewhat more complex as well as more responsive. Given that there are multiple local jurisdictions overlapping with and abutting to each other, some venue for explicit cooperation may need to be considered. A regional law enforcement commission could be assembled. It should have precise goals and a strategy so that it does not conflict with the frontline work of the various agencies or increase administrative overhead. It should just be a forum for naturally connecting agencies for the purpose of aligning strategies and coordinating tactics.

Program Strategy

4. Continue the policy of a generous margin of error on tickets to reduce the number of infractions that will be challenged in court (thus avoiding large losses of frontline time for the preparation and appearance in court for a low return result) and maintain program reputation for fairness and significance in court and with the citizens.
5. Consider the development of a school program to address the habits and attitudes of people at a young age while they are still forming what will be lifelong habits of mind. Connections to the RCMP can be maintained to channel intelligence on criminal activity. Seasonal fluctuation of this work would provide increased capacity during summer season (school in winter, road/off-road in summer) and flexible/maximum deployment. There are already some strong precedents for a similar program including the CPOs in Bonnyville who run a school-based program that covers the public and separate schools in their area. They focus the program on awareness, modeling and education that leads to students making good choices. The program has a strong social media presence (especially through Facebook) that provides a continuous stream of activity information and updates with strong use of video. A program of this nature can function with a lead individual who is the main school resource officer but with support from other CPOs for particular programs or initiatives. The program should cover all of the public schools in the Wildrose division in Clearwater, separate schools in Clearwater that are part of the Red Deer region and any private schools in the county. Particular emphasis should be placed on Junior High School and Senior High School aged children but a continuous presence from the earliest stages of the elementary experience is important. While many of these SRO programs focus on awareness (including presentations to students on different topics), it is crucial to seek the engagement of students in activities that will help them learn - first hand - many of the facets of safety and crime prevention. There is considerable opportunity for very exciting and emotionally impactful activities that can involve the students and even be complimentary to lessons being learned in subject areas like science, math and language arts. This opportunity is significant given that the high risk population age group starts in high school and influencing students during that phase and earlier in their education can have profound effects.

6. Avoid the deployment of uniformed Peace Officers to assist Clearwater County officials since presence of a uniform frequently escalates situations involving people who are more probable to become threatening or initiate violent acts. Peace Officers and the people they would be accompanying would not be in a position to respond with adequate force to maintain personal safety. It is also a completely different situational awareness challenge from those that the CPOs encounter on a regular basis. Clearwater County departments should have an integrated database with the CPO program to catalogue intelligence gathered and maintained on people and businesses in the county. This information can be accessed by Clearwater employees and used to formulate tactical approaches to situations they expect to encounter. This may include keeping the RCMP on alert before entering potentially difficult or threatening circumstances.
7. Consider a push into non-RCMP/Alberta Sheriff roles to differentiate the brand of the CPO program since many people consider all law enforcement to be basically the same. Clearwater County CPOs have had experience fielding complaints about officers that were not CPOs. If the main interaction for most citizens is on highway patrol, differentiation can be difficult and efforts and distinguishing the brand will be compromised. Moving into prevention activities including school resource work will make significant impact in this area.
8. Increase focus on key collision predictors even if that means de-emphasizing speeding related enforcement. The issues of distracted driving and following too closely to the vehicle ahead are the main predictors for the majority of serious collisions. There is no doubt these infractions are harder to capture than speeding and new tactics will have to be developed and deployed. This includes repeat and serious offenders who engage in dangerous behaviour. This relates to the first point about consistent coverage on all highways passing through the county - some of the more chronic risk drivers will know that CPOs are unable to enforce rules in certain spots. Interviews with all CPOs include an ample selection of anecdotes about people speeding past them on single and double digit highways because they know they can't be stopped.
9. Train CPOs in CPTED (Crime Prevention Through Environmental Design) techniques so that they can complete assessments on commercial and personal property and advise owners/residents on steps that they can take to decrease the probability of criminal activity on or around their property. This is an activity that strategically advances the purpose of the program by decreasing the likelihood of safety and infrastructure threats and by building meaningful relationships between the program and the citizens.
10. Evaluate road conditions and contexts throughout the county and identify environmental and design triggers for potential safety problems or infrastructure compromise. This will help develop a list of potential improvements while helping understand where education and enforcement needs to be applied. This will allow severity issues (e.g., probability of serious or catastrophic problems) to be balanced with levels of exposure (e.g., volumes of users). It will also help identify at-risk infrastructure and safety issues.
11. Educate at all levels (children through adults in a variety of settings) the direct connection between loads, road bans and infrastructure risk as well as the effects of distracted driving, following too close and speed on the lives of the people. Do it using stories - they can't all be as compelling as Werner Herzog's take on texting but in that direction (and certainly using Herzog's movie is a good idea). Emotion must be attached to the facts to make them memorable and meaningful. The venues for this activity are plentiful - schools, open houses, presentations at companies or recreational destinations, in publications including newspapers, using social media and much more. It is important to emphasize that this is not primarily an awareness building exercise. The desired result is a meaningful engagement that both builds relationships and can trigger changes in behaviour.

Operational Issues

12. Communication must be de-complicated. It is not consistently complicated in its present state but there are anecdotes of filtered communication. This applies internally and externally. Communication is the currency of complexity and complexity is generated by relationships between influencing agents. The presence of complexity drives two common and basically unconscious reactions - to simplify and control. Unfortunately, this normally leads to broken feedback loops and serious side effects that are masked by time lags. Fortunately, there is a principle that can be applied and measured for performance: subsidiarity. It is a term more commonly employed in the UK (and adopted as a key principle in the European Union governance model) and it means that everything is done by the smallest, least centralized agent in any situation. In other words - direct connections between frontline players with minimal filtering through centralized authority. There is still room for a centralized authority - it must set the strategic parameters and interests for each of the individual agents so they understand how to prioritize competing demands but the work is carried out by them in the most direct way possible. There are issues that are under the control of the CPO program that can be adjusted but there are others that involve work with other agencies (e.g., RCMP and CPIC inquiries). Processes should be tracked from presence of subsidiarity violations and then adjusted to reduce the influence of centralized authority. The establishment of the Collective Ambition Compass concept outlined earlier in this report sets the centralized standards. Individual officers should be given maximum freedom of action within that strategic context to get the work done and exchange data and information on an as-needed basis. This also means that intelligence gathered through any channel must be made available to the CPOs in a regular and reliable fashion since it can have significant impacts on tactical decisions and officer safety.
13. Coordination with other agencies should be dictated by strategic interests. If acting with other agencies (including supporting or supplementing their work) is an effective tactic for achieving the objectives of the Clearwater County CPO program strategy, then it should be seriously considered as long as the net impact is positive (e.g., participating in RCMP accident scenes delivers a higher quality result than continuing with other activities). It should continue to be bottom-up in its organization, that is, originating from a natural strategic demand that is meaningful to multiple agencies.
14. Charge screening and tight/direct communications with prosecutors. Regular two-way education exchange about what is happening (evidence needed, tolerances to monitor, etc.) on both sides of the ball so that more efficiencies are created with more effective and productive prosecutions. Incentives for guilty pleas are important (tolerances on tickets, early payment discounts, fine discounts in big cases) but raise the question about how much deterrent or compensatory responsibility is in play. Dash cameras (which are in continuous use now) and even personal worn cameras should be encouraged.
15. A clear analyst role needs to be played. That role should be played by the position most logically suited. Considerations would include, separation from the frontline work and the viewpoint to integrate the findings with other aspects of county activity. There should be a layer of analysis - much like strategy - that follows at each level of the organization. This means there should be some basic level of self-analysis conducted by each CPO that is consistent with their role portfolio and explicitly connected to strategic action considerations.
16. Increase contact time with threats and opportunities for reducing threats to safety and infrastructure. Decrease time spent away from this contact time - guard it jealously. Provide time for analysis and evaluation. Time for MEANINGFUL training - training has become a

massive industry that eats up larger and larger volumes of resources (time and money) in many law enforcement departments and elsewhere. Review training opportunities with an eye to the strategic focus of the program (including officer safety) and, of course, legislated requirements for CPOs.

17. Diversify program measurement beyond ticket and file activity to capture both process and outcome. Orient measurement to reflect progress towards declared strategic interests and purpose. The Collective Action Compass contained in this document lays out the strategic directions that we discussed in the development of this report. There are a number of opportunities to establish measures that align with these elements that can be reported on a regular basis. This includes frequency of time spent in various areas, number of contacts, prevention activities engaged in and many others. Measurement input should always be relevant, convenient and easy to compile so that it is likely to be carried out and meaningfully reported. Outcomes in such complex areas as law enforcement are notoriously difficult to assess - particularly when people are moving in and out of the jurisdictional area at all times. Tracking measurements in process areas helps uncover trends, focus tactics and stay strategically aligned.

Summary

After reviewing the CPO program in Clearwater County and examining the various demands and system effects, a series of recommendations have been made that address the capacity of the program to meet the demand. It is an imperfect process because of the complexity and the latitude of political decision-making in any jurisdiction to determine to what degree the demands might be addressed by the resources.

Four things we know for sure about service level demands:

1. Service level requirements are driven by both predictable and emergent (unpredictable) demands
2. Service level is affected by effectiveness (the extent to which we are meeting key strategic needs - consequences of activities)
3. Service level is affected by efficiency (how much front line strategic value can be driven per unit of resource)
4. Service level requirements must be driven by strategic priorities (and the degree to which those priorities will be addressed) and the capacity to meet the demands is constrained by the quality of work and the quantity of interactions. Higher quality interactions normally decrease the potential quantity of interactions.

The current environment of government downloading is unlikely to abate in the near term and this will continue to put pressure on the local governments to meet many different demands (including law enforcement). It will also increase pressure for other agencies to look for assistance from the CPO program. This was clear from the interviews and the research - there will be increased pressure to support other agencies and this is why having a strong strategic focus and mandate will be necessary for the program. It must be very clear at all times and in all activities what the purpose and vision is for the program and how any path followed or activity considered relates to advancing those strategic interests.

Benchmarking against other programs is difficult because of the many eccentricities of the demands in different areas and the varying levels of political commitment and strategic intent. The current Clearwater program appears to be light in its staffing when taking geography, collision and injury rates, demographics and levels of industrial and citizen activity into account in comparison to other programs.

The recommendations in the report are broken into sections that address the strategy of the program, the changes that can be made to internal program operation and the changes that must be addressed at the level of the Alberta CPO program.

When we look at the overall ability of the program to meet the demands, we need to ask the following questions when we are examining the evidence:

Is the coverage deep enough?

Is the coverage broad enough?

How much activity is relevant to strategic interests?

How much activity is significant in its consequences for strategic interests?

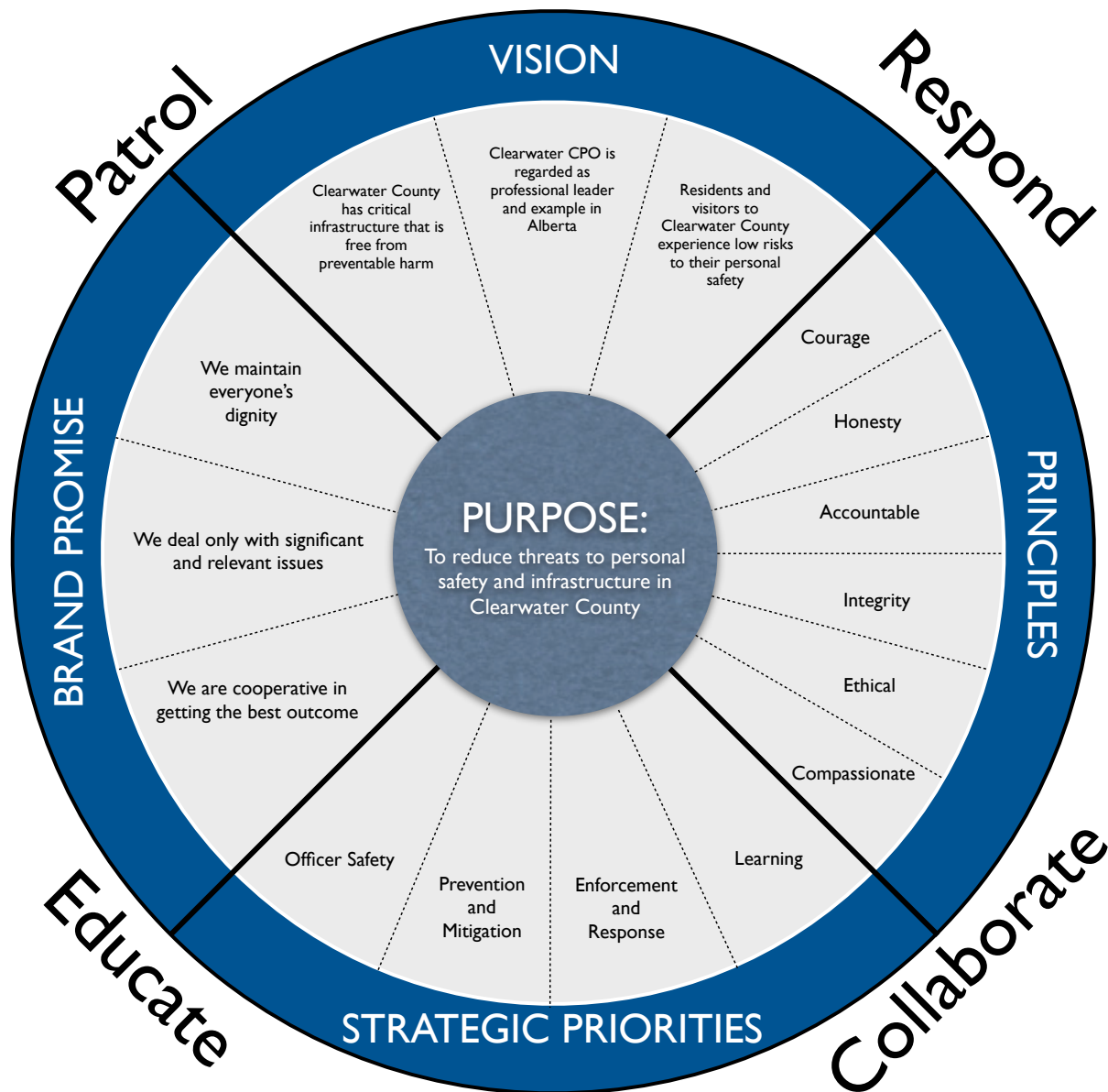
The answer to the questions are that the coverage is deep enough in certain restricted areas and activities (enforcement closer to higher population centres). It is not deep enough in more remote areas or on some high volume roadways restricted by conditions placed on all CPO programs. The coverage is not very deep on any of the roads in the early morning and late evening hours because there are less CPOs overlapping at those very busy times of the day.

The coverage is not broad enough from a geographic perspective and it is not broad enough from a strategic perspective, especially in areas outside enforcement. It is broad enough to cover the time windows (although more weekend coverage might be desirable in the summer months).

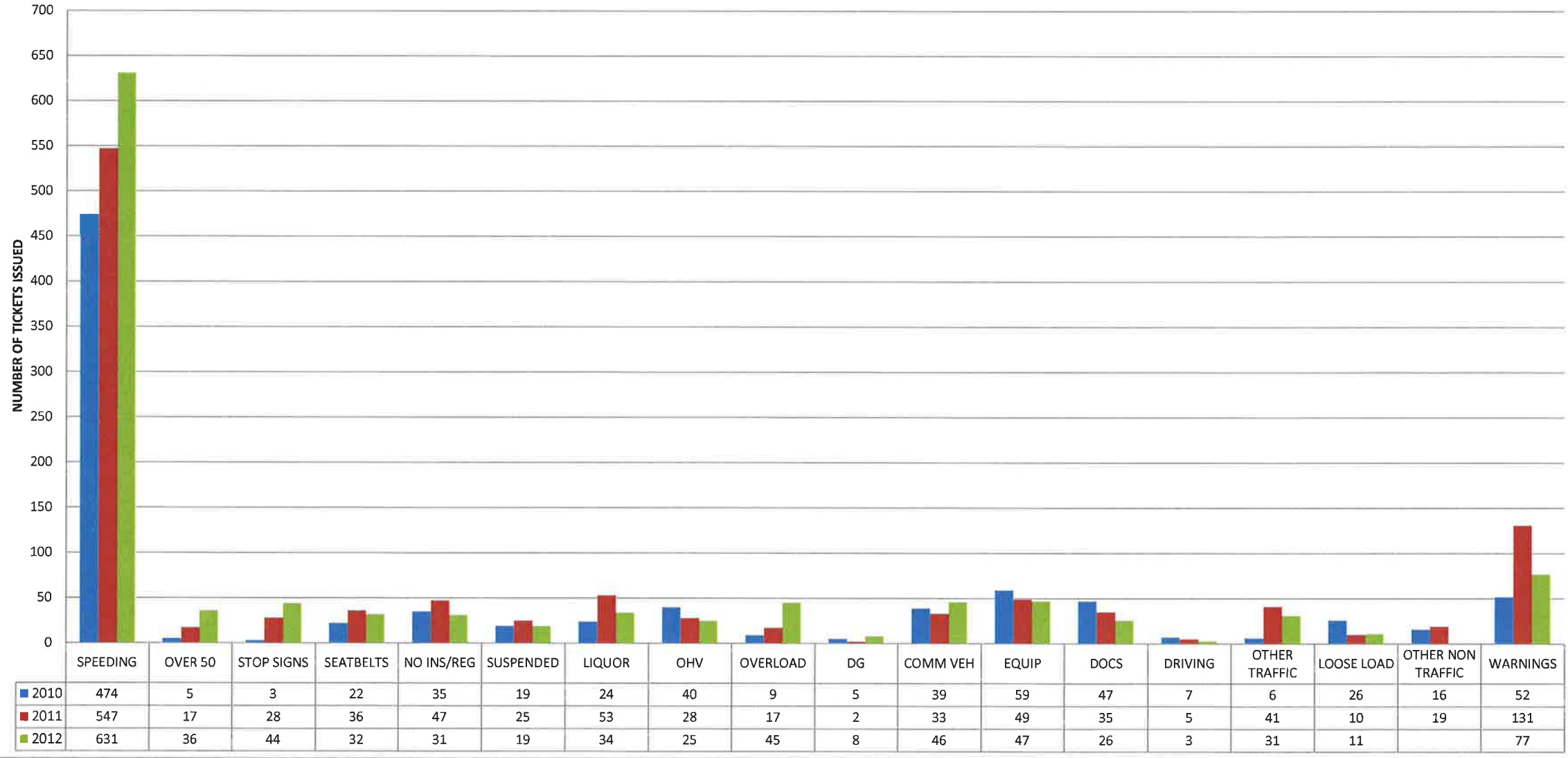
The existing work is relevant and significant with regard to strategic interests, it just isn't comprehensive enough. It is enforcement only for the most part.

As a result, the recommendations suggest an increase in the number of CPOs (at least one in the near term) as well as a diversifying of the work portfolio into prevention activities - particularly those addressing key risk groups like teenagers and young adults.

Appendix One - Collective Ambition Compass



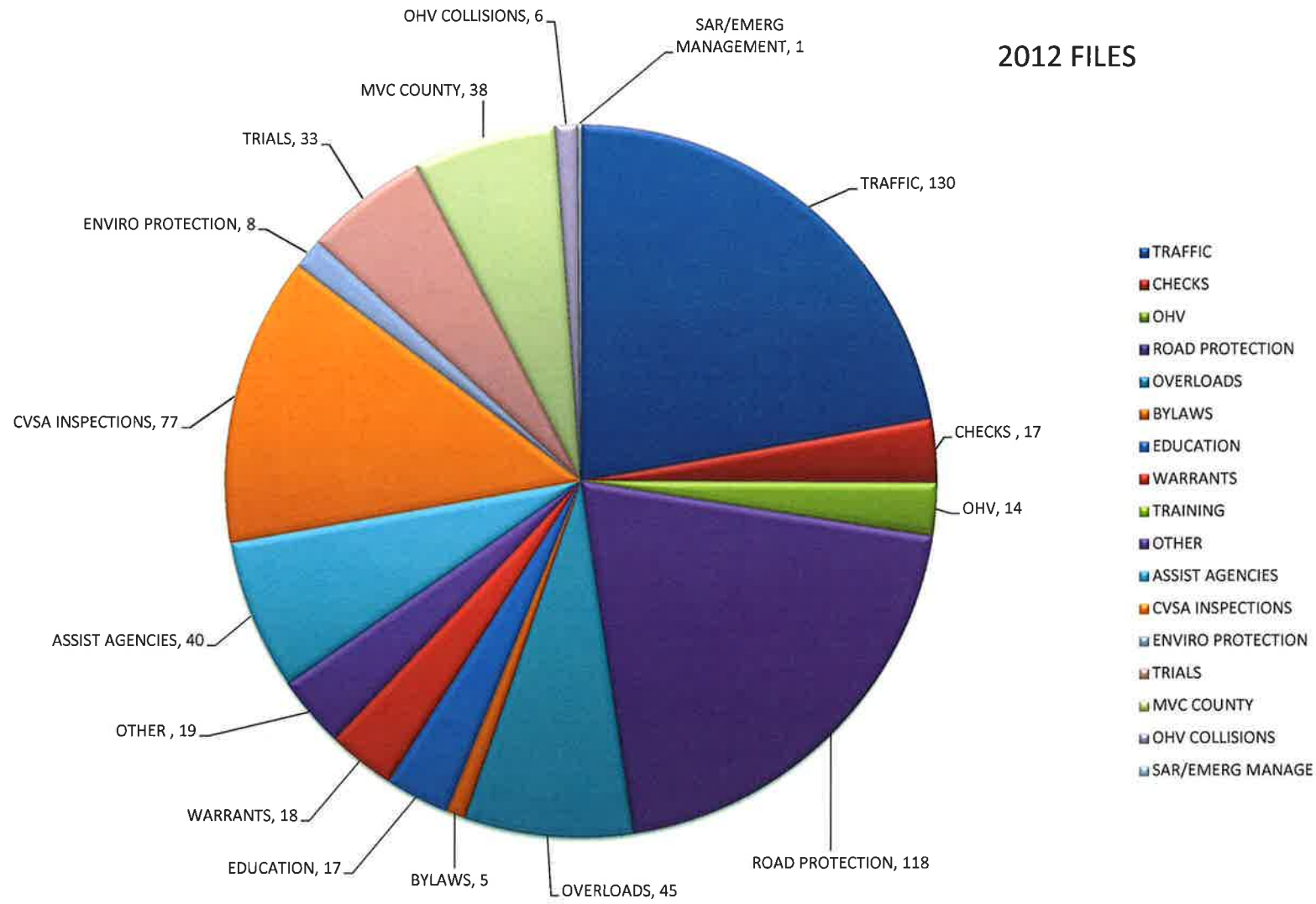
2010-2012 VIOLATION TICKETS ISSUED



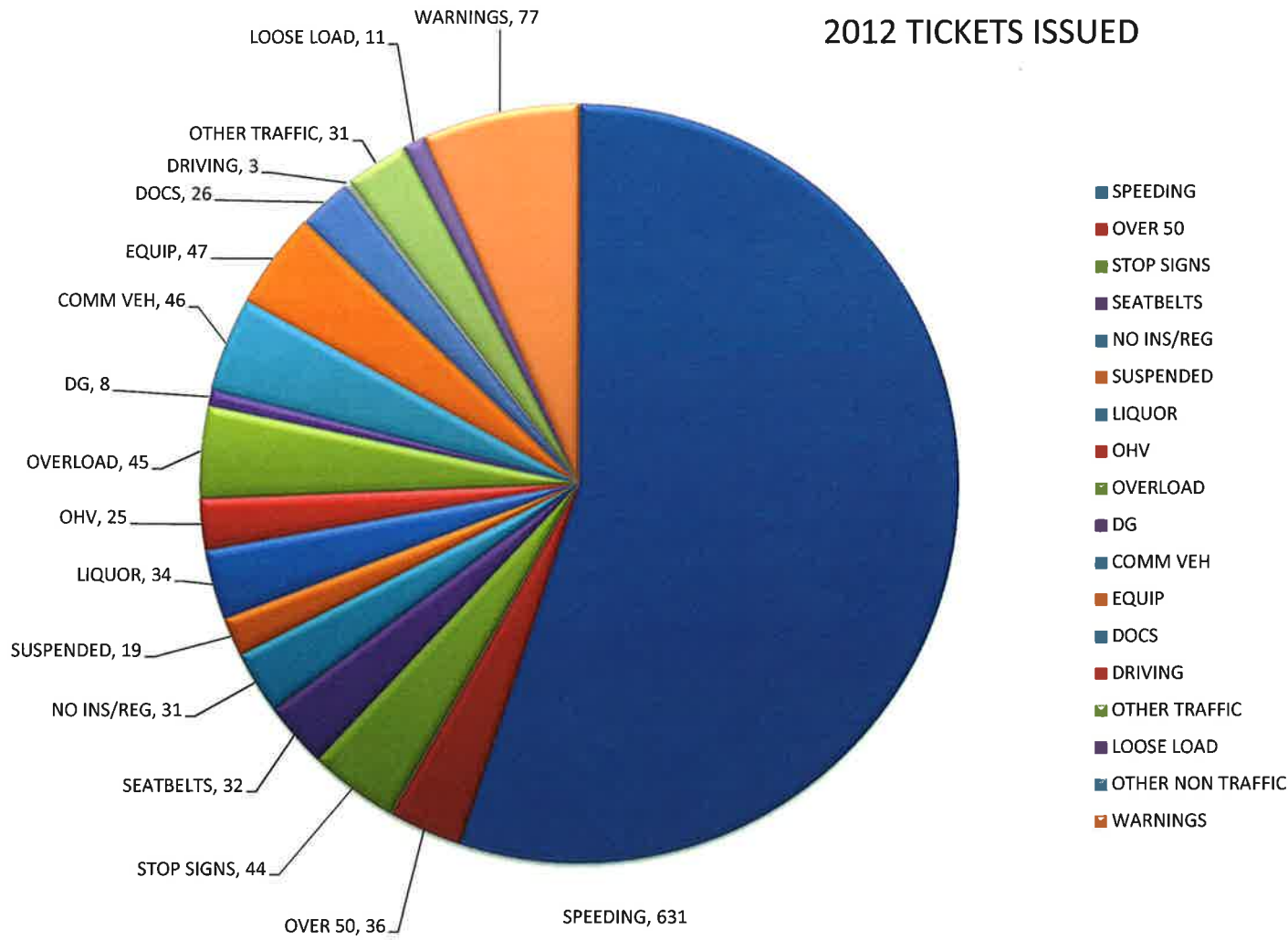
TICKETS ISSUED	2010	2011	2012
SPEEDING	474	547	631
OVER 50	5	17	36
STOP SIGNS	3	28	44
SEATBELTS	22	36	32
NO INS/REG	35	47	31
SUSPENDED	19	25	19
LIQUOR	24	53	34
OHV	40	28	25
OVERLOAD	9	17	45
DG	5	2	8
COMM VEH	39	33	46
EQUIP	59	49	47
DOCS	47	35	26
DRIVING	7	5	3
OTHER TRAFFIC	6	41	31
LOOSE LOAD	26	10	11
OTHER NON TRAFFIC	16	19	
WARNINGS	52	131	77
	888	1123	1146

FILES	2010	2011	2012
TRAFFIC	87	97	130
CHECKS	11	10	17
OHV	11	11	14
ROAD PROTECTION	40	75	118
OVERLOADS	9	11	45
BYLAWS	5	9	5
EDUCATION	24	18	17
WARRANTS	28	39	18
TRAINING	4	2	
OTHER	26	24	19
ASSIST AGENCIES	21	48	40
CVSA INSPECTIONS	82	69	77
ENVIRO PROTECTION	8	6	8
TRIALS	20	22	33
MVC COUNTY	78	54	38
OHV COLLISIONS	11	6	6
SAR/EMERG MANAGE	10	5	1
	475	506	586

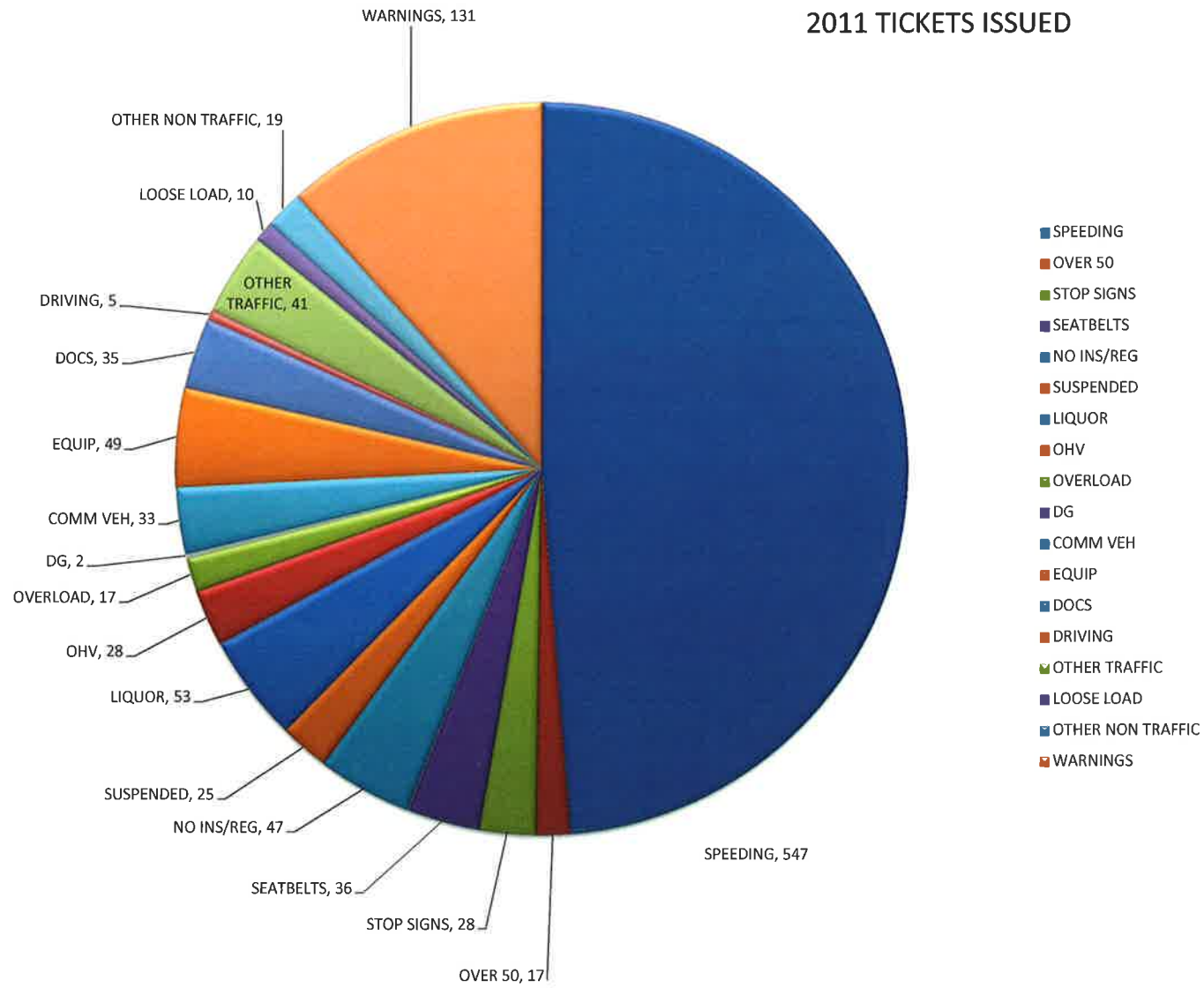
2012 FILES



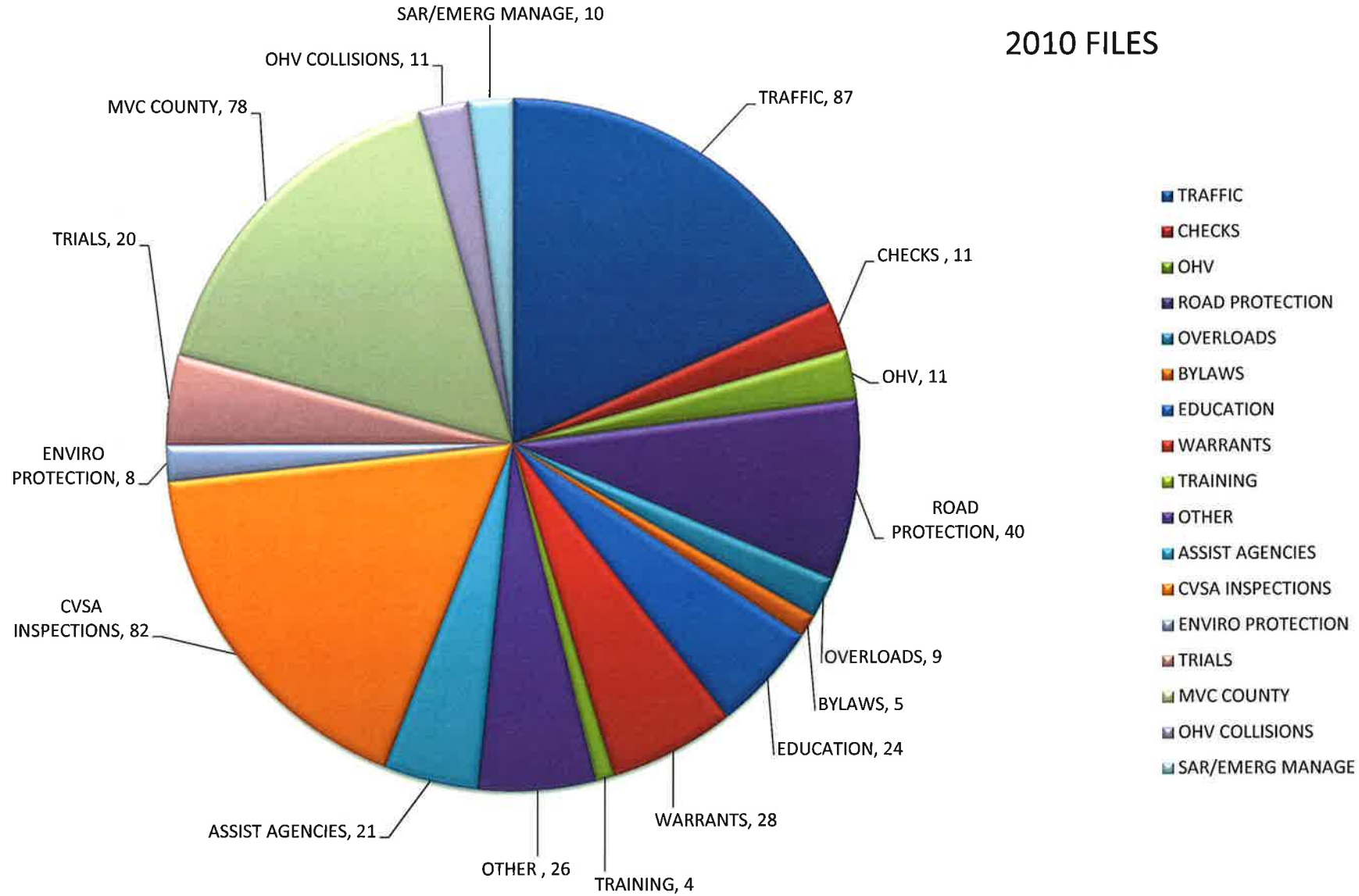
2012 TICKETS ISSUED

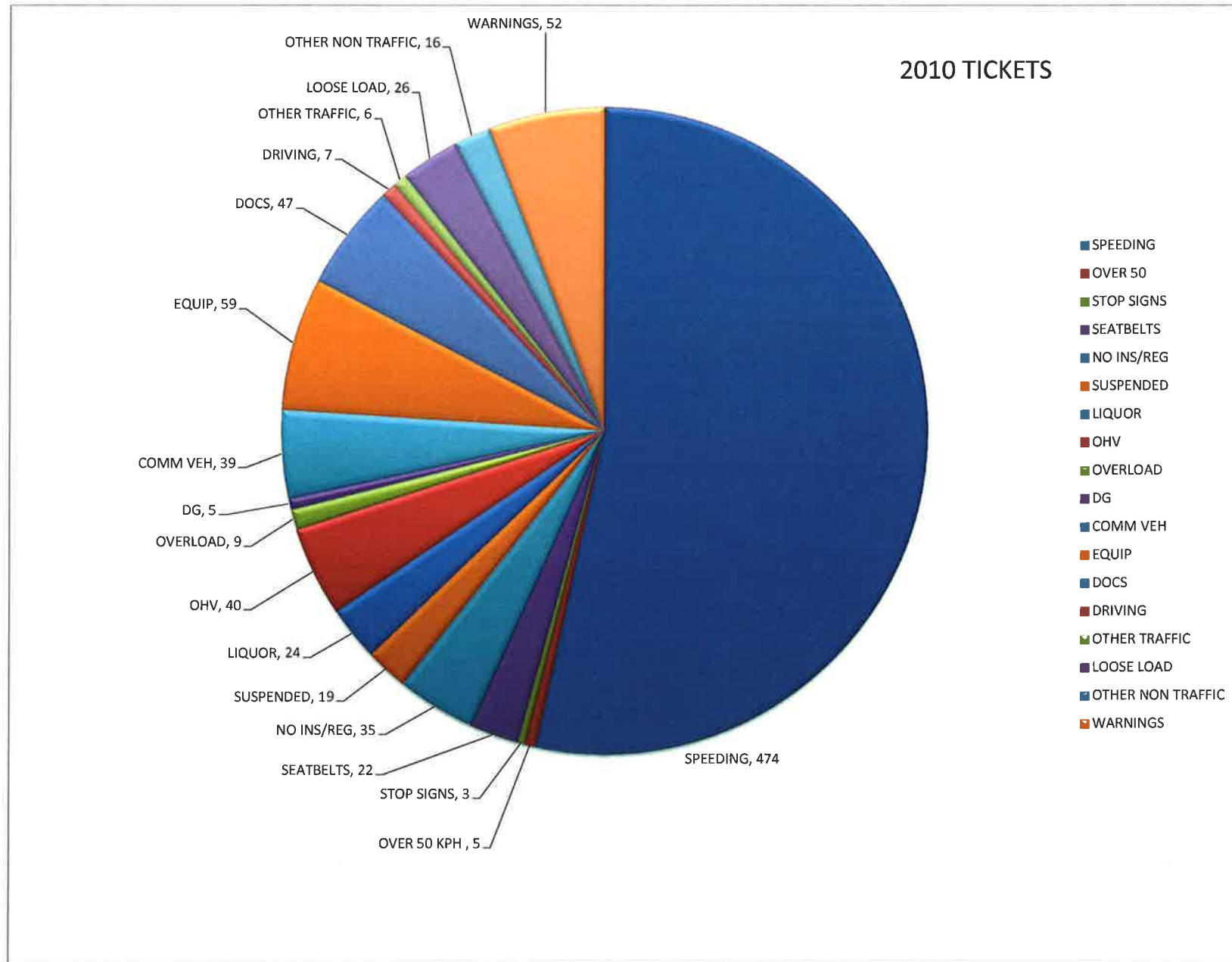


2011 TICKETS ISSUED

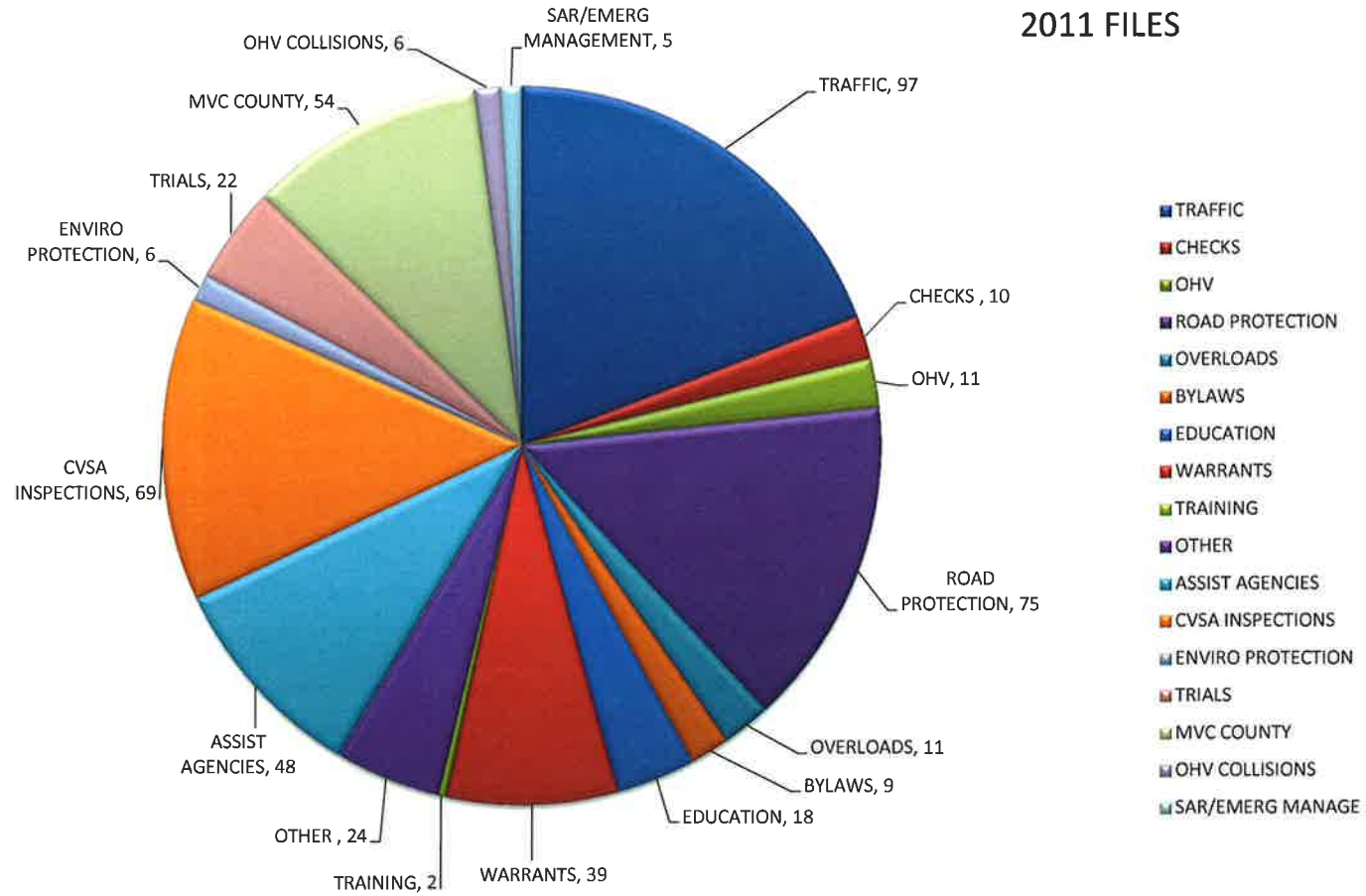


2010 FILES





2011 FILES





Agenda Item

Project: Fish Lake Fire After Action Report	
Presentation Date: January 13th, 2014	
Department: Community and Protective Services	Author: Mike Haugen
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Quality of Life	Goal: 2
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: 1) That Council accept the Fish Lake Fire After Action Report as presented as information; and, 2) That staff are directed to organize a presentation of the report in Nordegg.	
Attachments List: Nordegg AAR	

Background:

Please find attached the After Action Report (AAR) regarding the Fish Lake (Nordegg) Fire which burned from May 5th, 2013 to July 15th, 2013. The report was prepared by Stew Walkinshaw of Montane Forest Management. Mr. Walkinshaw has been involved in the preparation of several After Action reports for ESRD and other municipalities including the 2013 Southern Alberta Flooding.

The report outlines strengths and weaknesses of the response. It will be these areas that staff focus on during the presentation.

There are always elements of disaster response that can be improved upon and the Fish Lake Fire was no exception. Elements of communication were a primary area for work to be done. Staff would like to note that while areas of the response could be improved upon, there were no problems that resulted in the worsening of the event or extended the duration of the event. Basically, some things, which are outlined in the report, could have been handled better in this event; however, would not have resulted in the fire being extinguished earlier or in getting people back into their homes sooner.



Included as part of the report is a survey that was sent to all personal addresses in Nordegg. 200 surveys were sent out with 59 being returned. In addition to personal addresses the Nordegg Chamber of Commerce was requested to fill out a survey on behalf of Nordegg businesses (although they declined). The responses have been compiled with written comments. The comments have been unaltered. Much of the feedback from the surveys is in line with the report's findings.

The AAR was reviewed and discussed by the Clearwater Regional Emergency Management Agency (CREMA) on December 10th, 2013. The CREMA is recommending that Council accept this report as information.

A presentation on the report's findings and the event in general will be conducted in Nordegg. A time for this has not been determined as staff although staff would recommend a time which facilitated the attendance of as many Nordegg property owners as possible.

Final Report

Clearwater County 2013 Fish Lake Wildfire After-Action Review

Prepared for:
Mike Haugen, Director of Community and Protective Services



Prepared by:
Stew Walkinshaw
MONTANE
Forest Management Ltd.

December 1, 2013

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1 Introduction

Clearwater County identified the need to review emergency management operations during the 2013 Fish Lake wildfire near Nordegg with the intent of identifying strengths and weaknesses and recommendations to assist with improved emergency management operations for future incidents.

Clearwater County conducted an After-Action Review (AAR) on October 16, 2013 to review the actions taken during the May/2013 wildfire.

Observations and recommendations from AAR participants for future emergency management improvement have been identified in this report under four main themes:

- Incident management organization
- Evacuation and reception centre operations
- Public information/communications
- Facilities/information technology

2 AAR Participants

Name	Job Title	Incident Role/Position
Ron Leaf	Chief Administrative Officer Clearwater County	EOC Manager
Tracy Haight	Executive Assistant Clearwater County	EOC Scribe
Trevor Duley	Community Services Coordinator Clearwater County	Deputy EOC Planning Section Chief
Patrick Oslund	Deputy Fire Chief Clearwater Regional Fire/Rescue Service	Site Operations Safety
Cammie Laird	Fire Chief Clearwater Regional Fire/Rescue Service	EOC Fire Branch (under Planning)
Kristopher Heemeryck	Wildfire Prevention Officer AB. ESRD	ESRD EOC Agency Representative
Erik Hansen	Manager, Infrastructure Clearwater County	CWC Agency Representative
Christine Heggart	Communications Coordinator Clearwater County	EOC PIO
Mike Haugen	Director, Community & Protective Services Clearwater County	EOC Manager
Terri Miller	Community Peace Officer Clearwater County	Evacuation/Security Coordinator
Rick Emmons	Director, Planning Clearwater County	EOC Planning
Michelle Marshall	Industry/Land Acquisitions Coordinator Clearwater County	Evacuation Centre
Darrel Scott	Surface and Road Supervisor Clearwater County	Evacuation Centre

3 Incident Summary

The Fish Lake wildfire was discovered on May 5, 2013 and was actioned by AB. Environment and Sustainable Resource Development (ESRD) until it was extinguished on July 15, 2013. Communications between ESRD and Clearwater County (CWC) were ongoing throughout the next week with regular updates and discussion between the ESRD Duty Officer and the CWC Chief Administrative Officer and Director of Community and Protective Services.

On May 9, Clearwater County activated their Emergency Operations Centre (EOC) in Rocky Mountain House and set the following priorities based on the Clearwater County response policy:

1. Provide for the safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect government infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

Clearwater Regional Fire-Rescue Services, RCMP, and Community Peace Officers began pre-planning and setting-up for possible evacuation and community protection activities. Evacuation trigger points were established in conjunction with and based on the recommendations of the ESRD Incident Management Team.

On May 10, CWC issued a one-hour Evacuation Alert to Nordegg residents and on May 12, when the fire breached the trigger point, this was changed to an Evacuation Order and residents were requested to leave immediately. The Evacuation Order was rescinded on May 17 and residents were allowed to return to Nordegg.

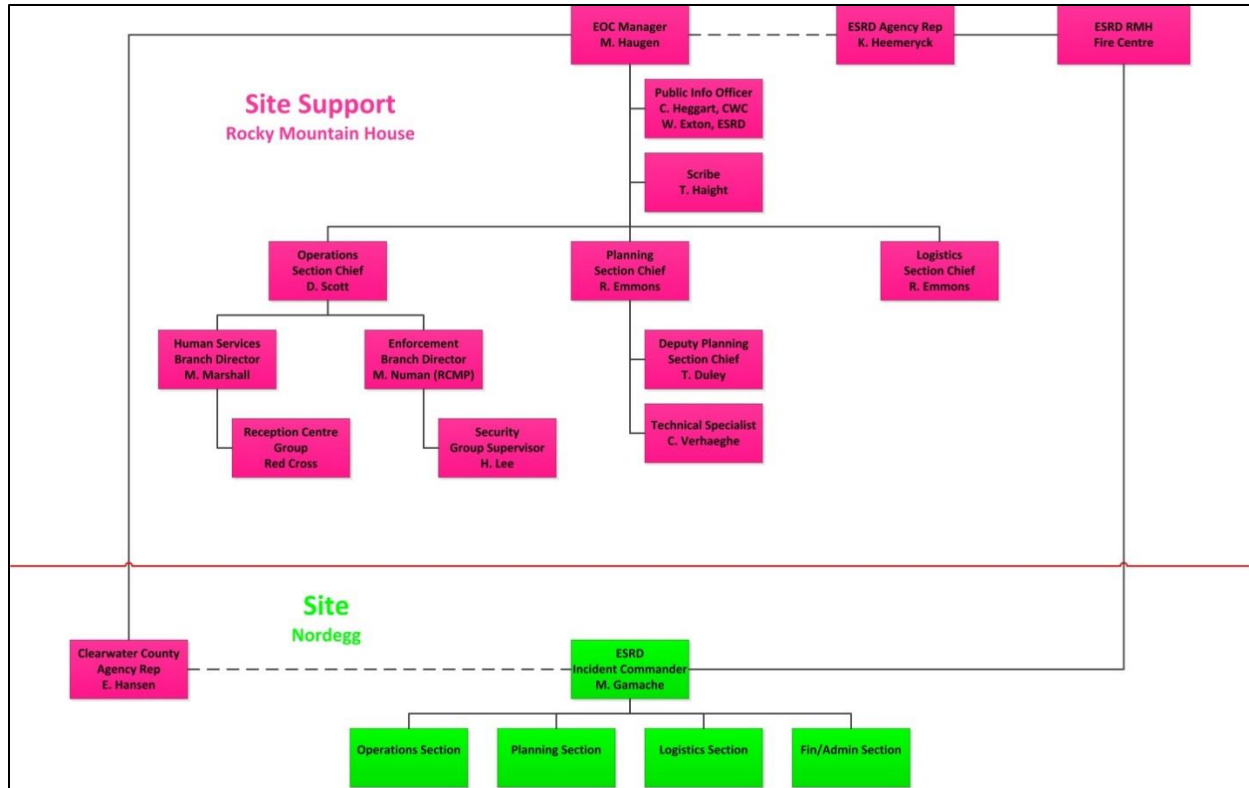


Figure 1: Incident Organization Chart – May 12-13/2013

4 Observations and Recommendations

The observations and recommendations offered in this report are based on the findings from the After-Action Review (AAR) conducted for Clearwater County on October 16, 2013.

4.1 Overall Strengths and Weaknesses

Strengths

1. Communications and coordination between personnel and agencies in the Clearwater County EOC (Red Cross, Town of RMH, RCMP) was excellent and resulted in sound support actions.
2. The Clearwater County EOC conducted evacuation, reception centre, and re-entry planning early and throughout the incident resulting in efficient operations.
3. Co-located and coordinated Clearwater County and ESRD communications/public information operations resulted in unified messaging to the public and media.

Weaknesses

1. The lack of an integrated incident organization at Nordegg resulted in Clearwater County, ESRD, and RCMP not fully communicating on all actions being taken by each agency.
2. The change from a one-hour Evacuation Alert to immediate Evacuation Order created confusion among residents.

4.2 Observations and Recommendations

Observations and recommendations from AAR participants for future emergency management improvement have been identified in this report under four main themes:

- Incident management organization
- Evacuation and reception centre operations
- Public information/communications
- Facilities/information technology

4.2.1 Incident Management Organization

Item	Why Did It Happen?	What Are We Going to Do Next Time?
<p>Clearwater County representatives were dispatched to Nordegg on May 12 to enter into Unified Command with ESRD however Unified Command was not established</p>	<ul style="list-style-type: none"> • CWC wanted a County representative in Unified Command at Nordegg due to wildfire threat to residents, municipal infrastructure, and property • CWC assumed they would be entering into Unified Command based on the functional wildfire exercise a month earlier with ESRD • CWC representative was actually acting as a CWC Agency Rep with the IMT • CWC and ESRD not used to UC and are still getting comfortable with the concept 	<ul style="list-style-type: none"> • CWC and ESRD Agency Executive should discuss early the need for Unified Command and/or the integration of CWC personnel into the incident organization • Share Site and EOC organization charts earlier to recognize any inconsistencies • In complex incidents, CWC would like to consider the ability to attend the Duty Room for fire behaviour modelling and contingency planning
<p>CWC Fire Chief would have preferred to spend more time in CWC EOC rather than running back and forth between EOC and Nordegg</p>	<ul style="list-style-type: none"> • Fire Chief originally assigned to EOC position however once WUGS position began to become an issue, the Fire Chief began travelling to Nordegg to work the Site and EOC roles concurrently and became overwhelmed • Frank Harris (FCO) requested by CWC for the EOC but he ended up at Nordegg acting in the Support role rather than from CWC EOC 	<ul style="list-style-type: none"> • Clearwater Regional Fire/Rescue to be quicker on request for additional help • Be quicker to resolve the WUGS issue with the IC • Keep a Clearwater Regional Fire/Rescue representative at the EOC for support-related activities
<p>No mechanism in place to correct conflicts between ESRD and CWC needs/desires</p>	<ul style="list-style-type: none"> • CWC priorities were not being followed by ESRD Incident Mgt Team - desires of CWC Fire/Rescue on-scene were not being identified in IAP and 204's • WUGs was not listening to CWC Fire/Rescue concerns • No clear communications between OSC and WUGS resulting in CWC Fire/Rescue circumventing the WUGS to speak directly to IC 	<ul style="list-style-type: none"> • Ensure WUGS is qualified and competent for the position – should have structural and wildland qualifications • Ensure structure protection objectives are identified in the IAP • Consider Unified Command in incidents with overlapping jurisdiction or add CWC Fire/Rescue at Deputy Branch Director level

Item	Why Did It Happen?	What Are We Going to Do Next Time?
<p>Site boundary was different for CWC and ESRD resulting in EOC support personnel working within the Incident Command Team's area of responsibility</p>	<ul style="list-style-type: none"> Lack of discussion between ESRD and CWC Agency Executive early to determine boundaries for Site versus Support activities 	<ul style="list-style-type: none"> CWC and ESRD Agency Executive should meet early in the incident to determine the Site boundary(s) and Site versus Support activities together Need to ensure Check-In with the Incident Management Team for all resources working within the Site boundary
<p>Communications and coordination between CWC, ESRD, and the RCMP at Nordegg was weak at times resulting in some inconsistent actions between Agencies</p>	<ul style="list-style-type: none"> Lack of an integrated Incident organization structure at Nordegg 	<ul style="list-style-type: none"> Consider integrating all Agencies into one integrated Incident organization structure (wildfire, structure protection, evacuation/security) to improve communication and coordination between Agencies

4.2.2 Evacuation and Reception Centre Operations

Item	Why Did It Happen?	What Are We Going to Do Next Time?
<p>Change from One-hour Evacuation Alert to immediate Evacuation Order created confusion among residents</p>	<ul style="list-style-type: none"> • Consideration of zoning was done early (May 9) but on May 12 the extreme fire behaviour drove the quick evacuation and need to evacuate the entire community at one time • Time to notify all residents in Nordegg of the Evacuation Order was not fully appreciated in determination of the evacuation trigger point and Evacuation Alert timeline 	<ul style="list-style-type: none"> • Consider Evacuation Alerts without a timeframe so that when told to go the timeframe is not an issue • Trigger point location needs to consider time to notify and evacuate residents • Consider staged evacuation zoning of Nordegg when appropriate – Wildfire Preparedness Guides should be developed with CWC input • Educate the community on evacuation protocols and personal emergency preparedness (preparation, packing, communication) including an Evacuation checklist • Carry the message to the Provincial government executive that municipalities will be looking for clarity on enforcement of Evacuation Orders
<p>Reception Centre activation could have been more efficient at start-up</p>	<ul style="list-style-type: none"> • Unknown how many people would be coming from Nordegg when planning for meals, beds, etc. • No cell phones, laptops with spreadsheets, printers available for Reception Centre staff to utilize 	<ul style="list-style-type: none"> • Develop Reception Centre IT kit ready and available and have IT specialist available to setup and support • Build pre-fabricated signs for Reception Centre for earlier setup
<p>Reception Centre assistance provided by Red Cross and Town of Rocky Mountain House was very helpful and a benefit to have on-scene</p>	<ul style="list-style-type: none"> • Experienced, excellent knowledge, attitude, and willingness • Came with additional support resources (cots, blankets) • Uniformed personnel provides credibility and confidence to evacuees 	<ul style="list-style-type: none"> • Formalize an agreement with Red Cross for future assistance

Item	Why Did It Happen?	What Are We Going to Do Next Time?
Reception Centre planning for sleeping locations (cots) with privacy and access to bathrooms and showers was done early but not actually needed		
Re-entry planning was conducted to ensure a safe and efficient re-entry to Nordegg	<ul style="list-style-type: none"> • Re-entry planning began on Tuesday May 14 before the long-weekend • Re-entry began 10:00 hrs. May 17 • CWC Fire-Rescue had to remove some equipment to ensure that was neither damaged nor presented a danger to the public • Re-entry was done well, adequate notification was given and communication to the public was good • Advance notification was not done in order to avoid line-ups on Highway 11 	
Some residents complained they were not contacted to be advised of the re-entry	<ul style="list-style-type: none"> • Residents were advised if they left their number they would be contacted by CWC once re-entry was occurring and all residents that left their phone numbers were contacted and advised 	<ul style="list-style-type: none"> • Improve on communicating to the residents the importance of leaving a phone number during evacuation notification and/or registering with the County
Residents were returned to Nordegg May 17 on 2-hour Evacuation Alert but communications to residents regarding the removal of the Evacuation Alert on May 24 was not clearly communicated to all residents		<ul style="list-style-type: none"> • CWC to ensure clear notification of all residents of the removal of the Evacuation Alert

4.2.3 Public Information/Communications

Item	Why Did It Happen?	What Are We Going to Do Next Time?
Activating the ESRD Public Information Officer (PIO) in the CWC EOC with the CWC PIO was a great benefit	<ul style="list-style-type: none"> • Provided unified messaging among agencies 	<ul style="list-style-type: none"> • Need to set out the communication /information update timeframes and follow them • State the eight Clearwater County emergency response priorities early to improve public understanding of the emergency communication process
Residents wanted maps of fire and impacted area on the website but these were not available	<ul style="list-style-type: none"> • ESRD was not allowing digital maps on the web and are currently determining the reasons for that decision 	<ul style="list-style-type: none"> • Hold community information sessions and show hardcopy maps at the session • Develop a public education program for the community on what to expect from CWC Communications during an incident – include this with the recommended Evacuation package

4.2.4 Facilities/Information Technology

Item	Why Did It Happen?	What Are We Going to Do Next Time?
EOC and Reception Centre staff did not have adequate IT access or support early in the emergency	<ul style="list-style-type: none"> • Wi-Fi access, phone issues, after-hours building access, voicemails were all issues • Need for IT support at the EOC not recognized early 	<ul style="list-style-type: none"> • Have an IT person onsite in EOC for first couple hours for setup and then available during EOC activation • Change CWC IT procedures for those identified as EOC personnel to provide better access to IT systems during emergencies

Appendix I – Community Survey Results



Nordegg (Fish Lake) Fire 015 Amalgamated Results

As part of this review process a survey was sent to all residential property owners in Nordegg. The Nordegg Chamber of Commerce was also requested to complete a survey on behalf of the Nordegg business community. In total the County received 59 responses. The following are the compiled results of those surveys with comments. Comments are from survey responses and have not been altered in any way other than remove names, contact information or identifying remarks.



Evacuation

How were you advised of the 1 hour evacuation notice?

Responses:

a) By an emergency responder/staff person	14
b) By word of mouth (friends, family, etc.)	15
c) By a news source (radio, television, etc.)	21
d) By the County website	7
e) Other- Please specify	11

Other Specified:

1. Notice on door of house, I had just put an offer on the place.
2. FIRE PAGED
3. RCMP
4. Notice on the Door
5. letter posted on door
6. evacuation sheet on cabin window
7. Iphone App. Clearwater County Fire Dept.
8. Twitter
9. HIGHWAY SIGN
10. Paper notice – door card.
11. Papers were posted to our door in Nordegg.

Other Written Comments:

1. Provided with our names, cell phone number + where we would be.
2. NOT APPICABLE AS WE WERE NOT IN NORDEGG AT THE TIME
3. our Nordegg property is under construction and vacant, so any notices posted in Nordegg will not be seen/read for a few days!!
4. PLEASE CHANGE OUR MAILING ADDRESS! – I’ve sent it in 3x already –
5. Received message from daughter that it was on the radio 2. Were advised 20 min. later by (a)
6. (friends) living in Nordegg
7. Friend is an emergency responder
8. Not in Nordegg @ time
9. It was a evacuation for now not an hour
10. ON FACEBOOK!



How were you advised of the order to evacuate?

Responses:

a) By an emergency responder/staff person	20
b) By word of mouth	10
c)By a news source	15
d) By the County website	10
e) Other	10

Other Specified:

1. RCMP – NOT 1 HOUR BUT IMMEDIATE
2. RCMP
3. Notice on the Door
4. And I believe the county started making calls and emailing towards the end of the event
5. NA
6. Nordegg Squeak
7. saw a fire dept vehicle drive by w/ lites flashing + I knew this was IT!
8. Part of Emergency Response Team
9. Twitter
10. R.C.M.P – EVACUATION NOW NOT 1 HR.
11. ON FACEBOOK + THEN BY (a)

Other Written Comments

1. seen online first, police arrived 1 hr. later to advise.
2. we were not at Nordegg at this time
3. NOT APPICABLE AS ABOVE
4. WE WERE NOT AT OUR CABIN DURING THE FIRE
5. NO SURVEY SENT TO MY MAIL BOX IN NORDEGG OR EDMONTON.?
6. +notice posted on my door.

If you were advised of the evacuation order by an emergency responder or via the County website, was the information clear and concise?

Responses:

1. RCMP TOLD US TO EVACUATE “NOW” + GO TO ROCKY MTN HOUSE TO REGISTER. NO TIME TO CHECK COUNTY WEBSITE
2. Yes.
3. Yes.
4. N/A



5. N/A
6. NA
7. Yes
8. N.A. We were not in Nordegg at the time of the evacuation order.
9. yes
10. Yes
11. N/A
12. n/a
13. yes
14. This is a vacation home so we were not there but heard about it thru a friend
15. Yes
16. yes
17. Yes. Adequate information was provided and communicated.
18. The information on the website was clear and was updated regularly. I would have liked a map of the exact location of the fire
19. yes
20. yes
21. YES
22. Yes. We were advised in real-time by friends but kept checking the Clearwater County website for details.
23. Evacuation order recieved via paper on cabin door.
24. N/A
25. Yes
26. YES
27. N/A
28. NOT ADVISED
29. YES – they were very helpful
30. Website information was clear.
31. Info was clear.
32. DID NOT HAVE TIME TO LOOK. ON ACTIVE DUTIES.
33. no. To my understanding we had an hour
34. Very Clear with authority
35. N/A
36. clear
37. Once we were told about the evacuation... (redacted to protect identity). We were in our yard in the Nordegg north subdivision and an RCMP officer drove in and said we have 20 minutes to vacate even though we were told 1 hour. We would have done things a lot different.
38. yes
39. Yes
40. Yes
41. Yes.
42. NO



- 43. NO
- 44. yes
- 45. N/A
- 46. Info was on door.
- 47. Yes it was okay. The notices posted on our door provided good clear information.

Was the information you were given at the time of the evacuation comprehensive? Was there information that you would have liked to have but did not receive? Was any of the information irrelevant?

Responses:

- 1. WE DID NOT RECEIVE ANY INFORMATION OTHER THAN LEAVE NOW, GO TO ROCKY, WE REFUSED TO DRIVE TO ROCKY ONLY TO RETURN (200KMS)
- 2. Yes No No
- 3. 1) No, just to evacuate 2) More info on why the evacuation was necessary – I presume there is a standard response based on proximity of fire to town/habitation 3) No
- 4. N/A
- 5. NA
- 6. Just told to leave immediately
- 7. Yes
- 8. N.A.
- 9. adequate
- 10. enough for us as we were not on site
- 11. N/A
- 12. n/a
- 13. yes
- 14. Yes
- 15. yes
- 16. yes
- 17. Yes.
- 18. yes no
- 19. YES
- 20. Yes, as per #3. We thought the information provided was relevant and complete.
- 21. No information provided.
- 22. We kept checking CBC website
- 23. OK
- 24. Yes No No
- 25. N/A (we don't live full time in Nordegg) we didn't need details of evacuation)



26. Not sure as we were not out there at the time. Heard about fire + evacuation on radio. Listened to that and checked the web site periodically. Was happy with info from both sources.
27. Don't know. I WAS NOT IN NORDEGG WHEN THE EVACUATION OCCURRED SO I DON'T KNOW WHAT INFORMATION WAS PROVIDED
28. A handout re – where I could get up to date info – how would I know when I could return
29. Info at the time was not comprehensive, but didn't need to be.
30. Could not say – Not personally evacuated.
31. DID NOT HAVE TIME TO LOOK. ON ACTIVE DUTIES.
32. Well just would of Bin nice To have the hour notice
33. I was very pleased w/ the Quality and Quantity of INFORMATION recieved
34. N/A
35. Yes; no
36. I WOULD HAVE LIKED TO BE TOLD HOW THE EVACUATION ORDER WOULD BE LIFTED + WHAT THE ESTIMATED TIMEFRAME WOULD BE.
37. Ok.
38. SEE LAST COMMENT LAST PAGE (MY INFO) (comment contained in “Other Comments/Feedback section)
39. NO INFO GIVEN, JUST EVACUATE NOW.
40. WE WERE TOLD BY ESRD EMPLOYEES THAT THEY HAD STARTED THE FIRE AS A “PRACTICE” BUT AFTERWARDS, NO ONE ACCEPTED RESPONSIBILITY
41. yes no no
42. Yes information was comprehensive. Information was good and timely. Perhaps more information on the size and movement of the fire would have been useful. But I phoned the Nordegg emergency services and received some updates, as needed.



After the evacuation order did you register with the County (note: this is different than emergency responders taking your name at your property at the time of evacuation)

Responses:

a. Not at all	29
b. Via the virtual reception centre on the County's Website	4
c. In person at the County's Reception Centre (Rocky Curling Rink)	10
d. By phone call to the County Office	5

Written Comments:

1. TRIED, ONLY GOT VOICE MAIL + CALLS NOT RETURNED
2. N/A
3. We live in (redacted), AB.
4. N/A
5. –we are seasonal residents
6. We were not there at the time
7. N/A
8. I was advised as I left Nordegg - @ intersection with hwy #11 to register as I was NOT going to Rocky.
9. I live in (redacted) and am only in Nordegg part-time.
10. We were not in Nordegg.
11. N/A
12. didn't realize I should have – TV/web news didn't mention it.

How would you describe your registration experience?

Responses:

1. ILL CONCEIVED, POORLY EXECUTED, INCONVENIENT, FRUSTRATING
2. Polite and straight-forward.
3. N/A
4. N/A
5. NA
6. Worthless
7. N.A.
8. N/A
9. N/A
10. N/A



11. Efficient
12. N/A
13. NA
14. It was well organized
15. –It was a bit challenging on an iphone.
16. ok
17. VERY GOOD. EASY TO DO
18. Good; Smooth
19. N/A
20. N/A
21. N/A
22. FINE
23. N/A
24. Good
25. NEVER REGISTERED. THE WEBSITE NEVER MENTIONED THE NEED TO REGISTER
26. Very easy
27. Was asked By the lady that said we had To leave within five minutes
28. Very positive and professional.
29. N/A
30. OK.
31. Fine; helpful, should we have needed a place to stay, etc.
32. N/A
33. Good.
34. ORGANIZED, HELPFUL, WATER + SOME FOOD WAS OFFERED.
35. KNOW ONE TO REGISTER WITH, ONLY RCMP.
36. QUICK
37. ORGANIZED
38. N/A
39. n/a
40. We certainly could have called the County to inform them where we were, but did not hear about it.
41. Registration was good. No problems experienced.



Event Communication and Information

What was your main source of information regarding the event?

Responses:

1. CBC WHO SENT US REGULAR TEXTS WITH UPDATES
2. County website and Red Deer Advocate newspaper, AB wildfire app.
3. Friends + Internet
4. Radio + Website
5. See Evacuation No. 1 – b – c
6. SRD WEBSITE + COUNTY WEBSITE
7. News media
8. INTERNET
9. county + other websites
10. Internet and County website
11. News
12. County website/media websites/AB Sus. Res. Dev.
13. FACEBOOK + TWITTER
14. Cbc and SRD website
15. NORDEGG WILDFIRE TELEPHONE INFO LINE + WEBSITE
16. TV/Jim Nelson – Nordegg Lodge Manager
17. Website + TV News
18. Nordegg fire phone #
19. The phone number provided, “town hall” meeting at the curling rink.
20. –Clearwater county website, EASRD email Updates + “word of mouth”. Phonenumber updates (EASRD)
21. Media + county website
22. Website
23. COUNTY WEBSITE + EMAILS
24. Clearwater County website & phone.
25. Other residents and Nordegg Squeak as well as AESRD website.
26. Website, word of mouth
27. Radio
28. FROM NOREPLY@SRDALBERTA
29. CBC Website
30. TV RADIO INTERNET
31. Internet + local rumor mill.
32. TWITTER (daily/hourly updates were excellent)
33. Radio and Clearwater County website
34. THE NEWS



35. I subscribed to the SRD – site + received 2 emails daily with access given to connect to the County web site.
36. County website
37. County Website, News media.
38. Through Fire Dept.
39. County
40. Internet
41. Twitter
42. CLEARWATER WEBSITE
43. Internet
44. WEBSITE.
45. COUNTY WEBSITE
46. Smoke in The SKY., Very little RADIO info. Helicopters + Planes.
47. CBC NEWS CALLED AT CAMPSITE.
48. B-94 RADIO STATION
49. by email/county website
50. google “Nordegg Fire”
51. RADIO – From Edmonton radio stations
52. County website, emails from the County and news media reports.

The County provided scheduled daily updates on the County website and social media as well as answered questions at the reception centre (Rocky Curling Rink) and via phone. What could the County have better in terms of communications?

Responses:

1. TO HAVE HAD COUNTY PRESENCE + SOMEONE FAMILIAR WITH THE AREA. AWARENESS OF THE LACK OF INTERNET AVAILABLE + SPORADIC CELL PHONE COVERAGE
2. When the multiple reports / day were finally set up, info was good. The first 2d information was scarce.
3. Yes
4. NA
5. Tried phoning at different times – NO ANSWER. Twice did not even get a reply to my message. Website is worthless – not up to date
6. Nothing much
7. Done a good job
8. Send out sms/facebook/Twitter saying check county website + ASRD



9. NOTHING
10. I don't recall being aware of news updates on the County website
11. GOT MORE INFO VIA TELECOM RATHER THAN THRO INTERNET
12. Yes
13. Keep the website up dated. We found it as much as 48 hours out of date.
14. Actually posted information when they said they would. There were times that the phone line said it would be updated by 10:00am and didn't get updated until 6:00pm. Very frustrating when you don't know what's going on.
15. The "updates" were scheduled to happen at appointed times. They were usually many hours later!
16. I thought communications was adequate.
17. Nothing
18. NOTHING IT was Fine.
19. NO ISSUES
20. Communication was very good.
21. Sufficient Info.
22. nothing
23. perhaps mass emails
24. Stuck to their schedule on providing updates, answering questions asked on their FB page.
25. Not sure, however I sometimes feel radio doesn't always give enough details.
26. THE UPDATES ON YOUR WEBSITE DIDN'T PROVIDE VERY MUCH INFORMATION
27. I did not go to the reception area. I did get some info from the SRD + County site – however, I was not aware that info was available at the curling rink-
28. More comprehensive information about the exact fire location and what fire fighting measures were being taken.
29. Updates were somewhat vague. Could have been more specific/area/etc.
30. ?
31. I cant say
32. Not Much. It was clear, concise, accurate punctual, timely
33. SOME UPDATES WERE HOURS OR DAYS LATE.
34. O.K.
35. YES, UPDATE FOR FREQUENTLY + PROVIDE PRECISE INFORMATION RATHER THAN GENERAL. THI SIS MY HOME AND I WOULD APPRECIATE MORE INFO THAN GENERAL PUBLIC.
36. This was good. The scheduled daily updates were important... There were times when they updates were posted late. IT IS IMPORTANT TO GET THESE IN ON TIME.
37. We try to stay unplugged from the computer. We called + we always got good, clear information from the County's office staff. Well Done.
38. NO RETURN PHONE CALLS, DO NOT HAVE WEBSITE AT CAMP GROUND.



39. HAHHAHAHA! YES, WE ALL EVACUATED WITH OUR INTERNET CONNECTIONS + IPHONES...NOT!! 70% OF RESIDENTS HAD TO DEPEND ON THE RADIO AS OUR SOLE INFO SOURCE!
40. Nothing, handled well.
41. Maybe told the news reporters that residents should look to the county website for information or remind ratepayers of this service with tax notices.
42. We had no idea about the daily updates + how to get the info. We do now. For the next time, your communications need to stress more on how to access the information.
43. County did a very good job of updating us via the website and through e-mails.

Did the information given by the County meet your needs to the extent possible? If not, what could have been done better?

Responses:

1. EVERYTHING
2. more frequent updates.
3. Post information more often! The website info was not kept current.
4. I felt my property was well protected against vandalism and this info was comforting to know. I know info on the fire was changing constantly, so not much more could have been done about that info.
5. Yes
6. No – Have someone answer the phone, Not just during office hours.
7. YES
8. yes
9. Yes
10. Yes
11. N/A
12. n/a
13. No. see above. We had no idea what was really going on from the website.
14. No. After everyone was evacuated the updates stopped on the phone line and we weren't notified by phone when the fire was under control. We heard it on the radio station in Red Deer.
15. Yes, it met my needs.
16. I found fire updates provided by EASRD to be the most relevant.
17. Yes – see comment about map. We didn't really have a sense for exactly where the fire was.
18. Info on a fire ban could have been posted on site. Even a comment why there was not a ban. Maybe there was a good reason, but small explanation would have been good.
19. YES



20. Aerial shots daily of footprint of fire.
21. yes.
22. yes
23. yes
24. yes
25. Yes
26. yes
27. Not really, the information from media and county website stated fire remained out of control after SRD was telling public fire was held a/o out. Mixed messages caused agitation as residents were not allowed to return.
28. YES
29. yes
30. NO
31. Some central place in community – Post Office? – would have been a good place to receive info once the
32. See #2 above (note – corresponds to #28 in the previous question)
33. It was well handled, Thank you.
34. It was good ☺
35. Very Satisfied. More than we expected Thank you
36. Met our needs
37. O.K.
38. AS ABOVE (note – corresponds to #35 in the previous question)
39. IT MET OUR NEEDS. THE MORE DETAILS, THE BETTER. IT WAS A TIME OF LITTLE INFORMATION – WE REALLY APRECIATED EACH AND EVERY UPDATE.
40. Yes they did meet our needs
41. INFO FROM COUNTY WAS “ZERO”
42. UPDATES AIRED ON THE RADIO. MOST OF US HAD NO ACCESS TO HIGH SPEED INTERNET + MANY DIDN’T HAVE A CELL PHONE, LET ALONE A SMART PHONE WITH INTERNET ACCESS.
43. Yes, all good.
44. Needs were mostly met by daily news reports – didn’t even think to go to the County’s website...but I’ll know to do that in the future.
45. There is a very high percentage of home owners in this area, having their full time residence in Edmonton, Calgary, Red Deer, Lethbridge, etc...Your communications outreach must be expanded to those city centers.
46. Yes the information was very good. Maybe during the last days fo the fire, the county could advise on what was being done to hold and handle hot spots.

RE-ENTRY



Was the notice and information regarding re-entry to Nordegg (the lifting of the evacuation order) sufficient to meet your needs? If not, what could have been improved?

Responses:

1. CBC + SRD INFORMED US WE COULD RE-ENTER OUR HOMES, HOURS BEFORE HEARING FROM THE COUNTY
2. yes
3. Yes
4. Yes – I WAS BACK BY 11am, Thank you.
5. Yes
6. YES
7. Learned it from the news media and word of mouth from RCMP
8. YES.
9. yes
10. N.A.
11. yes
12. yes – received a call.
13. N/A
14. n/a
15. sufficient
16. Jim Nelson advised of re-entry to Nordegg
17. Yes
18. yes
19. yes.
20. Yes it was sufficient.
21. Yes
22. yes.
23. YES
24. Yes; email notification/website/county phone.
25. yes
26. Yes, although we found it quite confusing that it was ok to allow campers in the area but the deliberations to allow North Nordegg subdivision owners in was delayed –
27. yes
28. yes.
29. Yes
30. yes
31. yes
32. YES



33. yes
34. I HEARD THE REENTRY NOTICE ON THE NEWS.
35. I got my info from a forestry site. A phone call on my 844- cell # would have been better. Had I not checked my emails, I would not have known.
36. Generally, yes. More information regarding fire bans or precautions would have been good.
37. It was sufficient.
38. Again – through F.F. updates.
39. It was good ☺
40. Yes
41. N/A
42. OK – Luckily, we had internet access at the time
43. NO. I WOULD HAVE APPRECIATED A LEAD IN WARNING THAT THE EVACUATION WOULD BE LIFTED THE NEXT DAY. IN ORDER TO PLAN.
44. YES.
45. Yes.
46. NO WE HAD TO CHECK WITH RCMP EVERYDAY TO GET A UPDATE, OR SRD.
47. THE PEOPLE WHO OWNED THE CAMPGROUND WE ENDED UP AT ARE THE ONES WHO TOLD US WE COULD GO HOME.
48. Truthfully, I understand the need to evacuate but the length of the evacuation seemed exaggerated.
49. yes
50. see answer to the priorities question #3 (note – comment 45 of the third communications question)
51. Yes the information was good. It came via email + on the website. Media also reported on the lifting of the order.

The County organized for a contractor and RCMP to be on site for re-entry to assist with things like starting pilot lights and reporting any vandalism or theft (note – the RCMP provided security at all times while residents were evacuated). Is there any other service that would have facilitated re-entry to the community?

Responses:

1. For this event I believe the services were satisfactory. Just a comment; should an evacuation/re-entry have to occur during the winter SEASON, consideration for opening roadways/driveways (snow removal) may have to be addressed.
2. We really appreciated the security and registration on re-entry. Thank you.



3. When we returned to our cabin everything was the same as we left it so believe the county did a fine job. Thank you
4. N.A.
5. none
6. N/A
7. no
8. No.
9. no.
10. NO.
11. No
12. no
13. NO
14. No, it was very well done.
15. Nope
16. No.
17. No
18. No.
19. No
20. No
21. Not sure, as mentioned before we were not there at the time.
22. THE RCMP WERE ON SITE MONITORING WHO WAS ENTERING THE SUBDIVISION. I WAS NOT AWARE A CONTRACTOR WAS HIRED TO ASSIST
23. No. It was great to see them there + I was pleased to know that Nordegg was taken care of while we were gone.
24. Generally, I was satisfied.
25. All well done. Great job. Thanks again.
26. Thought this was excellent service.
27. No that was good 😊
28. N/A
29. n/a
30. NO.
31. DID NOT KNOW ABOUT THE OFFERED ASSISTANCE. HOWEVER, NONE WAS REQUIRED.
32. THE COUNTY'S TRACK RECORD PRIOR TO THE FIRE HAS GIVEN US A PEACE OF MIND THAT WHEN WE LEFT, WE BELIEVED THAT OUR HOME WAS IN GOOD HANDS.
33. RCMP WAS NOT TOLLED OF ALL WAYS INTO SUBDIVISION UNTIL WE TOLLED THEM.
34. BETTER INFORMATION THROUGH RADIO + OTHER ACCESSIBLE INFORMATION. DEPENDING ON SOCIAL MEDIA WHEN HARDLY ANYONE HAS ACCESS TO IT AWAY FROM HOME WAS EXTREMELY SHORTSIGHTED. EG: MY (redacted) HIGH-SPEED SATELLITE INTERNET CONNECTION IS NOT PORTABLE. MY HUSBAND AND I ENDED UP IN A CAMPGROUND THAT



DIDN'T HAVE A CELL PHONE SIGNAL. ALL I HAD WAS THE ONE RADIO STATION I COULD GET ON MY RADIO AND THEY DIDN'T EVEN REPORT UPDATES FOR AN ENTIRE DAY!! SERIOUSLY, I THINK ANYONE INVOLVED WITH THIS MESS DEPENDED ENTIRELY TOO MUCH ON TECHNOLOGY INSTEAD OF HUMAN CONTACT. LIKE A PHONE CALL.!!

35. THIS SERVICE WAS MUCH APPRECIATED.
36. Handled well.
37. no – all is good! Thx
38. Reentry was good. No problems experienced.

Other Comments/Feedback

Responses:

1. There have been numerous natural disasters and 3 evacuations in Nordegg. We were told after the 1st evacuation there would be a debriefing with residents to determine what worked and what did not. That has never happened and instead of improving service it has deteriorated to the point of being a useless exercise.

I expect this survey is a waste of time and effort on our part, nothing will be done to improve services and residents of Nordegg will continue to be treated as nothing more than an inconvenient nuisance.

I have training and experience in Disaster Social Services and know the purpose is to reduce stress on affected parties and keep them informed with accurate information. Clearwater County did none of this for anyone involved.

The method chosen by County to update information and the evacuation procedure only showed a woeful lack of knowledge of the area and a total disregard for residents.

I strongly suggest instead of the delusional pat on the backs for a job well done, admit errors, consult residents and make the required improvements.

2. Overall this was very well handled & communicated. Our thoughts to all those involved in fighting the wildfire & logistics that go into coordinating these efforts. Thank you.
3. Thank you to the firefighters!
4. I was in the process of purchasing a property and made frequent visits. So happy the fire did not come any closer. Sorry for the late response.
5. Since 2006 the residents of Nordegg have been ordered out of their homes three times by Clearwater County.



In none of these occasions have such drastic actions been necessary in my view. After the first one in 2006 a meeting was held with the County and residents of Nordegg which I thought was to work together to formulate a disaster plan if this should happen again. Absolutely nothing came out of this meeting even though the residents of Nordegg offered to help draft such a plan.

When we were told to leave Nordegg on May 12 no mention was made to anyone that I know of to register in Rocky Mountain House. We were just told to get out now. The idea of making us register in Rocky Mountain House in my view was totally absurd. If the Public Services building was deemed to be safe and not in the evacuation area, could you tell me why that could not of been in the registration point?

After the 2013 fire a “de briefing” was promised to Nordegg residents after the County had consultations with ESRD. This meeting has not been called as of today’s date. Perhaps ESRD does not want to admit the cause of the fire to the public!

Why is Clearwater County so afraid to consult with the Nordegg residents on any and all matters concerning Nordegg? The County should remember the residents of Nordegg are the best salespeople you have for the community.

To sum up my comments I would like to leave you with this. If the situation arises again that we may be ordered to evacuate the only ones making the decision if and when we leave will be us personally.

6. All and all it was organized well. If there is ever another need to communicate to home/cottage owners, I would say the media is your best bet, both social and traditional (t.v, radio, newspaper).
7. We live in the North Nordegg Subdivision. We felt that if might have been possible for re-entry a couple of days sooner into the subdivision. (especially with the May long weekend that was coming up.).

Thousands of campers were headed into the “west country” mid week or earlier. I understand that no “fire bans” were ordered, even with the extreme fire hazard at the time.

8. I was extremely grateful that initial attach crews responded so quickly to the fire. Any hesitation to fight the fire under the given conditions may have resulted in a loss of many “values at risk”. Many thanks go out to the staff & volunteers fo the county + EASRD along with other organizations! I would like to see more education + outreach in Nordegg + the surrounding area on forest fire prevention (e.g., the damages of fireworks, how to extinguish a fire etc). Also forestry contractors with burn piles should be monitored to prevent future fire risk.



9. I felt it was handled well. Kudos to County staff and firefighters for their dedication and commitment to saving our homes. We really appreciated having staff come to pick up our dead wood in August too!

10. WHAT WAS THE CAUSE OF THE FIRE SO THAT AWARENESS COULD BE SHARED?

WE WERE TOLD BY RESIDENTS THEY HAD RECEIVED INFORMATION ON FIRE SMART PROGRAM WHICH WE DID NOT RECEIVE!

11. WELL DONE + THANK YOU. I THOUGHT THE COUNTY DID A GOOD JOB.

12. Thanks for all the hard work.

13. Thanks for all your efforts ☺

14. WE DO NOT RESIDE ONSITE BUT STILL NEEDED TO KNOW ABOUT THE FIRE + EVACUATION. WE WERE MINIMALLY IMPACTED.

15. Using Social Media (Twitter) proved to be an excellent source of the information changing from hour to hour.

16. Overall I think the County did a good job.

17. Thank you for all your efforts during a very stressful time.

We considered the performance of the Clearwater County to be stellar.

We appreciate the time and consideration given to us.

18. We were not in the area at the time. Phoned the County office one time for info.

19. We were not affected by the fire, as we have a cottage lot. Were not in Nordegg at time fire.

20. WE WERE NOT AT NORDEGG AT THE TIME OF THE FIRE AS A RESULT ANY RESPONSE WE HAVE WOULD NOT BE APPLICABLE.

21. Nordegg is our 2nd home and we were not affected by the fire/evacuation. It was good to be able to follow this event on twitter as we still had concerns about our home burning.

The follow-up "FIRE SMART" pgm in August was excellent. Keep up the good work!



22. The fire in Nordegg in the past up behind the quarry we thought was worse. Being evacuated this last time we didn't think was necessary now that we have 2 ways in and out of the acreages. Some people didn't even evacuate so what was the point of emergency responders keeping guard so no one goes in or out. If you are going to evacuate you make sure people do as they are told.
23. IN GENERAL, I FOUND THE INFORMATION FLOW FRUSTRATING AND THAT IT GAVE THE SENSE THAT NO PROGRESS WAS BEING MADE. ON MYNY OCCASIONS THE TEXT ON THE WEBSITE SIMPLY HAD THE DATE CHANGED.
24. I would say that the timeliness and predictability of updates on your website was most critical. IT IS VERY IMPORTANT TO GET THIS INFO UPLOADED ON TIME.

WOULD HAVE BEEN NICE IF WE COULD HAVE ADDED OUR EMAIL ADDRESSES TO A "HOTLINE LIST" AND HAD UPDATES "PUSHED" OUT TO US.

Thanks for your service and support during this difficult time!

25. WHEN 1 R.C.M.P. + 1 COUNTY EMPLOYEE ASKED ME TO EVACUATE. I ADVISED THEM THAT I COULD STAY + HELP. VOLUNTEER MY 25 YEARS OF FIREFIGHTING EXPERIENCE IN SOME CAPACITY, THAT BEING STRUCTURALLY OR WILDLAND. THE COUNTY PERSON STATED "NO THANKS WE HAVE ALL THE PEOPLE WE NEED?"

DECISIONS SUCH AS THAT SHOULD NOT BE GIVEN FROM ANYONE OTHER THAN YOU INCIDENT COMMAND (STRAW BOSS) AT TIME WHERE THE EVENT IS GROWING FASTER THAN YOU LOGISTICS CAN CATCH UP. ANY HELP/EXPERIENCED HELP IS WELL RECIEVED, EVEN JUST FOR A FEW HOURS OR A DAY.

26. OUR NEW FIRE HALL WOULD HAVE BEEN THE PLACE TO RESPOND TO NOT ROCKY AN HOUR AWAY. WE HAD ANIMALS TO CARE FOR AND WENT TO DRY HEAVEN CAMP SITE AND COST WAS TO BE PICKED UP BY M.D CLEARWATER. GOLD EYE CENTRE HAD A LETTER OKED COST TO BE PAID. BUT BACKED OUT 4 DAYS LATER. CLEARWATER COUNTY NEW THAT WE WERE THERE, BUT WE NEVER SEEN OR HERD FROM ANY ONE BUT CBC TV.

ALL THIS TIME AND ON 1 HR EVACUATION NOTICE STILL NO FIRE BAND IN PLACE, IN TOWN OR AREA. SOME HEADS SHOULD ROLL OVER THIS. FOR MORE FEEDBACK CALL ME



27. Once we were allowed back home we were still on 2 hour evacuation for some time. At this point in the county website was not updated regularly and should have been until total evacuation notice was lifted. At one point there was no update for 3 days.

28. More Fire-Smart projects in the woods along the NE section of the North Subdivision.

Fire service practices made open to the public in the North Sub-division (sprinkler + drafting) Make it public on a weekend. Being an ex-fire fighter, public “visual” awareness is key for long term cooperation, because I’m sure the threat to the community will happen again. Overall – Good Work!

29. As Nordegg property is a recreational property we were not available in the area to receive many of the notices/services that were offered.

Had we been permanent fulltime residents I’m sure we would have taken advantage of the services provided. Thx

30. Currently for the North Subdivision there is no fire break around the subdivision, as there is for the old Town site.

A north subdivision fire break around the subdivision needs to be constructed.

31. We would like to complement the County, Nordegg Emergency Services, ESRD and the RCMP for the handling of the Nordegg wildfire.

We appreciated that a full effort was made to control the wildfire and to protect property and human life. The fire was initially moving aggressively and it was important to hit the fire hard to contain it.

There was minimal damage to Nordegg and that was due to a strong effort on all fronts.



Agenda Item

Project: Village of Caroline Recreation Agreements	
Presentation Date: January 13th, 2014	
Department: Community and Protective Services	Author: Mike Haugen
Budget Implication: <input type="checkbox"/> N/A <input checked="" type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Quality of Life	Goal:
Legislative Direction: <input checked="" type="checkbox"/> None <input type="checkbox"/> Provincial Legislation (cite) _____ <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council authorize the Reeve and CAO to sign the following agreements as presented: 1. Caroline Complex Lease Agreement; 2. Caroline Complex Governance Agreement; 3. Caroline Complex Services Agreement; and, 4. South East Recreation Grounds Services Agreement.	
Attachments List: Caroline Complex Lease Agreement; Caroline Complex Governance Agreement; Caroline Complex Services Agreement; and, South East Recreation Grounds Services Agreement.	

Background:

Over the past several months the County and the Village of Caroline have been in discussions regarding the management and funding of the Caroline Complex and related facilities/functions.

To date the County has agreed to assume 100% of the costs relating to the facilities and related functions, while maintaining a 90% share of funding third party recreational groups (Dance West, Figure Skating, etc.).

The next step in this process is to establish the agreement framework for this relationship. This is composed of four separate agreements.

As the Village is the owner of the Complex the Lease Agreement establishes the County's occupancy and responsibility for the building. This is a fairly standard lease document and at this point has been reviewed and accepted by the Village of Caroline.



The Governance Agreement establishes the governance framework within which decisions will be made. Largely, the status quo is maintained with a mechanism for additional consultation with the Village should the County deem it necessary.

The Services Agreements are very similar and have been broken into two separate agreements only due to the fact that the County is the owner of the South East Recreation Grounds. As the County leases the Caroline Community Complex the Services Agreement relating to that facility is tied to the Lease Agreement. This allows for it to be terminated without impacting the Services Agreement for the South East Recreation Grounds.

The Services Agreements are between the County and the Caroline and District Athletic and Agriculture Society (CDRAAS) and outlines that the CDRAAS will continue to manage the facility and programming as well as what those management functions are.

These agreements have been reviewed by the other parties as appropriate and staff are recommending that Council authorize their execution by the Reeve and CAO without change.

LEASE AGREEMENT

THIS LEASE AGREEMENT made effective the ____ day of _____, 2013.

BETWEEN:

THE VILLAGE OF CAROLINE,
a municipal corporation in the Province of Alberta,
5004 – 50th Avenue, Box 148, Caroline, Alberta, T0M 0M0,
(hereinafter referred to as the “Village”),

OF THE FIRST PART,

-and-

CLEARWATER COUNTY,
a municipal corporation in the Province of Alberta,
4340 – 47th Avenue, Box 550, Rocky Mountain House, Alberta, T4T 1A4,
(hereinafter referred to as the “County”),

OF THE SECOND PART.

WHEREAS:

- A. The Village is the registered owner of the following lands municipally described as 5103 – 48 Avenue, Caroline, Alberta and legally described as:

Plan 6976ET
BLOCK 3
LOT 6
EXCEPTING THEREOUT: ALL THAT PORTION REQUIRED FOR
RESERVOIR SITE AND SHOWN COLORED RED ON RIGHT OF WAY
PLAN 5529MC CONTAINING FOURTEEN HUNDREDTHS (0.14)
OF AN ACRE MORE OR LESS
EXCEPTING THEREOUT ALL MINES AND MINERALS

(the “Lands”);

- B. The Village owns the building constructed on the Lands known as the Caroline Community Complex (the “Facility”);
- C. The parties hereto wish to cooperate toward the development, construction and long-term operation of the Facility and any additions thereto in order to mutually benefit the parties and the surrounding community;

- D. The parties have agreed to enter into this Agreement whereby the Village will lease to the County the Lands and the Facility and any additions thereto (the “Leased Premises”) all on the terms, conditions and provisions set out herein; and
- E. It is the intention of the parties that the costs of development and constructing any additions to the Facility, and the cost of operating the Facility and any additions thereto, will be borne by the County.

NOW THEREFORE IN CONSIDERATION of the sum of ONE (\$1.00) DOLLAR paid by the County to the Village, the receipt of which sum is hereby acknowledged by the Village, and the covenants and agreements herein contained, the parties agree as follows:

Grant of Lease

- 1.1 The Village hereby demises and leases to the County, and the County hereby leases from the Village, the Leased Premises, subject to the terms and conditions of this Agreement.

Term

- 1.2 The County shall, subject to this Agreement, have and hold the Leased Premises during the Term which commences on the ___ day of _____, 2013 and expires ten (10) years thereafter.

Renewal

- 1.3 Provided that the County is not then in breach of its obligations under this Agreement, and has duly and regularly performed its obligations under this Agreement, then the County shall have the option to renew this Agreement for one (1) term of five (5) years (hereinafter a “Renewal Term”) from the expiry or the initial Term on the same terms and conditions contained within this Agreement or as otherwise agreed between the parties hereto, save and except that there shall be no further right of renewal after the expiry of the Renewal Term.
- 1.4 The option to renew set forth in section 1.3 must be exercised by written notice given to the Village on or before three (3) months prior to the expiry of the Term. Should the County fail to give such notice, the County shall not have the right to renew this Agreement.

Use

- 1.5 The Leased Premises shall be used and occupied solely and exclusively by the County, its employees, servants, agents, contractors and invitees, for municipal and other purposes including but not limited to the provision of a public recreation facility, programs of public recreation and culture, and community programs and functions, any purpose related or incidental thereto, hosting of private functions and meetings, rental of space to private enterprises relating to the other listed uses, and for no other use.

- 1.6 The Village shall be permitted, upon providing reasonable notice to the County, to enter upon the Leased Premises for the purpose of ascertaining whether the provisions of this Agreement are being faithfully observed by the County.

Obligations of the Village

- 1.7 Provided the County is not in default hereunder, the County shall peaceably and quietly hold and enjoy the Leased Premises for the Term, and any Renewal Term, hereby demised without hindrance or interruption by the Village, or any other person lawfully claiming by, through or under the Village, unless otherwise permitted under the terms of this Agreement.

Obligations of the County

- 1.8 The County will not do or permit to be done at the Leased Premises anything which may be deemed to be a nuisance or which may be contrary to any applicable Federal or Provincial laws and regulations, or any applicable municipal bylaws and ordinances.
- 1.9 The County shall provide access to the fire department to the Leased Premises at any time during the Term hereof. For purposes of providing this access, the County shall install a key lock box system near the entrance to the Facility that will include a key(s) that allows the fire department to enter the Facility.

Utilities, Expenses, Operating Costs, Taxes

- 1.10 The provision of all utilities to the Leased Premises, including but not limited to electricity and gas, shall be contracted for and paid for by the County unless otherwise specified herein.
- 1.11 The provision of garbage collection and water and wastewater utilities to the Leased Premises shall be contracted for and paid for by the Village. If at any time during the Term hereof these utilities are being provided by a third party instead of the Village, the County will assume responsibility for the cost of these utilities.
- 1.12 All maintenance, operating costs, capital upgrades or replacements, cleaning and caretaking of the Leased Premises shall be carried out by the County at its expense.
- 1.13 The County and the Village acknowledge that the County is exempt from any and all taxes related to the Leased Premises. If this status should change during the Term, the County shall promptly pay when due any and all taxes attributable to its occupation and use of the Leased Premises.

Alterations, Additions and Improvements

- 1.14 The County shall be entitled to make alterations, additions and improvements to the Leased Premises, and any part thereof, whether structural or non-structural, at the County's sole cost and expense and in the County's sole discretion if it deems necessary or desirable in the overall interest of the Leased Premises.

- 1.15 Upon the expiration or earlier termination of this Agreement, all permanent alterations, additions or improvements which may have been made or installed by the County upon the Leased Premises and which are attached to the floors, walls or ceilings shall remain upon and be surrendered with the Leased Premises as a part thereof without disturbance or injury and shall be and become the absolute property of the Village.
- 1.16 Notwithstanding section 1.15, the County shall at the expiration or other earlier termination of this Agreement have the right to remove its trade fixtures.

Insurance

- 1.17 The County shall, at its sole cost and expense, take out and keep in full force and effect, or cause its agent to take out and keep in full force and effect, the following insurance:
- a. comprehensive general liability insurance with inclusive limits of not less than \$2,000,000.00; and
 - b. any other form of insurance as the Village may reasonably require from time to time.
- 1.18 On the comprehensive general liability policy of insurance listed above, the Village shall be named as an additional insured and such insurance shall include coverage for participant liability.
- 1.19 Upon request by the Village, the County shall forthwith provide a copy of the certificates of insurance for the aforementioned policies.
- 1.20 All insurance policies shall include a provision whereby the insurance provider will notify both parties hereto thirty (30) days in advance of any material change to, cancellation or termination of the insurance policies listed above.

Indemnity

- 1.21 Each of the parties hereto shall indemnify and save harmless the other party hereto for any damages, losses (including legal fees on a solicitor and his own client full indemnity basis), injuries or loss of life, resulting from the acts or omissions of their respective employees, servants or agents which may occur in the performance, purported performance, or non-performance of their respective obligations under this Agreement, provided that such indemnity shall be limited to an amount in proportion to the degree to which the indemnifying party, its employees, servants or agents are at fault or otherwise held responsible in law. This indemnification shall survive the termination of this Agreement.

Termination

- 1.22 Each party hereto has the right and option to terminate this Agreement on December 31st of any year of the Term upon one (1) years' written notice to the other party hereto.

- 1.23 Upon the expiration or earlier termination of this Agreement, the County shall immediately quit and surrender possession of the Leased Premises in substantially the condition in which the County is required to maintain the Leased Premises excepting only reasonable wear and tear. Upon such surrender, all right, title, interest and obligations of the County in the Leased Premises shall cease.
- 1.24 If this Lease Agreement is terminated in accordance with the provisions herein before the expiry of the Term, the County and the Village agree that they shall negotiate cost sharing and capital expenses for the Facility in good faith.

Dispute

- 1.25 If any dispute arises between the parties hereto with respect to any of the provisions of this Agreement which cannot be resolved by mutual agreement between the parties hereto, the parties shall submit to the dispute resolution procedure as set out beginning at page ten (10) of the Stronger Together Agreement dated April 4, 2013, as amended, between Rocky Mountain House, the County and the Village.

Notices

- 1.26 Any notice required or permitted to be given under this Agreement shall be in writing and addressed to the appropriate party at the address first above written or as advised in writing from time to time by such party to the other party, and given personally, by regular mail or be facsimile. All notices shall be effective upon the date of receipt.

Other

- 1.27 This Agreement is not assignable by either party hereto without the prior written consent of the other party hereto.
- 1.28 The County, at its sole discretion and without consent from the Village, may sub-lease all or any portion of the Leased Premises to a sub-tenant or sub-tenants, as the case may be, during the Term hereof in accordance with the purposes set out in section 1.5 hereof.
- 1.29 This Agreement may be amended by mutual written consent of the parties hereto.
- 1.30 This Agreement is binding up and shall enure to the benefit of the parties hereto and their successors and permitted assigns.
- 1.31 Acceptance and execution of this Agreement may be validly effected by transmittals via facsimile or portable document format (PDF) or by one or more parties signing facsimile or PDF transmissions of documents containing the signature of the other party to this Agreement.
- 1.32 The parties hereto acknowledge and agree that this Agreement does not create and shall not be construed as creating any relationship of agency, partnership or joint venture between the parties hereto. The parties hereto enter this Agreement as, and shall remain, independent parties.

- 1.33 If any term, covenant or condition of this Agreement, or the application thereof to any person or circumstance, is to any extent held or rendered invalid, unenforceable or illegal, then that term, covenant or condition: (i) is deemed to be independent of the remainder of this Agreement and to be severable and divisible therefrom, and its invalidity, unenforceability or illegally does not affect, impair or invalidate the remainder to the Agreement or any part thereof; and (ii) continues to be applicable to and enforceable to the fullest extent permitted by law against any person and circumstances other than those as to which it has been held or rendered invalid, unenforceable or illegal. .
- 1.34 This Agreement sets forth all covenants, promises, representations, agreement, conditions and understanding between the Village and the County concerning the Leased Premises and there are no other covenants, promises, representations, agreements, conditions, or understandings, either oral or written, between them. No alteration or amendment to this Agreement will be binding upon the Village or the County unless in writing and signed by the Village and the County.
- 1.35 This Agreement shall be construed in accordance with and governed by the laws of the Province of Alberta.
- 1.36 Time is of the essence of this Agreement and every part of it.

IN WITNESS WHEREOF the parties have set hands of the proper officers in that behalf on the day and year first above written.

THE VILLAGE OF CAROLINE

Per: _____
Mayor (c/s)

Per: _____
Chief Administrative Officer

CLEARWATER COUNTY

Per: _____
Reeve (c/s)

Per: _____
Chief Administrative Officer

CAROLINE COMMUNITY COMPLEX GOVERNANCE AGREEMENT

MEMORANDUM OF AGREEMENT made effective the ____ day of _____, 2013.

BETWEEN:

THE VILLAGE OF CAROLINE,
a municipal corporation in the Province of Alberta,
5004 – 50th Avenue, Box 148, Caroline, Alberta, T0M 0M0,
(hereinafter referred to as the “Village”),

OF THE FIRST PART,

-and-

CLEARWATER COUNTY,
a municipal corporation in the Province of Alberta,
4340 – 47th Avenue, Box 550, Rocky Mountain House, Alberta, T4T 1A4,
(hereinafter referred to as the “County”),

OF THE SECOND PART,

-and-

CAROLINE & DISTRICT ATHLETIC & AGRICULTURAL SOCIETY,
an agricultural society registered under the laws of the Province of Alberta,
Box 267, Caroline, Alberta, T0M 0M0,
(hereinafter referred to as the “Society”),

OF THE THIRD PART.

WHEREAS:

- A. The Village has leased to the County certain lands and premises (the “Leased Premises”) as more specifically described in a lease agreement between the Village and the County dated effective the ____ day of _____, 2013 (the “Lease Agreement”);
- B. Pursuant to the Lease Agreement, the County is responsible for the operation and maintenance of the Leased Premises which includes the building known as the Caroline Community Complex and any additions thereto;
- C. The County desires to receive input from the Village and the Society on the capital planning, policy development, oversight of the Leased Premises including the operation and maintenance of the Leased Premises, and the provision of public recreation and culture programs and community programs and functions offered therein, in order to mutually benefit the parties hereto and the surrounding community.

NOW THEREFORE IN CONSIDERATION of the mutual covenants and agreements herein contained, the parties agree as follows:

Termination of Prior Agreements

- 1.1 The County, the Village and the Society agree that upon the signing of this Agreement the agreement signed by the parties the 8th day of August, 2006 is terminated and no longer of any force or effect.

Term

- 1.2 This Agreement shall commence on ___ day of _____, 2013 and expire ten (10) years thereafter (the "Term").
- 1.3 This Agreement may be renewed for a further five (5) year term, with or without changes, upon the mutual written agreement of the parties. However, if such agreement is not reached within six (6) months prior to the expiry of this Agreement, the parties hereto acknowledge and agree that they will each make all necessary arrangements and preparations to conclude this Agreement and the activities and services provided for herein and that this Agreement will expire on the last day of the Term.
- 1.4 The Parties agree that this Agreement shall immediately terminate upon the termination of the Lease Agreement for any reason whatsoever, unless otherwise agreed by the Parties.

Input from Village and Society

- 1.5 The County agrees to seek input from the Village and the Society, or either of them, with respect to the capital planning, policy development, oversight of the Leased Premises including the operation and maintenance of the Leased Premises, and the provision of public recreation and culture programs and community programs and functions offered therein
- 1.6 To seek such input as outlined in section 1.5, the County may ask the Village or the Society on an as needed basis to have its Council or Board, as the case may be, consider certain issues and provide a written recommendation, or the County may establish advisory committees on an as needed basis as determined by the County in its sole discretion in order to seek input from the Village and the Society.
- 1.7 Each of the Village, the Society and the County shall have equal representation on such advisory committees established pursuant to section 1.6.
- 1.8 Each advisory committee shall determine how often it should meet and the conduct of such meetings.
- 1.9 Each advisory committee, the Village or the Board of the Society (if the Board agrees to consider an issue and provide a recommendation), as the case may be, shall submit to the

County a written recommendation in a timely manner on any item is has been established to discuss, or tasked with discussing and on which to give input.

- 1.10 For clarity, the County shall have no obligation to implement the written recommendation of the Village, the Board of the Society or an advisory committee, as the case may be.

Indemnity

- 1.11 Each of the parties hereto shall indemnify and save harmless the other parties hereto for any damages, losses (including legal fees on a solicitor and his own client full indemnity basis), injuries or loss of life, resulting from the acts or omissions of their respective employees, servants or agents which may occur in the performance, purported performance, or non-performance of their respective obligations under this Agreement, provided that such indemnity shall be limited to an amount in proportion to the degree to which the indemnifying party, its employees, servants or agents are at fault or otherwise held responsible in law. This indemnification shall survive the termination of this Agreement.

Termination

- 1.12 In addition to the options to terminate contained herein, each party hereto has the right and option to terminate this Agreement upon giving ninety (90) days' prior written notice to the other parties hereto, or as otherwise mutually agreed between the parties hereto.

Dispute

- 1.13 If any dispute arises between the parties hereto with respect to any of the provisions of this Agreement which cannot be resolved by mutual agreement between the parties hereto, the parties shall resolve the dispute in accordance with the principles of the dispute resolution procedure as set out beginning at page ten (10) of the Stronger Together Agreement dated April 4, 2013, as amended, between Rocky Mountain House, the County and the Village.

Notices

- 1.14 Any notice required or permitted to be given under this Agreement shall be in writing and addressed to the appropriate party at the address first above written or as advised in writing from time to time by such party to the other party, and given personally, by regular mail or be facsimile. All notices shall be effective upon the date of receipt.

Other

- 1.15 This Agreement is not assignable by any party hereto without the prior written consent of the other parties hereto.
- 1.16 This Agreement may be amended by mutual written consent of the parties hereto.
- 1.17 This Agreement is binding up and shall enure to the benefit of the parties hereto and their successors and permitted assigns.

- 1.18 Acceptance and execution of this Agreement may be validly effected by transmittals via facsimile or portable document format (PDF) or by one or more parties signing facsimile or PDF transmissions of documents containing the signature of the other party to this Agreement, and all counterparts when so executed and taken together shall be of the same force and effect as if all of the parties hereto had executed the same document.
- 1.19 The parties hereto acknowledge and agree that this Agreement does not create and shall not be construed as creating any relationship of agency, partnership or joint venture between the parties hereto. The parties hereto enter this Agreement as, and shall remain, independent parties.
- 1.20 If any term, covenant or condition of this Agreement, or the application thereof to any person or circumstance, is to any extent held or rendered invalid, unenforceable or illegal, then that term, covenant or condition: (i) is deemed to be independent of the remainder of this Agreement and to be severable and divisible therefrom, and its invalidity, unenforceability or illegality does not affect, impair or invalidate the remainder to the Agreement or any part thereof; and (ii) continues to be applicable to and enforceable to the fullest extent permitted by law against any person and circumstances other than those as to which it has been held or rendered invalid, unenforceable or illegal. .
- 1.21 This Agreement, including the Schedules attached hereto which are an integral part of this Agreement, sets forth all covenants, promises, representations, agreement, conditions and understanding between the parties respecting the subject matter herein, and there are no other covenants, promises, representations, agreements, conditions, or understandings, either oral or written, between them. No alteration or amendment to this Agreement will be binding upon the parties hereto unless in writing and signed by the parties hereto.
- 1.22 This Agreement shall be construed in accordance with and governed by the laws of the Province of Alberta.

1.23 Time is of the essence of this Agreement and every part of it.

IN WITNESS WHEREOF the parties have set hands of the proper officers in that behalf on the day and year first above written.

THE VILLAGE OF CAROLINE

Per: _____
Mayor (c/s)

Per: _____
Chief Administrative Officer

CLEARWATER COUNTY

Per: _____
Reeve (c/s)

Per: _____
Chief Administrative Officer

CAROLINE & DISTRICT ATHLETIC & AGRICULTURAL SOCIETY

Per: _____
(c/s)

Per: _____

SERVICES AGREEMENT

MEMORANDUM OF AGREEMENT made effective the ____ day of _____, 2013.

BETWEEN:

CLEARWATER COUNTY,

a municipal corporation in the Province of Alberta,
4340 – 47th Avenue, Box 550, Rocky Mountain House, Alberta, T4T 1A4,
(hereinafter referred to as the “County”),

OF THE FIRST PART,

-and-

CAROLINE & DISTRICT ATHLETIC & AGRICULTURAL SOCIETY,

an agricultural society registered under the laws of the Province of Alberta,
Box 267, Caroline, Alberta, T0M 0M0,
(hereinafter referred to as the “Society”),

OF THE SECOND PART.

WHEREAS:

- A. The County leases certain lands and premises from The Village of Caroline as more specifically described in a lease agreement between the Village and the County dated effective the ____ day of _____, 2013 (the “Lease Agreement”);
- B. Pursuant to the Lease Agreement, the County is responsible for the operation and maintenance of the Leased Premises which includes the building known as the Caroline Community Complex and any additions thereto; and
- C. The County desires to retain the Society to perform certain services related to the operation of the Leased Premises and the provision of public recreation and culture programs and community programs and functions offered therein.

NOW THEREFORE IN CONSIDERATION of the mutual covenants and agreements herein contained, the parties agree as follows:

Term

- 1.1 This Agreement shall commence on ____ day of _____, 2013 and expire ten (10) years thereafter (the “Term”).
- 1.2 This Agreement may be renewed for a further five (5) year term, with or without changes, upon the mutual written agreement of the parties. However, if such agreement is not reached within six (6) months prior to the expiry of this Agreement, the parties hereto acknowledge and agree that they will each make all necessary arrangements and

preparations to conclude this Agreement and the activities and services provided for herein and that this Agreement will expire on the last day of the Term.

- 1.3 The Society and the County agree that this Agreement shall immediately terminate upon the termination of the Lease Agreement for any reason whatsoever.

Services performed by the Society

- 1.4 The Society shall perform those services as set out in Schedule “A” attached hereto (the “Services”) except as otherwise specified or amended herein:
- 1.5 The Society shall perform the Services in accordance with any direction, policies or instructions received from the County, and shall perform the Services to the satisfaction of the County.
- 1.6 The County may amend, add to or terminate the Services, or any of them, to be performed by the Society upon thirty (30) days’ written notice to the Society, or immediately if the Society is in default of this Agreement in the discretion of the County.
- 1.7 The Society shall perform the Services in accordance with all applicable Federal, Provincial and municipal laws, regulations and ordinances, and in a competent and professional manner using commercially reasonable efforts to ensure the continuity of operation and reflecting industry best practices, and in an effective and efficient manner.
- 1.8 On an annual basis and by October 31st of each year of the Term hereof, the Society shall provide to the County a three year budget and forecast of the operational and capital requirements for the Society to perform the Services. If October 31st is not a business day, then the aforementioned budget and forecast shall be provided by the Society to the County by the business day immediately preceding October 31st.
- 1.9 On an annual basis and in _____ of each year of the Term hereof, the Society shall have a review of its accounts and books related to the Services carried out and shall provide to the County a statement regarding the foregoing in a manner and form as determined by the County.
- 1.10 Compensation for performing the Services shall be provided to the Society by the County, in a manner as determined by the County, based on the operational funding amounts put forward by the County to the Society in _____ of each year of the Term hereof. Funding for capital projects approved by the County will be released from the County to the Society upon written confirmation from the Society that the capital projects have commenced.
- 1.11 Should the Society fail to maintain its status as an active agricultural society in Alberta or its eligibility for provincial grants, the provisions of this Agreement regarding the Services to be performed by the Society and compensation therefore shall immediately terminate and no longer be of any effect.

Indemnity

- 1.12 Each of the parties hereto shall indemnify and save harmless the other parties hereto for any damages, losses (including legal fees on a solicitor and his own client full indemnity basis), injuries or loss of life, resulting from the acts or omissions of their respective employees, servants or agents which may occur in the performance, purported performance, or non-performance of their respective obligations under this Agreement, provided that such indemnity shall be limited to an amount in proportion to the degree to which the indemnifying party, its employees, servants or agents are at fault or otherwise held responsible in law. This indemnification shall survive the termination of this Agreement.

Termination

- 1.13 In addition to the options to terminate contained herein, each party hereto has the right and option to terminate this Agreement upon giving ninety (90) days' prior written notice to the other parties hereto, or as otherwise mutually agreed between the parties hereto.

Notices

- 1.14 Any notice required or permitted to be given under this Agreement shall be in writing and addressed to the appropriate party at the address first above written or as advised in writing from time to time by such party to the other party, and given personally, by regular mail or be facsimile. All notices shall be effective upon the date of receipt.

Other

- 1.15 This Agreement is not assignable by any party hereto without the prior written consent of the other parties hereto.
- 1.16 This Agreement may be amended by mutual written consent of the parties hereto.
- 1.17 This Agreement is binding upon and shall enure to the benefit of the parties hereto and their successors and permitted assigns.
- 1.18 Acceptance and execution of this Agreement may be validly effected by transmittals via facsimile or portable document format (PDF) or by one or more parties signing facsimile or PDF transmissions of documents containing the signature of the other party to this Agreement, and all counterparts when so executed and taken together shall be of the same force and effect as if all of the parties hereto had executed the same document.
- 1.19 The parties hereto acknowledge and agree that this Agreement does not create and shall not be construed as creating any relationship of agency, partnership or joint venture between the parties hereto. The parties hereto enter this Agreement as, and shall remain, independent parties.
- 1.20 If any term, covenant or condition of this Agreement, or the application thereof to any person or circumstance, is to any extent held or rendered invalid, unenforceable or illegal, then that term, covenant or condition: (i) is deemed to be independent of the remainder of this Agreement and to be severable and divisible therefrom, and its invalidity,

unenforceability or illegally does not affect, impair or invalidate the remainder to the Agreement or any part thereof; and (ii) continues to be applicable to and enforceable to the fullest extent permitted by law against any person and circumstances other than those as to which it has been held or rendered invalid, unenforceable or illegal. .

1.21 This Agreement, including the Schedules attached hereto which are an integral part of this Agreement, sets forth all covenants, promises, representations, agreement, conditions and understanding between the parties respecting the subject matter herein, and there are no other covenants, promises, representations, agreements, conditions, or understandings, either oral or written, between them. No alteration or amendment to this Agreement will be binding upon the parties hereto unless in writing and signed by the parties hereto.

1.22 This Agreement shall be construed in accordance with and governed by the laws of the Province of Alberta.

1.23 Time is of the essence of this Agreement and every part of it.

IN WITNESS WHEREOF the parties have set hands of the proper officers in that behalf on the day and year first above written.

CLEARWATER COUNTY

Per: _____
Reeve (c/s)

Per: _____
Chief Administrative Officer

CAROLINE & DISTRICT ATHLETIC & AGRICULTURAL SOCIETY

Per: _____ (c/s)

Per: _____

**SCHEDULE “A”
THE SERVICES**

The Services to be performed by the Society in accordance with the Agreement include the following:

- Coordinate, manage and operate recreation and community activities within the Leased Premises;
- Coordinate, manage and administer resources committed to the Leased Premises including but not limited to the facility, staff, and funds
- Support recreation programs;
- Coordinate, manage and submit grant applications to encourage community program cooperation and maintain funding equity and fairness
- Review grant applications filed by community organizations and make recommendations to the County regarding the same
- Coordinate and support volunteers involved in the delivery of recreation and community services and programs within the community surrounding the Leased Premises;
- Review and amend policies related to the operation of the Leased Premises as needed to ensure they reflect fiscal realities and community needs;
- Provide support to community recreation programming as resources and opportunities allow
- Manage all programs and services within budgets, plans and policies approved by the County; and
- Maintain accurate and detailed records of its operations related to the Leased Premises, both financial and otherwise.

SOUTH EAST RECREATION GROUNDS SERVICES AGREEMENT

MEMORANDUM OF AGREEMENT made effective the ____ day of _____, 2013.

BETWEEN:

CLEARWATER COUNTY,

a municipal corporation in the Province of Alberta,
4340 – 47th Avenue, Box 550, Rocky Mountain House, Alberta, T4T 1A4,
(hereinafter referred to as the “County”),

OF THE FIRST PART,

-and-

CAROLINE & DISTRICT ATHLETIC & AGRICULTURAL SOCIETY,

an agricultural society registered under the laws of the Province of Alberta,
Box 267, Caroline, Alberta, T0M 0M0,
(hereinafter referred to as the “Society”),

OF THE SECOND PART.

WHEREAS:

- A. The County owns certain lands and premises known as the South East Recreation Grounds (Grounds); and,
- B. The County desires to retain the Society to perform certain services related to the operation of the Grounds and the provision of public recreation and culture programs and community programs and functions offered therein.

NOW THEREFORE IN CONSIDERATION of the mutual covenants and agreements herein contained, the parties agree as follows:

Term

- 1.1 This Agreement shall commence on ____ day of _____, 2013 and expire ten (10) years thereafter (the “Term”).
- 1.2 This Agreement may be renewed for a further five (5) year term, with or without changes, upon the mutual written agreement of the parties. However, if such agreement is not reached within six (6) months prior to the expiry of this Agreement, the parties hereto acknowledge and agree that they will each make all necessary arrangements and preparations to conclude this Agreement and the activities and services provided for herein and that this Agreement will expire on the last day of the Term.

Services performed by the Society

- 1.3 The Society shall perform those services as set out in Schedule “A” attached hereto (the “Services”) except as otherwise specified or amended herein:

- 1.4 The Society shall perform the Services in accordance with any direction, policies or instructions received from the County, and shall perform the Services to the satisfaction of the County.
- 1.5 The County may amend, add to or terminate the Services, or any of them, to be performed by the Society upon thirty (30) days' written notice to the Society, or immediately if the Society is in default of this Agreement in the discretion of the County.
- 1.6 The Society shall perform the Services in accordance with all applicable Federal, Provincial and municipal laws, regulations and ordinances, and in a competent and professional manner using commercially reasonable efforts to ensure the continuity of operation and reflecting industry best practices, and in an effective and efficient manner.
- 1.7 On an annual basis and by October 31st of each year of the Term hereof, the Society shall provide to the County a three year budget and forecast of the operational and capital requirements for the Society to perform the Services. If October 31st is not a business day, then the aforementioned budget and forecast shall be provided by the Society to the County by the business day immediately preceding October 31st.
- 1.8 On an annual basis and in _____ of each year of the Term hereof, the Society shall have a review of its accounts and books related to the Services carried out and shall provide to the County a statement regarding the foregoing in a manner and form as determined by the County.
- 1.9 Compensation for performing the Services shall be provided to the Society by the County, in a manner as determined by the County, based on the operational funding amounts put forward by the County to the Society in _____ of each year of the Term hereof. Funding for capital projects approved by the County will be released from the County to the Society upon written confirmation from the Society that the capital projects have commenced.
- 1.10 Should the Society fail to maintain its status as an active agricultural society in Alberta or its eligibility for provincial grants, the provisions of this Agreement regarding the Services to be performed by the Society and compensation therefore shall immediately terminate and no longer be of any effect.

Indemnity

- 1.11 Each of the parties hereto shall indemnify and save harmless the other parties hereto for any damages, losses (including legal fees on a solicitor and his own client full indemnity basis), injuries or loss of life, resulting from the acts or omissions of their respective employees, servants or agents which may occur in the performance, purported performance, or non-performance of their respective obligations under this Agreement, provided that such indemnity shall be limited to an amount in proportion to the degree to which the indemnifying party, its employees, servants or agents are at fault or otherwise

held responsible in law. This indemnification shall survive the termination of this Agreement.

Termination

- 1.12 In addition to the options to terminate contained herein, each party hereto has the right and option to terminate this Agreement upon giving ninety (90) days' prior written notice to the other parties hereto, or as otherwise mutually agreed between the parties hereto.

Notices

- 1.13 Any notice required or permitted to be given under this Agreement shall be in writing and addressed to the appropriate party at the address first above written or as advised in writing from time to time by such party to the other party, and given personally, by regular mail or be facsimile. All notices shall be effective upon the date of receipt.

Other

- 1.14 This Agreement is not assignable by any party hereto without the prior written consent of the other parties hereto.
- 1.15 This Agreement may be amended by mutual written consent of the parties hereto.
- 1.16 This Agreement is binding upon and shall enure to the benefit of the parties hereto and their successors and permitted assigns.
- 1.17 Acceptance and execution of this Agreement may be validly effected by transmittals via facsimile or portable document format (PDF) or by one or more parties signing facsimile or PDF transmissions of documents containing the signature of the other party to this Agreement, and all counterparts when so executed and taken together shall be of the same force and effect as if all of the parties hereto had executed the same document.
- 1.18 The parties hereto acknowledge and agree that this Agreement does not create and shall not be construed as creating any relationship of agency, partnership or joint venture between the parties hereto. The parties hereto enter this Agreement as, and shall remain, independent parties.
- 1.19 If any term, covenant or condition of this Agreement, or the application thereof to any person or circumstance, is to any extent held or rendered invalid, unenforceable or illegal, then that term, covenant or condition: (i) is deemed to be independent of the remainder of this Agreement and to be severable and divisible therefrom, and its invalidity, unenforceability or illegality does not affect, impair or invalidate the remainder to the Agreement or any part thereof; and (ii) continues to be applicable to and enforceable to the fullest extent permitted by law against any person and circumstances other than those as to which it has been held or rendered invalid, unenforceable or illegal. .
- 1.20 This Agreement, including the Schedules attached hereto which are an integral part of this Agreement, sets forth all covenants, promises, representations, agreement, conditions and understanding between the parties respecting the subject matter herein, and there are

no other covenants, promises, representations, agreements, conditions, or understandings, either oral or written, between them. No alteration or amendment to this Agreement will be binding upon the parties hereto unless in writing and signed by the parties hereto.

1.21 This Agreement shall be construed in accordance with and governed by the laws of the Province of Alberta.

1.22 Time is of the essence of this Agreement and every part of it.

IN WITNESS WHEREOF the parties have set hands of the proper officers in that behalf on the day and year first above written.

CLEARWATER COUNTY

Per: _____
Reeve (c/s)

Per: _____
Chief Administrative Officer

CAROLINE & DISTRICT ATHLETIC & AGRICULTURAL SOCIETY

Per: _____ (c/s)

Per: _____

**SCHEDULE “A”
THE SERVICES**

The Services to be performed by the Society in accordance with the Agreement include the following:

- Coordinate, manage and operate recreation and community activities within the Grounds;
- Coordinate, manage and administer resources committed to the Grounds including but not limited to the facility, staff, and funds
- Support recreation programs;
- Coordinate, manage and submit grant applications to encourage community program cooperation and maintain funding equity and fairness
- Review grant applications filed by community organizations and make recommendations to the County regarding the same
- Review and amend policies related to the operation of the Grounds as needed to ensure they reflect fiscal realities and community needs;
- Provide support to community recreation programming as resources and opportunities allow
- Manage all programs and services within budgets, plans and policies approved by the County; and
- Maintain accurate and detailed records of its operations related to the Grounds, both financial and otherwise.



Agenda Item

Project: Parkland Regional Library (PRL) Annual Survey	
Presentation Date: January 13, 2014	
Department: CPS	Author: Trevor Duley
Budget Implication: <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Funded by Dept. <input type="checkbox"/> Reallocation	
Strategic Area: Quality of Life	Goal: Council will continue to rely on volunteers, profit and not-for-profit organizations for the provision of recreation, culture or leisure programs not organized or offered by the local Recreation Boards.
Legislative Direction: <input type="checkbox"/> None <input checked="" type="checkbox"/> Provincial Legislation (cite) <u>Alberta Libraries Act</u> <input type="checkbox"/> County Bylaw or Policy (cite) _____	
Recommendation: That Council approves, with any amendments, the survey response as presented.	
Attachments List: Recommended Survey Responses	

Background:

PRL has submitted their annual satisfaction survey for Council to respond to. This survey is mandated by Municipal Affairs to be sent to all member municipal councils. PRL uses the results of this survey to assist local libraries in their service provision to the municipal population and releases the results to member municipalities.

Deputy Reeve Graham, who is Council's representative on the Caroline Library Board, and Councillor Laing, who is Council's representative on the Rocky Library Board and PRL Board, have reviewed the survey and submitted recommended responses. The survey consists of 6 questions, most of which ask Council their level of satisfaction on a scale from 1 (strongly dissatisfied) to 4 (very satisfied).

The recommended responses are noted on the attached survey. Council may wish to discuss and amend the responses prior to submitting them to PRL. The recommendation is that Council approves, with any amendments, the survey response as presented.



Municipal Council Satisfaction with Library System Survey – 2013

Parkland Regional Library appreciates your feedback and comments about our services. Please circle the response which best describes your reactions to Parkland's service.

1 = Strongly Dissatisfied 2 = Mildly Dissatisfied 3 = Satisfied 4 = Very Satisfied

1. Is your council satisfied with present services offered by Parkland Regional Library?

1 2 (3) 4

2. Is your council satisfied with the level of communication between Parkland Regional Library and your municipality?

1 2 (3) 4

3. Is your council satisfied with Parkland Regional Library's Strategic Plan for 2013 - 2015?

1 2 (3) 4

4. Is your council satisfied with Parkland's level of requisition?

1 2 (3) 4

5. Would you like copies of PRL Board minutes?

Yes _____ (No) _____

6. Do you feel that you understand both the role of regional library systems and what services they offer?

(Yes) _____ No _____ Uncertain _____

Additional Comments:

Please feel free to note areas of special satisfaction or to share criticisms, concern, that you wish Parkland staff to be aware of. Also note that you can contact Parkland's Director at any time.

A current concern, and an issue moving forward pertains to the partnership with school divisions — greater partnership and collaboration is required to sustain effective service-levels.

Name of Municipality: Clearwater County

Thank you for your help in completing this survey! Your feedback is VERY important.

Clearwater County

Councilor and Board Member Remuneration Statement

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

Name of Councilor / Board Member ..**Jim Duncan**.....

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$145.00	Next 4 Hours \$116.00	Next 4 Hours \$116.00	Regular Council Meeting \$263.00	Lunch \$16.00	Mileage @ \$0.53 / km
Nov 5	Regular Council				X		40
Nov 6	Rec Board	X					40
Nov 7	ASB Regional Conference	X	X				40
Nov 12	ASB Provincial Committee	X	X				238
Nov 13	AAMDC Conference	X	X		<i>Hotel Receipts attached</i>		0
Nov 14	AAMDC Conference	X	X				0
Nov 15	AAMDC Conference	X	X				238
Nov 20	ASB Cattleman's Day	X	X				74
Nov 21	Landcare Board meeting	X					40
Nov 25	Landcare Sasquatch and Partners	X					40
Nov 25	SDAB Orientation	----					0
Nov 25	Landcare and Medicine River Watershed Society	X				X	91
Nov 26	Regular Council				X		40
Nov 27	SDAB Hearing	X					40
Nov 28	Bighorn Backcountry	X					20

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Remuneration Calculation

<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;"><u>14</u></td> <td>Meetings @ \$149 =</td> <td style="text-align: right;"><u>2086.00</u></td> </tr> <tr> <td style="text-align: right;"><u>6</u></td> <td>Meetings @ \$119 =</td> <td style="text-align: right;"><u>714.00</u></td> </tr> <tr> <td style="text-align: right;"><u>2</u></td> <td>Meetings @ \$271 =</td> <td style="text-align: right;"><u>542.00</u></td> </tr> <tr> <td></td> <td>Supervision =</td> <td style="text-align: right;"><u>550.00</u></td> </tr> <tr> <td></td> <td>Sub Total =</td> <td style="text-align: right;"><u> </u></td> </tr> <tr> <td></td> <td>TOTAL =</td> <td style="text-align: right;"><u>3892.00</u></td> </tr> </table>	<u>14</u>	Meetings @ \$149 =	<u>2086.00</u>	<u>6</u>	Meetings @ \$119 =	<u>714.00</u>	<u>2</u>	Meetings @ \$271 =	<u>542.00</u>		Supervision =	<u>550.00</u>		Sub Total =	<u> </u>		TOTAL =	<u>3892.00</u>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;"><u>1001</u></td> <td>Kms @ \$0.53 =</td> <td style="text-align: right;"><u>540.54</u></td> </tr> <tr> <td style="text-align: right;"><u>1</u></td> <td>Lunch @ \$16.00 =</td> <td style="text-align: right;"><u>16.00</u></td> </tr> <tr> <td></td> <td>FALL CONV. ACCOM. (Receipt ON FILE)</td> <td style="text-align: right;"><u>524.73</u></td> </tr> <tr> <td></td> <td>Sub Total =</td> <td style="text-align: right;"><u> </u></td> </tr> <tr> <td></td> <td>TOTAL =</td> <td style="text-align: right;"><u>1081.27</u></td> </tr> </table>	<u>1001</u>	Kms @ \$0.53 =	<u>540.54</u>	<u>1</u>	Lunch @ \$16.00 =	<u>16.00</u>		FALL CONV. ACCOM. (Receipt ON FILE)	<u>524.73</u>		Sub Total =	<u> </u>		TOTAL =	<u>1081.27</u>
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Clearwater County

Councilor and Board Member Remuneration Statement

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

Name of Councilor / Board Member *Theresa Leiny*

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Mileage @ \$0.54 / km
Nov 1/13	Tour of Nondag & Palm	✓					6.8
Nov 5/13	Council Meeting				✓		6.8
Nov 7/13	Parkland Regional	✓	✓				196.2
Nov 12	AAMDC	✓	✓				230
Nov 13	AAMDC	✓	✓				
Nov 14	AAMDC	✓	✓				
Nov 15	AAMDC	✓	✓				230
Nov 26	Council				✓		6.8
* Nov 27	Senior Housing						
Nov 28	Alumna Expansion	✓					6.8

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Remuneration Calculation

1 Westview @ \$69	69.00				
7 Meetings @ \$149.00=	1043.00	677		Kms @ \$0.54=	365.58
5 Meetings @ \$119.00=	595.00			Lunch @ \$16.00=	
2 Meetings @ \$271.00=	542.00			FALL CONV. ACCOM. (Receipt on File)	534.13
Supervision=	550.00			TOTAL=	899.71
TOTAL=	2799.00				

Signature {Councilor / Board Member} *Theresa Leiny*

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

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

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Mileage @ \$0.54 / km
Nov 5	Council				X		74
Nov 6	Goldeye	X					274
Nov 7	Airport	X					74
Nov 11	Lay wreath						74
Nov 12	AAMDC	X					195
Nov 13	AAMDC				X		
Nov 14	AAMDC				X		
Nov 15	AAMDC	X	X				195
Nov 17	Meet Mayor Caroline	X					74
Nov 18	Hospital Com.	X					74
Nov 18	RPAP		X				
Nov 20	NSWA	X	X	X		X	193
Nov 21	AUMA				X	X	220
Nov 22	AUMA	X	X				220
Nov 26	Council				X		74

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Remuneration Calculation

<u>10</u>	Meetings @ \$149.00=	<u>1490.00</u> ✓	<u>1815</u>	Kms @ \$0.54=	<u>980.10</u> ✓
<u>5</u>	Meetings @ \$119.00=	<u>595.00</u> ✓	<u>6</u>	Lunch @ \$16.00=	<u>96.00</u> ✓
<u>5</u>	Meetings @ \$271.00=	<u>1355.00</u> ✓	ACCOM. (6 @ 175)		<u>1050.00</u> ✓
	Supervision=	<u>850.00</u> ✓			
	TOTAL=	<u>4290.00</u>		TOTAL=	<u>2126.10</u>

Signature {Councilor / Board Member}

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Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Mileage @ \$0.54/ km
Nov 27	Conference Call	X					
Nov 28	Regional Fire	X					74
Nov 19	Hotel Room In Edm.	NSWA					
Nov 20	Hotel Room In Cal.	AUMA					
Nov 21	Hotel Room In Cal.	AUMA					
Nov 12	Hotel Room In Edm.	AAMDC					
Nov 13	Hotel Room In Edm.	AAMDC					
Nov 14	Hotel Room In Edm.	AAMDC					
Nov 17	Lunch 4 People						

Clearwater County

Councilor and Board Member Remuneration Statement

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

Name of Councilor / Board Member Pat Alexander

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Mileage @ \$0.54 / km
Dec 4							
Dec 5	Joint Facility	X					74✓
Dec 6	Hospital Tour	X					74✓
Dec 9	Meet Mayor Caroline	X					135✓
Dec 10	Council				X		74✓
Dec 11	Budget + Mayors+ Reeves				X		266✓
Dec 12	Budget				X		74✓
Dec 13	Budget				X		74✓
Dec 18	NSWA	X	X	X			414✓
Dec 30	Meet Mountaineer	X					74✓
Dec 18	Hotel Room In Edm.						

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Remuneration Calculation

5	Meetings @ \$149.00=	745.00✓	1259	Kms @ \$0.54=	679.86✓
2	Meetings @ \$119.00=	238.00✓	—	Lunch @ \$16.00=	—
4	Meetings @ \$271.00=	1084.00✓	Accom. (1 @ 175.00)	175.00✓
	Supervision=	850.00✓			
	TOTAL=	2917.00		TOTAL=	854.86✓

Signature {Councilor / Board Member}

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Clearwater County

Councilor and Board Member Remuneration Statement

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

Name of Councilor / Board Member ..**Jim Duncan**.....

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$145.00	Next 4 Hours \$116.00	Next 4 Hours \$116.00	Regular Council Meeting \$263.00	Lunch \$16.00	Mileage @ \$0.53 / km
Dec 3	Pow Wow	X					40
Dec 4	Rec Board	X					40
Dec 5	Joint Council Facility	X					40
Dec 10	Regular Council				X		40
Dec 11	Budget Deliberations	X	X				40
Dec 12	Budget Deliberations	X	X				40
Dec 13	Budget Deliberations	X	X				40
Dec 16	FCSS Board	X					40
Dec 18	FCSS Interagency	X					40

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Remuneration Calculation

<u>8</u>	Meetings @ \$149.00=	<u>1192.00 ✓</u>	<u>360</u>	Kms @ \$0.53=	<u>194.40 ✓</u>
<u>3</u>	Meetings @ \$119.00=	<u>357.00 ✓</u>		Lunch @ \$16.00=	
<u>1</u>	Meetings @ \$271.00=	<u>271.00 ✓</u>			
	Supervision=	<u>550.00 ✓</u>			
	Sub Total=	<u> </u>		Sub Total=	<u> </u>
	TOTAL=	<u>2370.00</u>		TOTAL=	<u>194.40</u>

Signature {Councilor / Board Member}

Jim Duncan

Clearwater County

Councilor and Board Member Remuneration Statement

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

Name of Councilor / Board Member

EARL GRAHAM.

Payment Periods

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

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

Date	Type of Meeting Attended	First 4 Hours \$149.00	Next 4 Hours \$119.00	Next 4 Hours \$119.00	Regular Council Meeting \$271.00	Lunch \$16.00	Mileage @ \$0.54 / km
<i>Dec 2/13</i>	<i>SPOG (CONF CALL)</i>	<i>✓</i>					<i>0</i>
<i>Dec 5/13</i>	<i>Reeve Assembly</i>	<i>✓</i>					<i>92</i>
<i>Dec 5/13</i>	<i>SPIRT</i>		<i>✓</i>				<i>90</i>
<i>Dec 9/13</i>	<i>SPOG (CONF CALL)</i>	<i>✓</i>					<i>0</i>
<i>Dec 9/13</i>	<i>Village Mtg</i>		<i>✓</i>				<i>22</i>
<i>Dec 10/13</i>	<i>COUNCIL</i>				<i>✓</i>	<i>1</i>	<i>92</i>
<i>Dec 11/13</i>	<i>Budget</i>				<i>✓</i>		<i>92</i>
<i>Dec 12/13</i>	<i>Budget</i>				<i>✓</i>		<i>92</i>
<i>Dec 13/13</i>	<i>Budget</i>				<i>✓</i>		<i>92</i>
<i>Dec 17/13</i>	<i>SPOG</i>	<i>✓</i>					<i>90</i>

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Remuneration Calculation

<u>4</u>	Meetings @ \$149.00=	<u>596.00</u> ✓	<u>662</u>	Kms @ \$0.54=	<u>357.48</u> ✓
<u>2</u>	Meetings @ \$119.00=	<u>238.00</u> ✓	<u>—</u>	Lunch @ \$16.00=	<u>—</u>
<u>4</u>	Meetings @ \$271.00=	<u>1084.00</u> ✓			
	Supervision=	<u>550.00</u> ✓			
	TOTAL=	<u>2468.00</u>		TOTAL=	<u> </u>

Signature {Councilor / Board Member}

Earl Graham

